

# A Tailgate Party Value Delivery System



## INTRODUCTION

# White Tents, Inc.

With the information from Make Your Mission Visual as background, this describes the status quo in tailgating, an improved set of experiences, and how a fictitious company, White Tents, Inc., will provide and communicate those experiences. I develop the company's value proposition and value delivery system. This, in turn, will provide the background material to use as the company's Mission Statement, Illustrated.

We will explore some "scenes" or "virtual videos" of the intended target customers' tailgating life before White Tents existed. Then, we will re-imagine those virtual videos to highlight an improved set of experiences. We will make clear what those improved experiences are.

From there, we will develop a grid to show, at a very high level, how this company intends to communicate and provide those experiences. This grid will provide the material we need to develop the company's Mission Statement, Illustrated.

Note: all images rendered using Canva's Magic Media tools



# From the Fans' Perspective

American college football fans eagerly anticipate the tradition of tailgating, but often the experience falls short of expectations. The preparations for a tailgate party begin days in advance, with families cooking and baking their favorite dishes. However, keeping food at the right temperature can be challenging, especially if they must stay in a motel. Popular menu items include casseroles, fried chicken, pasta salad, and cold-cut sandwiches.

One of the biggest challenges for tailgaters is finding a space to set up their party. Some groups set up their party by their parked car, but this can be cramped and uncomfortable. It's also challenging to coordinate parking next to friends.

As tailgate parties have become increasingly extravagant, fans have started bringing portable grills, griddles, and smokers. While the college campus typically prohibits open flames, less policed parking lots offer more flexibility.

Tailgating is often a family affair, with kids tossing a football while the adults chat and eat. Cornhole has become a popular game at tailgates. But, none of these activities are ideal in a parking lot.

Other groups set up their camps on campus, which requires significant logistical support. It's a challenge to reserve a patch of grass when you're competing against thousands of other fans. Some arrive early in the morning, while others may even come the day before. It's common to see caution tape and streamers marking reserved spots. This creates little independent and potentially hostile fiefdoms throughout campus.





Setting up a tailgate party requires bringing all the necessary gear from the car to the chosen spot on campus. This can include pop-up canopy tents, soccer chairs, coolers, tables, casserole dishes, crock pots, and picnic baskets. Fans might take turns taking the kids to the bookstore to buy sweatshirts and other items.

Many fans bring TVs and satellite dishes to watch other games before kickoff. You can see that the complexity and extravagance of tailgate parties have grown over the years.

Finding a level spot to set up your area is another challenge.

Before heading into the game, tailgaters must secure their belongings to prevent looting. Campus tailgaters typically have more faith in their fellow fans, so they might only partially break down their camp. However, they still have some mild concerns. Fans then make the long walk to the stadium.

After the game, tailgaters return to their cars or on-campus camps. Most will enjoy cold leftovers and drinks while waiting for traffic to die down. Parking lot tailgaters might fire up the grill again, but most fans decide it's not worth the trouble. On-campus fans will likely have an abbreviated get-together, pack their gear, and head back to their cars.

Good fans know to "leave no trace" and pick up the trash around their area.

Traffic is a significant concern for many fans, especially with big school teams. The parking lot fans are acutely aware of this issue and need a healthy attitude and patience to handle it. For them, the whole day seems transactional and targeted: get to the parking lot, go to the stadium, return to the car, leave. Campus fans have a less transactional but equally hurried experience.



# From the School's Perspective

As the fans flood the campus on game day, college administrators in the athletic department, alumni affairs, advancement, and so on watch with a sense of frustration at the untapped potential. They see throngs of passionate and energetic fans and know that with a little effort, they could channel that enthusiasm into something greater.

These employees are passionate about their school. They ache at a missed opportunity as the fans come and go without any meaningful engagement with the school beyond attending games. They wonder if the fans understand the impact they could have on the university beyond just being spectators. The administrators envision a future where the fans are more than just game day attendees, where they are active participants in the life of the university.

The advancement team (donations, giving, etc.), in particular, sees the potential for the fans to become ambassadors for the university, spreading the word about its achievements and contributions to society. More pointedly, they see the potential for the fans to become donors, providing financial support that could help the university achieve its goals and make a difference in the world.





Despite the challenges, the administrators remain optimistic. They believe that with persistence and creativity, they can create a culture of engagement and connection between the fans and the university. They look for ways to encourage fans to participate in pre-game events or donate to the university. They also think about ways to better communicate the university's mission and values to the fans to create a more meaningful connection.

These employees understand that it won't be easy. Still, they are determined to find ways to connect with the fans and show them the potential for a deeper relationship. They see their own frustration at the untapped potential as a call to action. They are committed to making it a reality.

At the same time, the various employees, in their various roles, nurse their own unmentioned frustrations about how the campus looks on game weekends, and what it looks like afterward...

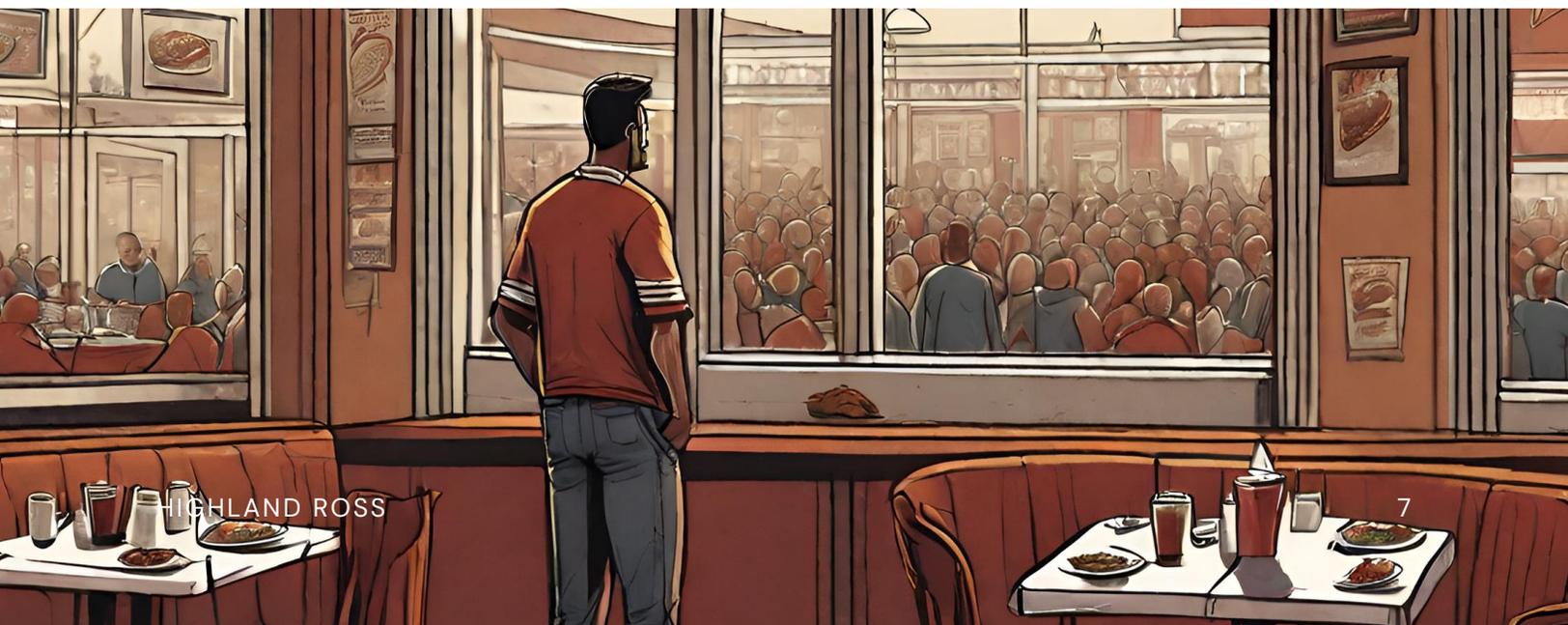


# From Local Restaurants' Perspective

Imagine you are a local restaurant owner observing the flurry of activity on game day. You knew football season was coming, and you marked the home game dates on your calendar, with a particular eye to staffing heavier on game weekends. The streets are filled with fans wearing their team's colors. As you look out your window, you see groups of people walking towards campus, carrying coolers and lawn chairs. You know that these people are headed to tailgate parties.

As a restaurant owner, you can't help but feel a sense of jealousy or perhaps resignation. You know these fans will spend the entire day outside, eating and drinking in the parking lots and on the campus lawns. You wish that they would come to your restaurant instead.

You think about all of the food and drinks that you could be selling to these fans. Your restaurant could be the go-to spot for pre-game meals and post-game celebrations. Instead, you see these fans setting up their own grills and coolers, bringing their own food and drinks.





Despite your envy, you also understand the appeal of tailgate parties. It's not just about the food and drinks; it's also the sense of camaraderie and community that comes with gathering with fellow fans. You know that these fans and families are creating memories that will last a lifetime.

As you watch the fans walk by, you make a mental note to try to capitalize on game day in the future. Maybe you can offer tailgate packages for fans to pick up on their way to the stadium. Or perhaps you can create a special game day menu to entice fans to visit your restaurant after the game. You know that with a bit of creativity, you can turn game day into a profitable opportunity for your business.



## VIRTUAL VIDEO TWO – A RE-IMAGINED DAY OF TAILGATING

# From the Fans' Perspective

A trio of couples and their children had been eagerly anticipating the big game for months. The group's leader, Sarah, had taken charge and booked a 10x10 white tailgate tent package with White Tents, Inc. She paid for everything with her credit card and asked the other two couples to pitch in via Venmo.

The group's excitement grew as the game approached, and their group message string showed it!

The guys had seen other tailgate parties that had a TV and thought it would be great to watch other games before and after theirs. However, they were concerned about the complicated equipment, service plans, and hook-ups needed for good reception.

The conversation then turned to food and what each family would bring. Emily and James announced that while they were excited about the day, they were too busy this week to prepare their signature wings and cookies.

Sarah responded to these last two items by saying that the tailgating company could provide food, drinks, and TV hook-ups for a price. She investigated and reported back to the group. They decided to spring for the TV hook-up, a few catered party platters from some local restaurants, and a cooler of drinks. This is going to be so much fun!

A week before the game, Sarah received a package in the mail that included three parking passes, a map, a QR code to download White Tents' Game Day app and other information about their weekend.

The night before the game, Sarah received a PDF of instructions, a map, and game day FAQs. Of course, the email included a link to the Game Day app.

The app and instructions provided a packing checklist and even tips for packing food items for easy transport.

Upon arrival at the designated parking lot, they only needed to notify the app, and someone would come by in a golf cart to take them and their gear to their tent.

Sarah forwarded the instructions to the other two couples. She reminded them that they didn't need to bring chairs or tables since they would already be provided. Just bring their special dishes and the kids.



The three families arrived at the parking lot at different times, but each signalled through the app when they were ready to be picked up. Shortly, an amiable and helpful guest host arrived in an oversized golf cart. Steve, the guest host, helped them move their picnic baskets from their cars to the golf cart. As Steve drove them to their tent on campus, he explained that they didn't need to clean up afterward and told them to call if they needed anything.

When they arrived at the tent, they were amused to see it had a placard with a clever nickname for their group, Tailgate Titans! Steve helped them unload the golf cart and checked to ensure everything was in order. The food they ordered was already there and set out on the table. And best of all, there was a big-screen TV already playing ESPN's College Game Day!

OK, just kidding, *best of all...* there was an oversized white cooler that had all their favorite iced-down beverages! When she was making arrangements, Sarah included everyone's favorite adult beverages and soft drinks.

Emily surveyed the area and noticed they had collectively forgotten utensils. She informed Steve, who radioed one of his teammates. Steve then announced that forks, knives and spoons were on the way. The group had a few hours to spare before the game, so they spent their time catching up, watching other games on TV, and eating. This, of course, was the whole point!

The kids ran around playing catch and tag and other silly games they invented on the spot.



The band and cheerleaders marched through the tailgate tent area, mesmerizing the kids. Just then, the beloved school mascot appeared and took pictures with anyone who wanted one. Steve swung by one last time to check on things and let the group know they could leave everything as is (except for the deviled eggs), and it would be just like they left it.

After the game (a big win), everyone met back at their tailgate tent. They watched more games on TV, ate, drank, relived the game, and engaged in revelry with the fans in the adjacent tents.

Alas, the time had come to pack up and head home. The group repacked their much lighter picnic baskets and coolers, tidied up a little, and slowly made their way to the parking lot. They decided to walk to extend the day just a little longer. What a fantastic day!



## VIRTUAL VIDEO TWO – A RE-IMAGINED DAY OF TAILGATING

# From the School's Perspective

It is a crisp Fall Saturday after lunch. Several of the university's board of trustees have met with key members from alumni relations, advancement, and the athletic department. Afterward, they walk as a group around campus to take in the school spirit on this football game weekend. Kickoff isn't for a few hours.

Steve from the AD's office remarks on how lively and elegant the campus seems since they partnered with White Tents, Inc. There are hundreds of white tailgate tents assembled in neat rows. Each of the tents has tables with tablecloths and chairs. Some have TVs connected to satellite dishes. All the TVs are tuned to a football game going on elsewhere in the conference. To the group, it looked like a giant catered affair. The neat rows and identical tents provided an air of elegance, like a fancy wedding or fundraising event.

The Advancement representative, Stacy, said that's EXACTLY what this is:

*"Yes, there is a big football game today. But we are doing everything possible to take advantage of all the alumni on campus. Lined up in neat rows, these tents are part of the plan. Before, we had fans setting up camp every which-a-way, with just about every kind and color of pop-up tent. Well, the spacing of these tents provides just enough space for every group to have elbow room and for the kids to run around, but also close enough for 'cross-pollination' and camaraderie among groups. Fans can come and go, explore the campus, find friends at other tents, hit the bookstore, go on campus tours, and bask in the nostalgia. We are providing a festive atmosphere that engenders goodwill and a great overall experience on campus. All this, in turn, primes the pump for giving."*



Stacy continues, explaining that all of this ritual and communal bonding builds a profound sense of community. It's something that people look forward to and remember fondly. It's where connections are made that go beyond the tailgate and filter out into the real world.

Relationships are formed. It doesn't really matter how good your team is; the community building and the celebration of fandom are in some ways separate and beyond the outcome of any one game. Kids will remember the tailgating far more vividly than the outcome of the game.

As they strolled, they passed a larger tent with an "Alumni Relations" placard on it. This tent is right in the thick of it but a little different; it is a "working tent." Five or six friendly, approachable people are handing out buttons for the fans, answering questions, and encouraging alumni to ensure their profiles are updated on the alumni network database. They offer water, soft drinks, and light snacks.

Erica offers that her department, Student Admissions, also sets up a similar tent on game days. Prospective students are welcome to join in and mingle with friendly faces. Stacy nods in agreement that Advancement does this as well. It is all-hands-on-deck for several games a year, and everyone in the office works at least two games.



Just then, Jimmy from the athletic department groans. He heads up similar giving campaigns specific to the athletic programs. Jimmy has noted they are now experiencing "competition" because of the university's advancement team's new game day efforts. Stacy smiles and shrugs in mock humility at her team's recent success in the capital campaign.

Julie from the Alumni Relations office agrees and offers some of the recent successes from her office. Improved networking and career moves, higher circulation, and higher ad revenue in our magazines are primarily attributed to our White Tents game day approach. Julie remarks that they have even been asked by non-alumni if they can get a subscription to our magazine.

Janice, a new Trustee, summarizes their walk:

*"Everything affects everything and this White Tents partnership has undoubtedly created a virtuous circle of fan engagement, goodwill, and giving."*



## VIRTUAL VIDEO TWO – A RE-IMAGINED DAY OF TAILGATING

# From Local Restaurants' Perspective

Sam, a local restaurateur, has been running his family's chicken finger shack on the edge of campus since his mother passed away a few years ago. Sam's parents had built a local "institution" that is insanely popular with the college kids. His shack is regularly featured in alumni magazines, usually as one of the signature memories of campus life. His straightforward menu originally included two choices: dining in (plate) or carrying out (box).

Since partnering with White Tents, Sam's Chicken Shack has grown substantially. Starting in late July, White Tents begins heavy marketing to future tailgaters.

Catering is now one of the services White Tents offers. Actually, White Tents simply runs an online ordering portal similar to GrubHub and DoorDash. Sam chose to participate three seasons ago, and the results have been undeniable.

Sam has re-thought everything he thought he knew about business. The White Tents arrangement has had the curious effect of stabilizing operations; Sam's team can prepare catering orders large and small throughout the week. They cook the food early in the week and stage it in the new walk-in freezer. Then, early Saturday morning, they re-heat the food and get the orders ready for White Tents to pick them up.

All of this happens in parallel to running their regular walk-in traffic.

White Tents has developed processes for labeling the orders to make game day deliveries easier and mistake-free. Sam's Chicken Shack simply labels the catering orders when they are complete and ready to go. A box truck from White Tents arrives between 7am and 8am each game day to pick up the orders. White Tents then delivers them to a central place on campus, at which point other White Tents team members deliver them to each individual tent.



Sam's mind boggles at the thought of running a box lunch here and a small family order there to crazy landmarks on campus, like "by the big oak tree across from the Arts building." Fighting game day traffic, finding parking, finding the family...what a nightmare. Thankfully, White Tents takes care of all of that! We just make chicken fingers, box 'em up, and let White Tents do the rest.

OK, Sam isn't naive. He knows that there is no such thing as a free ride. He recognizes that White Tents is absolutely providing his restaurant a service he could not do himself.

Sam gladly gives White Tents a portion of his sales for that service. He has worked with GrubHub, DoorDash, and all the rest. He knows how they work. Between his business degree and his parents' teaching, Sam knows how to weigh the trade-offs. He knows his metrics. He sees those types of services as marketing, creating reach to customers he would not otherwise have. OK, for DoorDash student orders, that's not necessarily true. He's had those customers – and their parents – for years.

However, White Tents has absolutely provided Sam access to previously unreachable customers – the tailgaters "protected by" nightmare football traffic. So, in effect, Sam is "buying customers" with the fee he pays White Tents.

He has done the break-even analysis and is entirely content with the tradeoff. Sure, his gross margin percentages are down, but his gross margin dollars are way up. Mom always said, "You can't spend a percent; focus on gross margin dollars!" It has undoubtedly helped his operating account. It has also helped Sam expand his operations, if not his storefront.

By Saturday afternoon, Sam is tired. He watches with fondness as the lifeblood of the community files past his restaurant toward the stadium. He knows that a good portion of those fans will be enjoying his chicken fingers at their tailgate parties on campus. Now, to brace for the after-game crowd!



## PRIMARY VALUE PROPOSITION

# Alumni and Fans

With these improved “virtual videos” as a backdrop, let’s lay out explicitly the value proposition White Tents, Inc. seems to be targeting at alumni and fans, school administrators, and local restaurants.

## Five Questions:

**What is the time horizon?**

The upcoming college football season.

**Who are the intended target customers?**

The university’s alumni, especially large groups of friends with their time together at the school as the commonality. Also, the school’s fans, in general, including local businesses who might wish to set up tailgate parties for their employees and clients.

**What do we want them to do?**

Book our packages at our prices, let us know when they arrive at the designated parking lot, and leave the rest to us.

**What are their competing alternatives?**

Do nothing, parking lot tailgating, on-campus squatting tailgating.

**What experiences does White Tents want its intended target customers to have as a result of booking with White Tents?**

**Complete, Simple Booking:** The point-person for the group books a reservation through the website. Packages are available, as well as catering by local restaurants. The company can provide drinks, TVs (and hook-ups), and even corn-hole games. Each attendee receives impeccable communications with maps and FAQs the week before the game, building excitement.

**Designated Parking:** Customers park in a designated lot close to the action. A friendly, uniformed guest porter greets them and places their picnic baskets onto an oversized golf cart. Customers don't need to pack a tent, chairs, tables, or coolers. For the most part, everything but your special casserole and secret sauce wings will already be there.

**Physically Refreshed and Ready To Go:** You find that White Tents has already set up your tent and even iced down your beer. You feel like you just walked into your room at the Ritz Carlton. Indeed, the tent has a placard with your family name or clever group nickname. (Aside: people take great pride in conjuring clever names for their tents, just as sailors do their boats)

**Camaraderie with Other Fans:** Families and friends interact with those of other tents, make new friends, and connect across generations and geographies.

**Enjoy the Game Worry-Free:** Tailgaters head for the game, leaving everything behind. You don't need to clean up, put things away, or run them back to the car because you know that things will be just as you left them when the game is over. The mere presence of White Tents' game day staff is enough to ward off the occasional student looking to score a beer.

**Safety for Your Family:** These tents are much sturdier than your old pop-up tent that you got from Dick's Sporting Goods. They are professionally tethered with high-visibility ratchet straps and anchored with concrete blocks. A hurricane won't blow this tent away. One less thing to worry about.

**Concierge-Level Service:** You feel like royalty with your friends and family. Friendly, approachable game day staff are ever-present and no more than a moment away should you signal your need for them with the app. Hosts can help with items you've forgotten; more ice, bug spray, minor first aid, and much more.

**End of Day Assistance:** A guest porter will help load your (now lighter) things onto an oversized golf cart and drive your group back to your car.

PRIMARY VALUE DELIVERY SYSTEM

# Alumni and Fans

Now that we have determined White Tents’ value proposition, and specifically, the experiences White Tents wants its target intended customers to have, let’s now explore how the company will provide and communicate those experiences.

| Resulting Experience                        | How We Will PROVIDE This Experience   | How We Will COMMUNICATE This Experience  |
|---|---|--|
| <b>Complete, Simple Booking</b>             | <ul style="list-style-type: none"> <li>• Our proprietary website portal is the backbone of White Tents; part Hilton Hotels and part GrubHub</li> <li>• We partner with local restaurants, focusing on the small sole proprietors that have become part of the campus fabric over decades</li> </ul> | <ul style="list-style-type: none"> <li>• Advertising will include White Tents’ website</li> <li>• The website will have easy-to-follow links embedded</li> <li>• Advertising will include logos and links for the local restaurants with whom we’ve partnered</li> </ul> |
| <b>Designated Parking</b>                   | <ul style="list-style-type: none"> <li>• White Tents partners with the university to secure premium (close and safe) lots</li> <li>• We have created a Game Day App, which among other things, signals our porters that a guest has arrived at the lot</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Our special game-day preparation package (mailed folder) will include maps, parking tags, and instructions</li> <li>• Large, highly visible signage</li> <li>• App will prompt a notification upon arrival</li> </ul>           |
| <b>Physically Refreshed and Ready To Go</b> | <ul style="list-style-type: none"> <li>• Our operations team handles all set-up, including tents, tables, and TVs</li> <li>• Porters assist guests with transporting other items from the parking lot to their designated tent</li> </ul>   | <p>This experience will be the main focus of all print, email, and social media advertising.</p>   |

| Resulting Experience               | How We Will PROVIDE This Experience   | How We Will COMMUNICATE This Experience  |
|------------------------------------|---|--|
| <b>Camaraderie with Other Fans</b> | <ul style="list-style-type: none"> <li>• The way we arrange our tents in close proximity to each other promotes fellowship with other fans. One side benefit is that fans no longer feel compelled to rope off or otherwise secure their areas. As a result, fans are much less “territorial”.</li> <li>• We print and place a large placard on each tent with the party’s name or nickname.</li> </ul>   | <ul style="list-style-type: none"> <li>• Advertising will highlight this aspect of the game day experience</li> <li>• Once our guests are present on game day, this will be evident</li> <li>• It is likely each guest has sauntered through our tailgate village and commented on it, as well</li> <li>• The fun name placards have a way of encouraging such camaraderie</li> </ul>  |
| <b>Enjoy the Game Worry-Free</b>   | <ul style="list-style-type: none"> <li>• Game days are “all hands on deck” for White Tents employees. During the games, hosts and porters patrol each tent site, picking up trash, straightening tables, and the like. The mere presence of our employees wards off any students that otherwise might prowl around our sites looking for free food and beer.</li> <li>• White Tents partners with campus security to provide a visible game day presence</li> </ul> | <ul style="list-style-type: none"> <li>• If porters or hosts see fans starting to pack up before the game, they will explain that is not really necessary since they are here and will ward off the occasional kid looking for free food or worse</li> <li>• Advertising mentions this</li> <li>• The presence of White Tent employees scurrying about the camp area</li> <li>• The presence of uniformed campus security</li> </ul> |
| <b>Safety for Your Family</b>      | <ul style="list-style-type: none"> <li>• We purchase custom-made, commercial grade tents and strapping; not flimsy tents and hard-to-see nylon ropes</li> <li>• We tie down each corner with heavy, high-visibility ratchet straps to concrete blocks, not impossible-to-see tent stakes</li> <li>• We train our set-up and tear-down crew in properly setting our tents up</li> <li>• We employ a safety checklist for installing and inspecting tents</li> </ul>  | <ul style="list-style-type: none"> <li>• Advertising will mention this aspect of the game day experience</li> <li>• The heavy, high-visibility ratchet straps and imposing size of the concrete anchor blocks speak for themselves</li> </ul>  |

| Resulting Experience           | How We Will PROVIDE This Experience  | How We Will COMMUNICATE This Experience  |
|--------------------------------|--|--|
| <b>Concierge-Level Service</b> | <ul style="list-style-type: none"> <li>• White Tents hires for approachability, friendliness, and customer-service skills</li> <li>• We train porters, game day hosts, and all other customer-facing employees in our proprietary hospitality process</li> <li>• We station a box truck full of tailgate items likely to be forgotten (much the same way hotels have toothbrushes and razors available)</li> <li>• We give each guest a map with FAQs and hand-write the host's cell phone number on it</li> <li>• Our proprietary game day app provides instant access to our helpful crew</li> </ul> | <ul style="list-style-type: none"> <li>• Each game day employee wears a highly visible uniform consisting of weather-appropriate khaki shorts or pants, golf shirts, and jackets</li> <li>• White Tents employees are highly approachable and friendly</li> <li>• Game day preparation package is designed and printed professionally and is specific to each campus.</li> <li>• The game day app provides prompts throughout the week leading up to game day and through the time you are back home safely</li> </ul> |
| <b>End of Day Assistance</b>   | <ul style="list-style-type: none"> <li>• Our operations team handles all "de-camping", including tents, tables, and TVs</li> <li>• Our operations team collects and disposes of all trash</li> <li>• Porters assist guests with transporting other items back to their cars</li> </ul>   | <ul style="list-style-type: none"> <li>• Along with the experience of feeling refreshed and ready to go, end of day assistance will be similarly highlighted in all media.</li> <li>• Hosts will reinforce this experience throughout the day</li> <li>• The game day app will also prompt reminders to summon a porter when the guest is ready to leave</li> </ul>  |

You can see that we could expound upon each bullet point and square in this grid into a full-blown business plan, strategy, marketing plan, and/or operations manual. As such, this table might serve as the *table of contents* for White Tents' operations manual. These tables, however, are sufficient for the purpose of providing the information we need to create White Tents' Mission Statement, Illustrated.

Let us now proceed to developing similar grids for White Tents' supporting value delivery systems targeted at the various university offices and local restaurants. We will include these, too, in White Tents' Mission Statement, Illustrated.

# University Administrators

Alumni and fans are unquestionably the primary target customers for White Tents. But, White Tents also needs the cooperation at least two other entities; the universities themselves and a variety of local restaurants. The next two sections describe the value proposition and value delivery system targeted at the universities.

## Five Questions:

**What is the time horizon?**

The upcoming college football season and next three football seasons.

**Who are the intended target customers?**

The university's administrators, including those in the board of trustees, athletic department, alumni affairs, advancement (fundraising) facilities, and campus security.

**What do we want them to do?**

Carve out and reserve premium grassy space close to the stadium, allow our vehicles and golf carts on campus with special credentials and special access to help our crews navigate heavy game-day traffic, reserve premium parking for our primary target customers (alumni and fans).

**What are their competing alternatives?**

Do nothing, attempt to replicate White Tents' service model themselves.

**What experiences does White Tents want its supporting target customers (university administrators) to have as a result of partnering with White Tents?**

**Monetary Compensation:** White Tents pays to the university a percentage, etc., for every tent rented. White Tents will report its revenues for the weekend to the university's designated point of contact and then pay a portion of that to the university.

**Enhanced Campus Appearance on Game Days:** Tents are all the same color (white), lined up perfectly in neat rows, anchored with concrete blocks (which reduces liability, too).

**Superior Game Day Experience for Alumni and Fans:** Alumni families and other fans will want to keep returning, game-after-game, year-after-year because the weekend was a great and hassle-free experience.

**Elevated Alumni and Fan Sense of Community:** Since the tents are so close to each other, the atmosphere fosters a sense of camaraderie. Fans can come and go, explore the campus, find friends at other tents, hit the nearby bookstore, go on campus tours, and embrace the nostalgia. Alumni and fans enjoy a festive atmosphere that engenders goodwill and a great overall experience on campus.

“ *All of this ritual and communal bonding builds a profound sense of community. It's something that people look forward to and remember fondly. It's where connections are made that go beyond the tailgate and filter out into the real world. Relationships are formed. (And it doesn't really matter how good your team is or how stellar the conference performance turns out to be – although, sure, the whole experience is enhanced if those things turn out to be winners – but the community building and the celebration of fandom is in some ways separate and beyond the outcome of any individual event.)*

*In fact, the stadium or arena experience, itself, is enhanced by the tailgate. The tailgate reinforces a sense of identity that makes participation in the event more intense and satisfying. We enter the event with a deeper connection to our community, and everything that happens in the event is experienced with the knowledge that we are there with likeminded people who care about it and are experiencing it in the same way that we are.*

*Eddie Pipkin, Excellence in Ministry Coaching*

**Assistance with Lawn Maintenance:** White Tents re-seeds each tailgate area with grass after the last game to compensate for the heavy foot traffic, chairs, tables, coolers, and concrete blocks used to anchor the tents.

**Improved Game Day Security:** Fans no longer file complaints that their tailgate areas were ransacked during the game. Now, Campus Security can focus on truly problematic behaviors.

**Trash Pick-Up and Removal:** Besides breaking down the tent village after each game, White Tents operations staff thoroughly cleans up *and removes* trash in their areas. This partially alleviates other contracted janitorial crews, thus reducing that expense.

SUPPORTING VALUE DELIVERY SYSTEM

# University Administrators

Let’s now explore how White Tents will provide and communicate these experiences to the various stakeholders within the university.

| Resulting Experience                                  | How We Will PROVIDE This Experience  | How We Will COMMUNICATE This Experience  |
|---|--|--|
| <p><b>Monetary Compensation</b></p>                   | <ul style="list-style-type: none"> <li>• White Tents pays a percentage of revenue to the university</li> <li>• White Tents provides a report to our designated contact after each game</li> <li>• We have developed auditing tools for the university to “check our work”</li> </ul> | <ul style="list-style-type: none"> <li>• White Tents uses a full-time sales force identify target universities</li> <li>• We have developed a “play book”, video, and professionally printed marketing collateral</li> <li>• The centerpiece of this marketing collateral is White Tents’ Mission Statement, Illustrated</li> <li>• The percentage we pay is critical to all communications and negotiations with the university</li> <li>• We send a report detailing the square footage of green space rented for the weekend</li> <li>• We electronically transfer funds to the university’s designated bank account</li> </ul> |
| <p><b>Enhanced Campus Appearance on Game Days</b></p> | <ul style="list-style-type: none"> <li>• Pristine white tents, lined up in perfect rows</li> <li>• Partner with campus facilities / landscaping architects to create and maintain green-spaces near the stadium</li> <li>• On-point trash pickup and removal</li> </ul>              | <p>Impeccably professional sales presentation walking the stakeholders through White Tents’ Mission Statement, Illustrated</p> <ul style="list-style-type: none"> <li>• Video of <b>aerial drone footage</b> of other campuses</li> <li>• <b>Photographs</b></li> <li>• <b>Artistic renderings</b> of what the target campus could look like</li> </ul>  |

| Resulting Experience   | How We Will PROVIDE This Experience  | How We Will COMMUNICATE This Experience  |
|--|--|--|
| <p><b>Superior Game Day Experience for Alumni and Fans</b></p> | <ul style="list-style-type: none"> <li>• By removing the hassle from tailgating, White Tents enabled fans to enjoy Game Day more</li> <li>• The proximity of tents to each other creates a new campus center, if only on Game Day. This, in turn, concentrates the fun and spirit.</li> <li>• White Tents provides complimentary tents for high-profile departments in the university, such as Alumni Affairs, Admissions, and Advancement</li> <li>• White Tents partners with the athletic department’s marketing team to set up and staff children’s activities such as face-painting, inflatable jump houses, and opportunities to meet the mascot and cheerleaders</li> </ul> | <ul style="list-style-type: none"> <li>• While the Mission Statement, Illustrated presentation describes this experience, White Tents has also embedded alumni and fan <i>video testimonials</i> in its presentation. Testimonials are also on the website.</li> <li>• White Tents sales executive invites key stakeholders to a <i>game weekend at another school</i> to take in the whole White Tents experience, starting with parking. The executive walks the prospects around the village, strikes up conversations with fans, and ensures that this superior game day experience is obvious.</li> </ul> |
| <p><b>Elevated Alumni and Fan Sense of Community</b></p>       | <p>Proximity cannot be stressed enough. The arrangement of tents, however, also perfectly balances one’s sense of natural boundaries. As a result, fans feel comfortable; neither cramped nor spread out. Fans naturally chat with their tent neighbors, sharing a plate of cookies for the kids or a beer. Spontaneous conversations happen as people naturally seek shared experiences. The kids will remember the tailgate parties far more than the games themselves.</p>  | <ul style="list-style-type: none"> <li>• While videos and testimonials will be carefully curated to highlight this experience, the game weekend at another campus is by far the most powerful way to describe this experience. It is one thing to talk about it; quite another to <i>experience it</i>.</li> <li>• <i>Testimonials from other university clients’ key stakeholders</i> highlighting improved fundraising, higher acceptance rates leading to a more highly-selective class, etc. as a result</li> </ul>  |

| Resulting Experience                           | How We Will PROVIDE This Experience   | How We Will COMMUNICATE This Experience   |
|--|---|---|
| <p><b>Assistance with Lawn Maintenance</b></p> | <p>White Tents provides monetary compensation above the regular percentage specifically to the facilities and landscape team to cover the cost to repair and re-seed grassy areas after the season.</p>   | <ul style="list-style-type: none"> <li>• White Tents highlights this in the sales presentation and it is another key part of negotiations</li> <li>• The sales executive will be sure to point out the pristine condition of green spaces during the game day visit</li> </ul>  |
| <p><b>Improved Game Day Security</b></p>       | <ul style="list-style-type: none"> <li>• White Tents’ game day staff is present and visible the whole day. We train staff to head toward the tailgate area a couple hours prior to game time to be visible. They chit chat with fans, and start tidying up.</li> <li>• White Tents partners with Campus Security to have a few uniformed officers present. Campus Security is then able to concentrate the rest of its force on other areas likely to be more problematic.</li> </ul>   | <ul style="list-style-type: none"> <li>• This experience is part of the sales presentation. The pictures and video will highlight the friendly, uniformed game day staff.</li> <li>• We consider Campus Security a key stakeholder; they will be included in presentations and game day trips as such</li> <li>• The sales executive will intentionally hold the group back from entering the game early so they can <i>feel</i> this aspect themselves</li> </ul>  |
| <p><b>Trash Pick-Up and Removal</b></p>        | <ul style="list-style-type: none"> <li>• White Tents puts out highly visible trash receptacles throughout its tailgate “towns”. By contrast, trash cans are hard to find, if they are there at all, in the “vagabond” areas.</li> <li>• White Tents’ game day operations team collects and removes all trash from its tailgate areas and parking lots</li> <li>• White Tents coordinates with the university’s trash removal service (Republic, Waste Management, etc.) for other logistical considerations that typically cause the university facilities crew in this matter headaches</li> <li>• The concentration of tents and fans makes the whole job easier</li> </ul> | <ul style="list-style-type: none"> <li>• White Tents considers the physical plant / facilities team a key stakeholder group, and includes them in meetings and visits</li> <li>• This experience is highlighted in the sales presentation and videos</li> <li>• The sales executive highlights this experience during the game day visit, pointing out the number and placement of branded trash receptacles</li> <li>• The sales executive will also note White Tents’ game day staff in constant motion, toggling between helping fans, straightening up, and whisking away full bags of trash</li> </ul> |

# Local Restaurants

Let us now explore the value proposition White Tents offers local restaurants in enabling game day catering for tailgate parties. Since White Tents requires the cooperation of at least a few such restaurants, it must provide them something of value, too. As you will see, this is quite a different proposition than those offered to fans and universities.

## Five Questions:

**What is the time horizon?**

The upcoming college football season and next three football seasons.

**Who are the intended target customers?**

Local restaurant owners, with a focus on those traditional, home-grown mom-n-pops that conjure so many memories of campus days.

**What do we want them to do?**

Partner with White Tents to provide catering and delivery services to our primary target customers (alumni and fans) on game day. Allow White Tents to put their logo and links on our website to add food and beverage orders that go to them. Pay a service fee that's actually much less than prevailing mobile ordering and delivery apps. Label family/group orders using the system we provide.

**What are their competing alternatives?**

Do nothing, heavy advertising in local guides, alumni magazines, football programs, invest in premium retail space adjacent to the hot spots of the campus, DIY catering and delivery, usurious food delivery apps.

**What experiences does White Tents want its supporting target customers (local restaurant owners) to have as a result of partnering with White Tents?**

**Increased Dollar Margin Potential:** The restaurant gains access to tens of thousands of fans who are restricted from going to their restaurant due to nightmare college football traffic on game days. The tradeoff is that White Tents will get a portion of the sale, but it will be a lower percentage than the food delivery apps typically take.

**Increased Exposure:** By including links to ordering catering on the White Tents' web portal as well as to those same fans for return trips to town when traffic is less crazy, the restaurant increases its exposure to its target customers.

**Consolidated Orders:** The restaurant can accumulate orders throughout the week and prepare them in the order that makes most economical sense, which might be different than the order in which they arrive. This, in turn, has the effect of stabilizing operations throughout the week. These economies at least partially offset White Tents' fee.

# Local Restaurants

Let’s now explore how White Tents will provide and communicate these experiences to their restaurant owner customers.

| Resulting Experience                            | How We Will PROVIDE This Experience   | How We Will COMMUNICATE This Experience  |
|---|---|--|
| <p><b>Increased Dollar Margin Potential</b></p> | <ul style="list-style-type: none"> <li>• White Tents has researched all the major food delivery apps’ fees, and has consulted with leading restaurant consultants to model the restaurant’s economies of scale shifting from individual orders to more of a catering-style set-up for fulfilling White Tents’ customer orders</li> <li>• White Tents only makes one big trip from the restaurant to the campus tent sites. This enables White Tents to lower its fees considerably. This compares favorably to the time and economics food app delivery drivers, and even a restaurant’s own delivery team face.</li> </ul> | <ul style="list-style-type: none"> <li>• White Tents’ sales executive provides restaurant owners with a simple to use financial model to input their own metrics. It compares the proposed White Tents arrangement to the do-nothing (DIY) and food delivery app fulfillment arrangements. This is a critical part of the sales playbook.</li> <li>• White Tents will develop and show a similar video presentation, but tailored to restaurants instead of university officials</li> <li>• Video and written testimonials from current restaurant partners will be part of the video and showcased on White Tents’ main restaurant webpage</li> </ul> |
| <p><b>Increased Exposure</b></p>                | <ul style="list-style-type: none"> <li>• White Tents’ website includes the restaurant’s logo on its catering page</li> <li>• White Tents’ customer portal includes links to ordering from the website</li> <li>• Web functionality that behaves like most of the main food delivery apps from the end customer’s perspective</li> </ul>   | <ul style="list-style-type: none"> <li>• The White Tents’ sales executive gives the restaurant owner a tour of their website to demonstrate how his restaurant might be displayed and interact with potential customers</li> <li>• Testimonials will specifically highlight the impact other restaurants have experienced</li> </ul>   |

| Resulting Experience       | How We Will PROVIDE This Experience   | How We Will COMMUNICATE This Experience   |
|----------------------------|---|---|
| <b>Consolidated Orders</b> | <ul style="list-style-type: none"> <li>• While White Tents provides visibility to the restaurant as food orders are placed throughout the week leading up to game day, the manager can choose to prepare those orders in any way she sees fit</li> <li>• A White Tents box truck will arrive one time early on game day mornings to pick up labeled orders</li> <li>• White Tents has designed and built food-grade delivery trucks to keep hot food hot and cold food cold. This is NOT just some dirty box truck rental.</li> </ul> | <ul style="list-style-type: none"> <li>• White Tents has developed highly visual marketing collateral, including its Mission Statement, Illustrated to explain its unique approach to food service on game days</li> <li>• White Tents’ account representative will ensure that the owner or manager knows how to access incoming orders, especially early in the relationship</li> <li>• White Tents will also remind the owner or manager of pickup time throughout the week</li> <li>• White Tents can give the owner or manager a “tour” of the special delivery truck to reinforce that <i>White Tents feels it is on holy ground, faithfully caring for their restaurant customers’ orders</i></li> </ul> |

I believe this exhausts the high level view of White Tents’ primary value delivery system, as well as two supporting value delivery systems. You can most likely imagine that the bullet points in each of the tables above could be expanded greatly into something akin to a full-blown operations manual. This is sufficient, though, for the purposes of providing the foundational material we need to develop White Tents’ Mission Statement, Illustrated.

You might also think of a few other entities White Tents might need to help them serve its primary customers, the alumni and other fans going to the game. For example, White Tents would need to enlist the help of a TV service provider to get good reception to all the TVs in its tent cities. You might be able to think of others, as well.

We now turn to the fold-out to reveal just one possible idea for White Tents’ Mission Statement, Illustrated.

## A WORD ABOUT THE TAGLINE

# Building Community(ies) Every Week

In The Art of the Start 2.0, Guy Kawasaki encourages entrepreneurs to create a three- to four-word mantra that explains the meaning a startup seeks to make. He mentions three powerful characteristics of the kind of mantra he has in mind:

|                      |   |
|----------------------|---|
| <b>Brief</b>         | Mantras are short, sweet, and memorable.  |
| <b>Positive</b>      | Mantras are uplifting and explain how your startup does good things to make the world a better place. |
| <b>Outward Focus</b> | Mantras express what you do for customers and society. They are not selfish and self-serving.         |

Perhaps, when the founders of White Tents first conjured their idea, they had a pretty good idea of such a tagline. I believe that going through the exercise of creating and documenting the startup's value delivery system will help them create just the right tagline or mantra.

While writing this lengthy document and creating the sample illustration, it struck me that White Tents is literally building tiny communities on a campus. It is also fostering a sense community in lots of different ways. It helps alumni feel connected to fellow nearby tailgater, old friends, and their alma mater. White Tents does this each and every week (at least for the football season).

So, this mantra just came to me one night: *"Building Community(ies) Every Week."*

Source: The Art of the Start 2.0, Guy Kawasaki, 2015

# White Tents

*Building Community(ies) Every Week*

## UNIVERSITY ACCOUNT MGMT

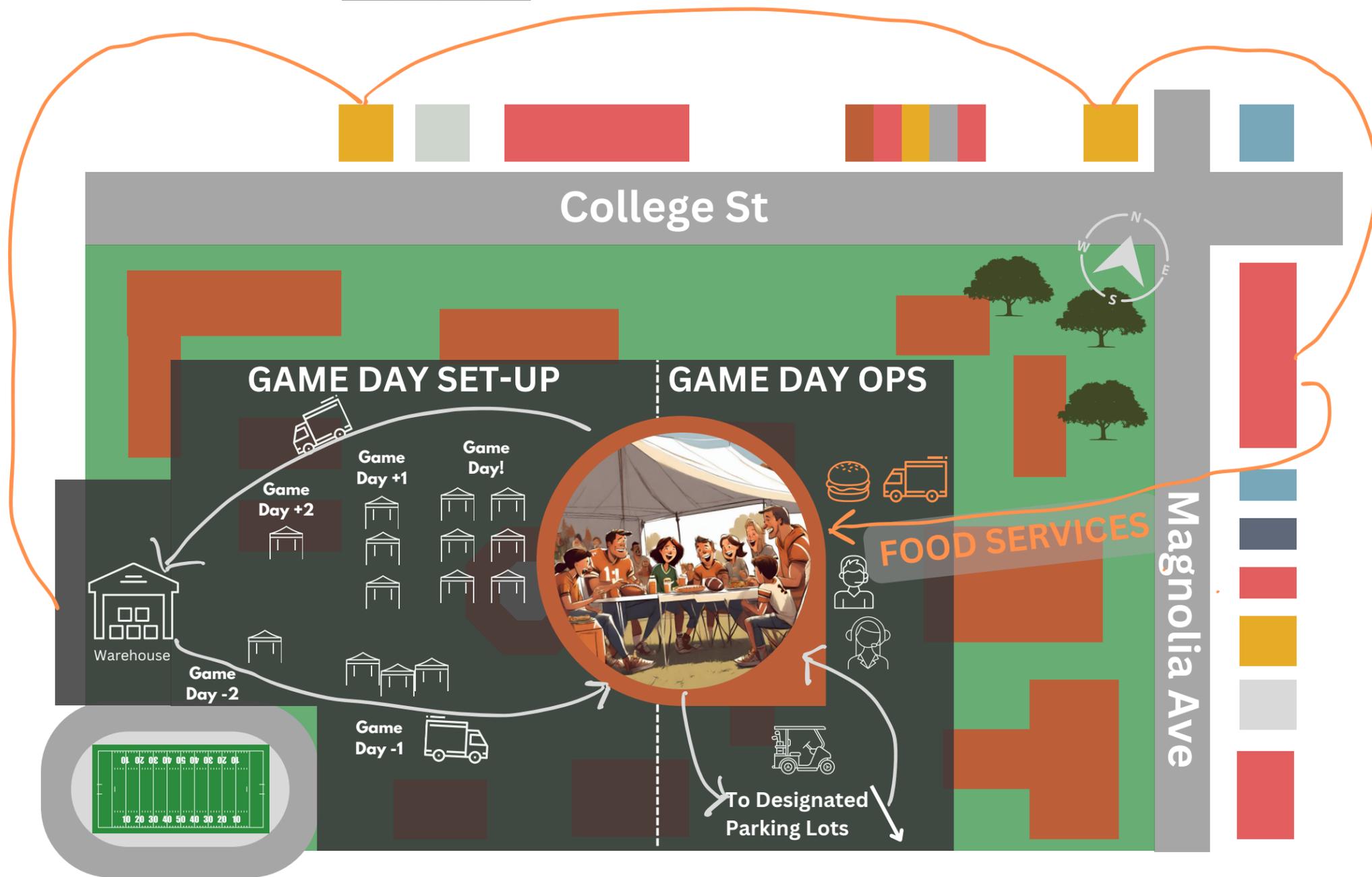
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REPORTING & PAYMENTS



RESTAURANT ACCOUNT MGMT



WEBSITE, BOOKING, PORTAL & APP DEV



# Great, But How Can We Use It?

Going through the effort to describe your value proposition and value delivery system will yield enormous dividends. I suggest that the value delivery system ought to become at least the foundation of a company's mission statement.

*Why else does a company exist if not to alleviate the everyday challenges of its customers?*

The value delivery system framework provides all of the positive things that experts cite:

- providing direction and purpose,
- describe a company's values,
- help allocate scarce resources, and
- communicate with stakeholders.

But, without the baggage:

- How distantly-removed the people are who developed the statements from the people supposedly living them ("Usually invented by people I don't know at some time in the past...")
- Such statements are typically conceptual and vague.

More powerfully, the value delivery system framework provides tremendous clarity, in clear language, that stakeholders can understand. Lastly, the framework suggests a rational, well-thought-out organizational structure.

This, in turn, promotes natural alignment throughout the company; the people doing the work and adding the value out in the field, in the call centers, or out on the lawn become instantly aligned with the purpose of the company. This kind of alignment is unheard of in corporate America today.

I've just described some benefits to going through the value delivery system process. The previous pull-out shows a possible visual representation of this value delivery system.

*The big question is, "how can we use such a picture?"*



The information captured in your Value Delivery System is the basis for your Mission Statement, Illustrated. This illustration, in turn, should serve as the centerpiece for all of your company's communications. Do you believe that this sample illustration that I have prepared or one that your company professionally develops can be the focal point of communications with investors, employees, end-use consumers, marketing intermediaries, suppliers, and even the community?

**Investors**

Would this illustration be an effective "canvas" for your pitch deck?

**Employees**

Would such an illustration be helpful in speaking with potential employees?

Would it make sense to use your Mission Statement, Illustrated as the "canvas" for employee orientation sessions?

**Customers**

The whole illustration might not be appropriate for end-use customers as an advertising piece. But, would it keep your marketing team focused in their advertising efforts?

Would this piece be helpful in conversations with potential supporting customer entities such as university administrators and restaurant owners?

Would your supporting entities benefit from a deep understanding of what your company is trying to accomplish through them? Would such an understanding help them serve you?

**Suppliers**

Would your suppliers similarly benefit from a deep understanding of your business model? For instance, would it help your tent supplier to know why you specify the safety items that you do? Would this be useful to your TV / internet provider?

**The Community**

Would such an illustration be the ideal high-level communication tool for chambers of commerce, economic development agencies, and even sponsorship opportunities such as naming rights to an athletic complex?

