

# MOUNTAIN CAMP MARIN CASE STUDY



How RCG developed a marketing strategy to increase and diversify camper enrollment

## CLIENT BACKGROUND

Mountain Camp Marin (“MCM”), located in Marin County, California, is a summer day camp that opened its doors to K-8 graders in the summer of 2024. MCM is part of a family of camps owned by brothers, is built from scratch, and utilizes the facilities of Mark Day School under a partnership agreement. The camp primarily serves affluent two-parent households, with K-5th graders filling the majority of camper weeks, a measure of enrollment defined as the sum of the number of weeks each camper attended. Currently, most campers and camper weeks are filled by campers from Mark Day School.

In addition to their values of sportsmanship, togetherness, and more, MCM emphasizes diversity, equity, and inclusion. They work to ensure these values are reflected in day-to-day operations and are committed to making camp accessible to children from all backgrounds through financial aid opportunities.

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## SITUATION

Ahead of summer 2025, Camp Director Mario Del Cueto, an Ex-Bain Consultant and passionate mentor, approached RCG for help increasing and diversifying camper enrollment by reaching new families beyond Mark Day School. Del Cueto emphasized the influence of geographic distance, testimonials, and peer recommendations when targeting prospects directly. Additionally, the likelihood of school marketing and partnerships hinges on building strong relationships with school administrators and parent-teacher associations (PTAs).

RCG focused on developing, implementing, and evaluating marketing outreach strategies to increase visibility directly to parents in the community and initiate new school partnerships leveraging the Expanded Learning Opportunities Program (ELOP) funding provided by the California Department of Education. RCG leveraged data-driven insights from MCM's customer relationship manager (CRM) software, Google Analytics, and previous outreach metrics to identify and optimize successful channels and messaging.

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## ANALYSIS & RESULTS

RCG's school partnership development started with understanding ELOP funding, evaluating how MCM could best position itself to receive funding, and identifying the target school partners and influential contacts at those schools. ELOP funding was found to be a complex yet collaborative process with partner schools. The funding requirements included submitting mandatory items, such as financial records, budget proposals, compliance documentation, staffing credentials, etc. RCG also identified additional tasks to increase the likelihood of receiving maximum funding, such as aligning MCM's goals to ELOP's outlined priorities. RCG created a checklist and roadmap for both MCM and partner schools to simplify the complex process of receiving ELOP funding.

RCG identified what schools to target and how to approach building school partnerships. With school partnerships, contacts with decision-making power, such as principals and superintendents, are not typically the same stakeholders from whom MCM requires interest and buy-in. RCG identified efficient marketing channels and contacts for MCM to target, including flyers for PTA groups, partnership proposals for school administrators, and a plan to leverage current camper families' school affiliations.

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## ANALYSIS & RESULTS

Additionally, RCG evaluated best practices, creative channels, existing CRM data, parent feedback surveys, and previous marketing efforts to create a comprehensive and repeatable D2C marketing strategy. This included using data-driven insights to select key marketing channels, tailor messaging, create content, and develop an implementation plan that integrated A/B testing and segmented leads. RCG considered numerous drivers of success, including cost, high engagement periods, mobile device optimization, outbound versus inbound marketing types, and more.

Finally, RCG outlined how MCM could best leverage UTM parameters, QR codes, KPIs, and Google Analytics to monitor and adjust D2C and school marketing performance. Preparing MCM with the right tools for monitoring and adjusting ensured RCG's marketing recommendations were increasingly valuable beyond the initial campaign.

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## RECOMMENDATIONS

Based on the extensive analysis of camper data, camp parent feedback, previous marketing efforts, ELOP guidelines, and best practices, RCG delivered a playbook to guide MCM through enhancing its operations, expanding its reach, and improving camper experiences. The playbook was comprised of two sections and included the details below.

### Section One: School and D2C Marketing

1. School marketing research, analysis, and strategy
2. D2C marketing research, analysis, and strategy
3. Parent feedback survey analysis and recommendations
4. Implementation plan outlining necessary resources, timelines, and optimization strategies

### Section Two: QR Codes and Google Analytics

1. New QR code creation instructions
2. Existing QR codes embedded in the provided marketing materials
3. Google Analytics report instructions

RCG looks forward to MCM's success in increasing and diversifying camper enrollment and collaborating on new project work in the coming year.