



**VIRTUAL REALITY**

# **INTEGRATED MARKETING PLAN**

**@VR: Virtual Reality Lounge  
MKT 336 - OM1  
December 2021**

## TABLE OF CONTENTS

<b>I. EXECUTIVE SUMMARY</b>	<b>3</b>
<b>II. SITUATIONAL ANALYSIS</b>	<b>4</b>
COMPANY DESCRIPTION	4
CUSTOMER ANALYSIS	5
INDUSTRY ANALYSIS	5
COMPETITOR ANALYSIS	6
OPPORTUNITIES ANALYSIS	9
<b>III. STRATEGIC RECOMMENDATION</b>	<b>10</b>
BRAND POSITIONING STATEMENT	10
CORPORATE IMAGE/BRAND DEVELOPMENT STRATEGY	11
TARGET MARKET	12
STRATEGIC SUMMARY CHART	12
<b>IV. COMMUNICATION OBJECTIVES</b>	<b>14</b>
SHORT-TERM OBJECTIVES	14
LONG-TERM OBJECTIVES	14
<b>V. IMC IMPLEMENTATION PLAN</b>	<b>15</b>
<b>VI. MESSAGE DISTRIBUTION STRATEGY</b>	<b>17</b>
BRAND STRATEGY	17
BRAND AMBASSADOR PROGRAM	21
LEVEL UP @VR TOURNAMENT	26
<b>VII. MESSAGE DISTRIBUTION STRATEGY</b>	<b>33</b>
SAMPLE PRESS RELEASE	34
MEDIA LIST	35
<b>VIII. INTEGRATED MARKETING COMMUNICATIONS MANAGEMENT</b>	<b>35</b>
COMMUNICATION BUDGET	35
ROI FORECAST	36
<b>VIII. IMC EVALUATION AND CONTROLS</b>	<b>36</b>
<b>X. APPENDICES</b>	<b>39</b>
CREATIVE CONTENT: BRAND STRATEGY	39
CREATIVE CONTENT: LEVEL UP @VR TOURNAMENT	43
CREATIVE CONTENT: BRAND AMBASSADOR PROGRAM	49



## **I. EXECUTIVE SUMMARY**

@VR is a virtual reality (VR) complex that is located in Frederick, Maryland. This business hosts events such as birthday parties, private events, and team building exercises. The owner and founder of @VR, Shatay DeMar, is looking for a marketing plan that will help better reinforce the brand identity of @VR and find methods to encourage more consumers to visit and check out what @VR has to offer.

Using market research and analysis, three separate marketing campaigns/strategies have been developed in order to better help @VR reinforce their brand to the market. These campaigns include a Brand Strategy initiative, which will focus on developing the overall brand and corporate image of @VR, a Brand Ambassador Program, which will target local college students and look for prospective students to represent the company image and brand identity of @VR, and a Level Up @VR Tournament, which will have @VR host a total of 32 teams that compete in a single game elimination style tournament. These strategies will help reinforce @VR's brand identity to current consumers and the new target market, as well as build community engagement in Maryland, Washington D.C., and the Virginia area.

For the Brand strategy, using traditional advertisements such as outdoor signage placed within key locations around college campuses is recommended. Using digital marketing programs such as social media marketing and QR codes, @VR will reach target consumers through a virtual medium. Through consumer promotion programs such as coupons, the company will push transactions and visibility by providing value to consumers discounts and promotions. To develop a positive emotional connection with their consumers while giving consumers perks and rewards for @VR, continuing the brand loyalty program is recommended. Cross promotional campaigns will offer extra advertisement for not just @VR but other small businesses, allowing @VR to build and connect with local companies within the area.

The Brand Ambassador program recommendations include traditional advertising, such as flyers and postcards around college campuses to catch the eye of students who would be interested in applying for the ambassador program. Digital marketing programs, such as email and social media campaigns, will build awareness for the ambassador program on targeted platforms. Specific QR codes for each ambassador will allow them to share their information with others without physical business cards.

For the “Level UP @VR Tournament event, using traditional advertising such as flyers, napkin holders, and elevator stickers will provide information regarding the tournament and how to sign up for it. Digital marketing programs such as social media posts will lead users to the official website or landing page to register for the tournament. Consumer promotion programs will attract players from surrounding school districts by advertising the tournament as a once a year opportunity to show off their skills and win prizes. Sponsorship marketing programs will partner with companies and brands that offer VR, VR related equipment, or gaming related brands like, Redbull, Razor and IBuyPower, helping to advertise the tournament and receive prizes for the tournament. Each sponsor will be able to choose a level based on how much they donate towards the event, receiving different benefits based on the level.

The establishment and enforcement of these marketing programs and channels will allow @VR to reinforce its brand identity to more consumers and give consumers a higher incentive to come to @VR. These programs will further develop @VR as a brand, within the virtuality reality, gaming, and indoor activity market.

## **II. SITUATIONAL ANALYSIS**

### **A. COMPANY DESCRIPTION**

@VR is a virtual reality complex located in Frederick, Maryland that hosts birthday parties, private events, and team building activities (At VR, 2019). The VR technology provides a vivid experience that is perceived through a headset; a player can learn how to do anything from skydiving, performing a surgery, or training for a sport (Iberdrola, 2021). Owner Shantay DeMar got the idea for @VR when he took his family to see the movie *Ready Player One* (At VR - Facebook, n.d.). DeMar was intrigued by VR and traded his banking job to become an entrepreneur. In November 2019, he opened @VR, becoming a local small business owner.

The popularity with @VR is growing, too. With nine VR stations on-site, and a multitude of gaming options, @VR offers a range of gaming experiences for consumers of all ages. When researching VR centers close to Frederick, @VR is the first one indexed on Google. Additionally, according to Google (n.d.), there are only 5-star reviews with positive feedback for @VR. On Facebook, DeMar states that his mission is to create memorable experiences for loved ones (At VR – Facebook, n.d.). The business also supports the community – such as



nurses during COVID-19, fathers, and veterans – and its social media gallery displays images of a fun-loving culture for all ages (At VR - Facebook, n.d.).

## **B. CUSTOMER ANALYSIS**

@VR currently has a strong audience of “Millennial Moms” (At VR Target Personas, n.d.). The average “Millennial Mom” has an average of 500 friends on Facebook (Fromm & Vidler, 2015). With these connections online, parents are likely to share their experiences with all of their friends, being interested in participating in marketing programs, and are known as early “digital natives” (Fromm & Vidler, 2015). Millennial Moms are recurring consumers at @VR because using @VR’s website to book times for events and share their experiences with others online. Millennial Moms, when planning for any event, believe “useful is the new cool”. The availability to plan ahead at @VR is desirable for Millennial Moms because they can set their designated time slot and not have to worry about lines or crowds; making an easy consumption experience. When searching for new events, Millennial Moms will reach out to Facebook friends, most likely receiving dozens of responses on different events to fill the day. The Millennial Mom will then Google search to find more information on recommendations from her friends, and pick an event based on the additional information she finds on company websites.

## **C. INDUSTRY ANALYSIS**

The virtual reality (VR) gaming industry is rapidly expanding in the current global, social, and technological marketplace. VR is a four-dimensional technological experience that simulates an altered reality (Merriam-Webster, n.d.; Market Watch, 2021). According to a Grand View Research (2021) report, in the year 2020, the value of the VR market was approximately \$15.81 billion. Despite the economic impact of COVID-19 on industries and markets internationally, by the year 2028, this market is “expected to grow at a compound annual growth rate (CAGR) of 18.0% from 2021” (Grand View Research, 2021). Market Watch (2021), however, reports that the virtual reality gaming market is expected to reach an even greater value of \$43.4 billion by the year 2024, with a 29.5% CAGR between the years 2016 and 2024 (Market Watch, 2021). Factors contributing to this anticipated industry growth include the expansion of VR technology in industries such as military, tourism, entertainment, oil, and aeronautics, as well as the offerings of VR in handheld sets and devices (Grand View Research, 2021). In fact, “head-mounted display[s]” and “gesture-tracking device[s]” are two of the main VR devices that drove the growth of the VR industry in the year 2020 (Grand View Research, 2020). Cloud gaming via computers and smartphone devices are

expected to contribute to the growth of the VR gaming industry within the years to come, too (Mordor Intelligence, 2021).

Companies that control a large portion of VR game development include Oculus VR, HTC, Nintendo, Microsoft, and Valve Corporation, although Google, Magic Leap, Samsung, and Sony have also entered the VR gaming marketplace as leading competitors in game development (Mordor Intelligence, 2021). Geographically, the Asia-Pacific region is the market segment that is growing the quickest, although the segment that is largest is North America, specifically the United States (Mordor Intelligence, 2021; Mordor Intelligence, 2020). Regions with the slowest growth rates for the VR gaming industry are Central America, South America, and Africa (Mordor Intelligence, 2021). Politically, there are no extenuating factors that impact the trends, growth, and development of the VR gaming sector.

#### **D. COMPETITOR ANALYSIS**

When examining @VR competitors, it is important to analyze all classifications of gaming. Competitors include other virtual reality gaming locations, traditional gaming locations, and at-home gaming.

##### ***Virtual Reality Locations***

Listed below is a brief analysis of two primary competitors within the Maryland area. After researching surrounding competitors (analyzed below), it was noted that within the 50-mile radius of @VR, there are no other virtual reality gaming centers. However, all the VR gaming centers studied appear to have similar target markets and product offerings, although pricing structures do vary per company.

##### **Competitor #1: VR Zone DC and VR Arena**

VR Zone DC and VR Arena is located in Washington, D.C. and Rockville, MD (VR Zone DC and VR Arena, 2021). The locations provide virtual reality arcade games and escape room services. Both locations have eight virtual reality stations. VR Zone DC and VR Arena targets individuals that want to experience VR in a high-quality facility with expert staffing. Their website stresses the cleanliness of the equipment and the size of the facility for safe social distancing. The overall sentiment on Google reviews is positive with a 4.9 rating for the 111 total reviews written for VR Zone DC, and a 4.8 rating for 29 reviews for VR Arena (Google, 2021). VR Zone DC and VR Arena carries



premium virtual reality gaming equipment for customers to receive the best experience (VR Zone DC and VR Arena, 2021). The newest model of HTC Vive and Oculus headsets are paired with HTC Vive wireless technology for untethered virtual reality. The facility is equipped with new Intel and NVIDIA power rigs in the best room to scale for extreme precision tracking. VR Zone DC and VR Arena has over 200 virtual reality games available with escape rooms by Ubisoft and ARVI. All games have single player and multiplayer capabilities. The different virtual reality experiences have different costs; private events and parties have different prices depending on the virtual experience and size of party. Due to having two locations, VR Zone DC and VR Arena could possibly be cutting down the carbon footprint of Marylanders who play virtual reality. Since VR Zone DC and VR Arena have two locations, customers may not have to drive as far to visit. For instance, a customer that lives in Rockville would not have to drive all the way to Washington, D.C. to play virtual reality.

### **Competitor #2: We “R” VR**

We “R” VR is a high-end virtual reality center. It has two entertainment centers located in Rockville, Maryland and Springfield, Virginia. The sites hold the latest gaming technologies and software. The experience includes VR that can be both seated and standing. There are a variety of games that span from zombie shootouts to others that explore the ocean’s floors. There are also VR escape rooms to venture into. This versatility in games is branded throughout their website. We “R” VR’s mission is to share the love of gaming from 2019 to present-day. Their vision is to show how entertaining this technology can be (We “R” VR, 2021). We “R” VR hosts an array of events such as individual, group, family, corporate team buildings, and other celebrations. Their target market includes “Millennial Moms,” “Millennials,” and “Gen Z.” We “R” VR’s culture is very welcoming. We “R” VR allows reservations with four people taking turns at one station. If guests would like to play multiplayer games, it is mandatory to purchase more than one headset. What makes We “R” VR different is that they are a small Veteran owned business. They are proud to offer “buy one, get one free” discounts to law enforcement officers and service members. The website’s main colors are black and neon green, providing a futuristic feel. The price for one headset and one booth for a half hour is \$25. From there, the price drastically rises to \$500 per hour for a party of eight booths and eight headsets. Their rooms appear spacious in their gallery. We “R” VR even offers mobile parties, delivering VR to your own home, giving a more flexible option (We “R” VR, 2021).

### ***Traditional Gaming Locations***

Listed below is a brief analysis of two primary competitors with traditional gaming offerings within the Maryland area. These locations offer experiences with arcades and other group games, as well as locations with traditional gaming consoles.

#### **Competitor #3: 4<sup>th</sup> Dimension Fun Center**

4<sup>th</sup> Dimension Fun Center is an indoor entertainment center that is located in Frederick, Maryland. The business offers indoor activities such as laser tag, bowling, arcade games, and much more. According to Brian Holzberger, the representative of the company's ownership group, "The facility is intended to satisfy a pressing need within the greater Frederick region and provide a family-friendly and interactive environment for both adults and children" (Fourth Dimension, 2021). 4<sup>th</sup> Dimension Fun Center has a 16-lane bowling alley, a laser tag arena, 6,000 square foot arcade, interactive escape rooms, a sports bar and a 3D interactive experience called the XD Dark Ride. The 4<sup>th</sup> Dimension Fun Center's use is supposed to be symbiotic with other activities within the area since many of its activities will occur during the evening and/or weekends, according to Matt Kalbrook, the regional partner for St. John Properties (Fourth Dimension, 2021). Each activity has its own pricing range and plan based on which activity you choose and how often you want to play, as well as special event packs like a \$60 "Family Four Pack" and a "Twofer Tuesday" \$20 pack (Fourth Dimension, 2021). This company appeals to those who wish to enjoy a wide variety of indoor activities in one place.

#### **Competitor #4: PlayLive Nation**

PlayLive Nation Annapolis is a gaming lounge located in Annapolis, MD. They value bringing the gaming community together and meeting in-person to build relationships you would not have sitting at home playing against strangers. They have a nightclub-like environment that encourages socializing among the gaming community. Their logo is simple but gives a nightclub feel with neon colors. PlayLive Nation also offers different types of play passes depending on the customer's wants. They offer day passes, weekly passes, and summer camp programs. An all-day pass (Monday-Thursday) is \$19.99, a week pass (Monday-Thursday) is \$69.99, and a Friday play pass is \$17.99. Customers can also purchase memberships where they get exclusive benefits that range from one-month-long memberships to one year. Customers can also book the whole lounge for private parties, participate in special events, or walk in to



play for a couple of hours. They also offer trading services where customers can trade video games, consoles, and gaming accessories. The games that PlayLive Nation offers typically appeal to males in the Gen Z or millennial age group.

### **Home Gaming**

Because of the COVID-19 lockdown, consumers had to find exciting forms of entertainment that they could set up inside their homes. The gaming industry reported that their best sales in history happened during 2020 and 2021 (Batchelor, 2021). Though all forms of at-home gaming can be a potential threat to gaining new @VR customers, analyzing their largest competitors can help narrow down the competition.

Due to virtual reality becoming a fairly new form of gaming, virtual reality headset sales shot up during the pandemic with a sales growth of 52.4% in Quarter 1 (Q1) of 2021 (Brewster, 2021).

Oculus VR is a virtual reality company founded by Luckey Palmer in July of 2012 (Kumparak, 2014). The first release of the consumer models for Oculus came about on March 28, 2016, with the drop of the Oculus Rift CV1. This model was then discontinued after the release of its successor, the Oculus Rift S, on May 21, 2019. The most recent, and currently most successful, Oculus model, Oculus Quest 2, came out on October 13, 2020. Now Oculus is worth \$400 million and was sold to Facebook for \$2 billion. There are currently around 150 different games offered on the Oculus Rift. The currently ranked best overall virtual reality headset is the Oculus Quest 2 (Moore-Colyer, 2021). In fact, Oculus Quest 2 was voted the number one virtual reality headset in 2021 by many organizations, including *The New York Times* (Moore-Colyer, 2021). In the first quarter of 2021, Oculus VR sold 4.6 million units of the model, which set a record for most units sold of a single model (Chauhan, 2021). Other at-home VR competitors include Google, HTC Vive, Unity, Microsoft, Samsung, and many other emerging brands (Wirtz, 2021).

## **E. OPPORTUNITIES ANALYSIS**

**Based on group observation and research, @VR's strengths, weaknesses, opportunities, and threats are as follows.**

<b>TOWS Matrix</b>		<b>External Factors</b>	
		<b>Opportunities (O)</b> O1. Niche Market O2. Targeting new demographic (Gen Z/ Working Millennials) O3. Growing industry	<b>Threats (T)</b> T1. Competition T2. Covid-19 impact T3. Economic Recession
<b>Internal Factors</b>	<b>Strengths(S)</b> S1. Price Point S2. Professional and attentive staff S3. Customizable experience S4. Loyal customer base	<b>Strengths/ Opportunities</b> S4/O1. Offering high competitive advantages in a niche market increases rate of returning customers S2/O2. Solid staffing can help in assisting the new targeted consumer on becoming familiar with the product	<b>Strengths/ Threats</b> S1/T3. Low price point offers a unique competitive advantage S3/T1. Customizable experience is a unique competitive advantage to all forms of competition listed
	<b>Weaknesses (W)</b> W1. Consumer awareness W2. Lack of user knowledge W3. Facility size W4. Technological errors	<b>Weaknesses/ Opportunities</b> W1/O2. Increasing consumer awareness with result in target market expansion W4/O3. Improving technology as industry grows is crucial to staying a key market player	<b>Weaknesses/ Threats</b> W2/ T1. Increased advertising is needed to increase brand awareness (small business vs. corporation) W3/T2. With consumers staying in due to COVID, there is a disconnect to knowledge of new and immersive experiences; increasing advertising will assist with this

### III. STRATEGIC RECOMMENDATION

#### A. BRAND POSITIONING STATEMENT

@VR is a virtual reality gaming experience that focuses on an immersive, fun experience for all ages and types of gamers through customer service, popular game offerings, and knowledgeable employees to create unique, valuable virtual reality experiences.



Positioning Matrix	<Low Time & Money Expenditure High>	
<p style="text-align: center;">^ High</p> <p style="text-align: center;"><b>Perceived Product Value</b></p> <p style="text-align: center;">Low</p>	<ul style="list-style-type: none"> <li>● <b>@VR</b></li> <li>● Lancaster Virtual Reality Lounge</li> <li>● PlayLive Nation</li> <li>● Dimension Fun Center</li> </ul>	<ul style="list-style-type: none"> <li>● VR Zone DC and VR Arena</li> <li>● We “R” VR</li> <li>● At home VR and traditional gaming consoles</li> <li>● Wonderfly Arena</li> </ul>
	<ul style="list-style-type: none"> <li>● Challenge</li> <li>● Level Up Gaming</li> <li>● Hunter-M eSports PC Gaming</li> </ul>	

## B. CORPORATE IMAGE/BRAND DEVELOPMENT STRATEGY

@VR is viewed as an immersive, fun virtual gaming experience. Through customer service, education of the growing virtual reality industry, and an immersive environment, @VR works to give each individual consumer a unique and positive experience. The brand is viewed positively by many current consumers and the ongoing strategy is to keep the positive brand image and reputation. @VR's website and logo use a color scheme consisting of three main colors: orange, purple, and pink. Orange is used to make consumers feel inspired, adventurous, excited, victorious, and stable. Purple represents power, superiority, luxury, and knowledge. Pink signifies playfulness, immaturity, and unconditional love (Ferreira, 2021). The strategic goal is to increase @VR's brand awareness, as well as consumer traffic and sales at the location. In addition to this, another strategic goal would be to create an "About Me" page that includes their mission, vision, and values as this is something that all of @VR's competitors have on their websites. Next, to reach their target market of young Millennials and Gen Z, they should use social media platforms (i.e. polls, daily posts, interactive Instagram stories, promotion of events, etc.) as their main consumption search and evaluation of alternatives is centered around social media. For example, 74% of 13 to 39-year-olds stated that their phones are their most used device with 10% using traditional, non-digital sources and 59% stating they would rather use videos to keep up with the news (YPulse, 2021). Lastly, @VR should emphasize their Safety and Assistance services on their

website, the reason for this being that there are negative views about VR companies involving injuries caused by knocking into real objects while immersed in VR (Wells, 2021).

### **C. TARGET MARKET**

The recommended segmentation for this campaign for @VR is to reach Gen Z and Millennials (particularly those aged 20 to 28). Individuals in Gen Z are born from 1997 through 2012, while Millennials are born from 1981 through 1996. @VR wants to focus their energy on reaching young adults through services such as private events, corporate team building activities, and school events. To reach this audience, it is important to know Gen Z's consumption process and specifically, their needs and wants. For instance, Gen Z members pursue a need for "truth" as they search for authenticity and self-expression. They are open to trying new things and have a strong need to be accepted in groups (Francis & Hoefel, 2018; Fromm, 2021). @VR can fill these needs of exploration and belonging through their VR gaming experiences.

Millennials value the experience (Fromm, 2021). Offerings at @VR are filled with emotions that are derived from the experience that make the gamer feel good. @VR is looking for driven individuals who look to go out and have a fun time (At VR Target Personas, n.d.). The targeted consumers' personality would be more extroverted, specifically those who seek new adventures would thrive in the VR environment. Gen Z focuses on social issues such as socialization and people because they hold a high regard for belongingness and friends. They want to be accepted in groups (Fromm, 2021). @VR can fulfill this desire because the structure of the gaming stations facilitates both group and single player gaming. If @VR can target these young working professionals, they can fill their void for belongingness and connectedness due to this same structure.

### **D. STRATEGIC SUMMARY CHART**

Research	Strategies
<ul style="list-style-type: none"> <li>• @VR's official website lacks their mission, vision, and values (At VR, 2019)</li> <li>• @VR's competitors, such as We "R" VR, have the values and missions of their companies actively promoted on their websites</li> </ul>	<ul style="list-style-type: none"> <li>• @VR's website should have mission, vision, and values displayed in an "About Me" page</li> </ul>
<ul style="list-style-type: none"> <li>• Gen Z and Millennials are open to trying new things and have a strong need to be accepted in groups (Francis &amp; Hoefel, 2018; Fromm, 2021)</li> <li>• Millennials value an "experience" (Fromm, 2021)</li> <li>• @VR is looking for driven individuals who look to go out and have a fun time (At VR Target Personas, n.d.)</li> </ul>	<ul style="list-style-type: none"> <li>• When envisioning events, marketing campaigns, and social media appeals, Gen Z and Millennials aged 18-28 should be @VR's target audience.</li> </ul>
<ul style="list-style-type: none"> <li>• Millennials and Gen Z consumption search and evaluation of alternatives is centered around social media, which is their primary source for news</li> <li>• <b>74%</b> of 13 to 39-year-olds state phones are their most used device <ul style="list-style-type: none"> <li>◦ <b>10%</b> use traditional, non-digital sources</li> <li>◦ <b>59%</b> would rather use videos to keep up with the news (YPulse, 2021)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Use social media platforms to reach the target market (i.e., through polls, daily posts, interactive Instagram stories, promotion of events, etc.)</li> </ul>

<ul style="list-style-type: none"> <li>• There are negative views about VR companies involving injuries caused by knocking into real objects while immersed in VR (Wells, 2021)</li> <li>• @VR stations encompass about a 7x7 foot indoor space for safely playing</li> <li>• Staff members willing to help install equipment and make sure the players are well informed and safe (At VR, 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Promote @VR's Safety and Assistance for new players on their website</li> </ul>
---	--

## IV. COMMUNICATION OBJECTIVES

### A. SHORT-TERM OBJECTIVES

1. Increase brand awareness from 545 followers to 1,000 followers in 6 months.
2. Increase sales by at least 15% in 3 months.
3. Inform consumers of promotion and have a 20% coupon redemption rate.
4. Increase foot traffic at the location by 30% in the first month of promotional offers.
5. Inform 50% of young millennials and older Gen Z students in the Frederick area to sign up for Level UP @VR through the 4 ambassadors.
6. 32 teams with 3 players-per-team from colleges and high schools in the nearby area sign up for the competition by March 16, 2022.
7. Increase the traffic of college students at @VR by 25% in the first 3 months of launching the ambassador campaign.

### B. LONG-TERM OBJECTIVES

1. Average three 5-star reviews per month on all evaluation platforms.
2. Increase repeat purchases by 15% over the next year.
3. Create two reliable partnerships with local companies and/or brands.

## V. IMC IMPLEMENTATION PLAN

### A. CREATIVE CONCEPT OVERVIEW

**CREATIVE BRIEF**

**Branding**

**Objective**

- Increase brand awareness from 545 followers to 1,000 followers in 6 months

Inform the target audience who @VR is and their new brand position of being the best in the Frederick area and their values

- Increase in sales by at least 15% in 3 months

Encourage action to purchase time at a gaming station

- Averaging three 5-star reviews per month on all evaluation platforms

Inform consumers of excellent customer service, customization, and experience

**Target Audience**

- Gen Z and Millennials ages 18 through 28 years of age
- Millennials who value trying new things (Fromm, 2021)
- Individuals who want group acceptance (Francis & Hoefel, 2018)

**Message**

- Tagline is "Be @VR"
- Theme is @VR is the best virtual reality center in the greater Frederick area
- The theme goes hand in hand with the concept of why the consumer would want to "Be @ VR"

**Constraints**

- @VR Logo

**Support**

- Testimonials

**@VR**  
VIRTUAL REALITY

### OBJECTIVE

The primary objective of @VR's Integrated Marketing Campaign is to inform *and* encourage action. This campaign's goal is to inform the target audience who @VR is and their brand position of being "the best" in the Frederick area. All promotional components will ensure to hold @VR's branding, but also provide a better glimpse into the company's culture. The second objective is to encourage action. This will be done by enticing consumers to purchase time at a gaming station. In order to meet these objectives, marketing pieces will be separate, yet cohesively implemented through the implementation of three creative concepts: brand strategy, competition, and brand ambassador



sponsorship. Although different in execution and costs, the central goal is to inform the consumer what @VR is, who they are (values), and to purchase time at a gaming station.

### **TARGET AUDIENCE**

The target audience are adult men and women in the greater Frederick area, including surrounding towns and cities including the regions of Pennsylvania and Washington, D.C. More specifically, this target market is comprised of Gen Z and Millennials, ages 18 through 28. This group was chosen to target because of their financial status and their needs and wants. Millennials value trying new things (Fromm, 2021). @VR provides new experiences in each of their games whether it is exploring the ocean floor, kayaking through the Grand Canyons, or shooting zombies. @VR also provides an outlet for friends and groups. This is important since this age group values group acceptance (Francis & Hoefel, 2018). It is key that communication is geared towards this age group via written language and visuals. @VR needs to reach those who not only want to experience VR but have the financial means to do so.

### **MESSAGE THEME**

The tagline of this campaign is “Be @VR.” The theme aligns with messaging that @VR is the best virtual reality place to go to. The theme goes hand in hand with the concept of wanting to “Be @ VR.” It is crucial to connect this tagline to the objectives of this campaign. It is pivotal to inform the target audience why they *should* and would *want* to be at @VR. This message theme will be duplicated in many ways throughout various campaigns, such as with the “We are @VR” and “Level Up @VR” slogans. “We are @VR” can communicate the culture of the environment and be applied to the ambassador program, while “Level Up @VR” will transfer to the competition plan. This theme of being “the best of the best” and portraying who @VR is will go hand in hand with informing and encouraging action. This theme should be shown in all the advertisement components.

### **SUPPORT**

There should be a lot of support within the promotions. This will be shown by adding testimonials from previous customers. There are many positive and noteworthy sentiments consumers have written about their experience. @VR should take the best reviews and incorporate them in the marketing components. These reviews allow consumers to peek into @VR’s values, customer service, and customization.

## CONSTRAINTS

The main constraint is in regards to the legal protections surrounding the @VR logo, especially seeing as the @VR logo will be placed on all pieces of marketing collateral.

## VI. MESSAGE DISTRIBUTION STRATEGY

### BRAND STRATEGY

#### OVERVIEW

Traditional advertising will be used to encourage potential customers to visit @VR and purchase gaming time, as well as inform the customer of @VR's brand and current offerings through flyers and stickers. Digital media campaigns will focus on interactive content through social media stories and posts to expose new promotions and events, as well as current games and product offerings. Through the use of consumer promotions such as coupons and a loyalty program, @VR will look to drive sales and encourage repeat purchases. By creating partnerships with other companies, @VR will introduce their brand to new consumer segments while enforcing their valued reputation. The majority of these programs will utilize the brand's current logo and branding.

#### MEDIA PLAN

[March]							KEY
							Influencer Campaign
							Tournament Sponsor
							Cross Promotions
							Outdoor Signage
							Brochures
							Flyers
							Loyalty Program
							Email
							Coupon
							Social Media
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	elisar's Flyers & Coupons	
Flyers	Brochures	Coupon	Flyers	Coupon	Brochures	Coupon	
Facebook update ad	Twitter reminder ad	Insta update story	Reminder Email	Brochures	Brochures	Insta info story	
Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	Loyalty Program	

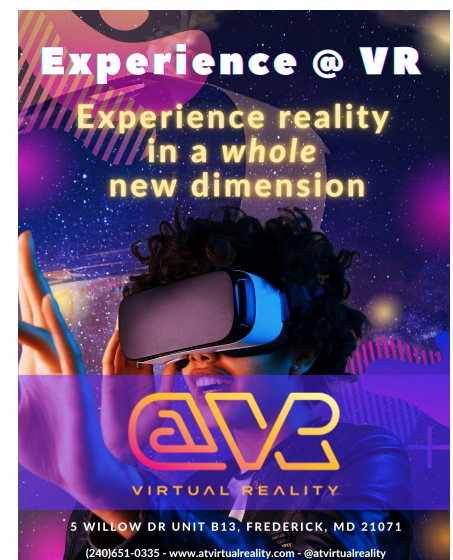
## TRADITIONAL ADVERTISING (PRINT AND VIDEO)

### Outdoor Signage

While keeping the target market in mind, Millennials and Gen Z are often on their phones (YPulse, 2021). This market uses their device for their news being a huge part of their consumption process (YPulse, 2021). Therefore, when the targeted audience is walking around, their heads are positioned towards the ground. Using a guerilla marketing tactic, stickers will be placed on the ground. This outdoor signage will be promoting @VR in a unique way and in unconventional spots. On a college campus, this type of advertising may be the most effective - especially with college students being a large segment of the target market and primarily rely on walking to get from class-to-class. The sticker will be designed to stay on track with the theme. The type on the sticker will read, "Be @VR." This tagline has the underlying tone that @VR is the best virtual reality center to go experience. Next, it will read, "Take a step into the world of virtual reality. Located in Frederick, destination you name it." This informs the consumer of not only what @VR is, but its location, and ability to choose where you want to go in this virtual world. This displays that the customer has the power to customize their experience. It will also have the website or Instagram handle on the sticker. This creative content piece has a few catchy lines and not paragraphs, getting the consumer to the point. The brand's modern and futuristic color palette will pop against the concrete sidewalk or street.

### Flyer

A flyer is an adequate choice of a collateral since there are many bulletin boards around college campuses. College-aged individuals are a part of their target market (At VR Target Personas, n.d.). There are spots in hallways, libraries, bathrooms, dorms, and cafes where a flyer can be posted and noticed. The flyer will state, "Experience @VR." This goes along with the slogan. It also ties into Millennials and Gen Z who value experience (Fromm, 2021). The images on the flyer will show college-aged individuals laughing and playing VR games. This will highlight the fun and positive culture that is a huge part of @VR's brand positioning. This helps portray the meeting of the need for belongingness that Millennials and Gen Z value (Fromm, 2021). Some flyer options will display the notion of taking your college experience to the next "level." Level is a play on words that are apparent in the gaming world. The flyer will be informative in explaining what @VR's experience is like and the



advanced technology behind it. Another fun additive to flyers is a QR code that takes the consumer right to the @VR website or social media platforms.

## Brochure

A brochure is made to deliver information and is a traditionally long-term piece. The tagline for this campaign is “We are @VR.” This brochure will delve into who and what @VR is. It will focus on what a virtual gaming company consists of and reassuring safety which is a concern to consumers (Wells, 2021). The brochure will display @VR’s brand positioning and values. Each of the sections in the brochure will tie in the mission, vision, and values. The brochure’s last page will be used as a discount coupon for @VR. If there's a discount in the brochure action will be encouraged. The brochures will be placed in strategic locations such as



colleges, gyms, and community centers in the Frederick area. The evaluation of the brochure’s success will be determined by the coupon redemption rate.

## DIGITAL MARKETING PROGRAM

### Social Media Marketing Strategies

Due to a high percentage of our target market spending an average of 145 minutes a day on social media (Statista, 2020), increasing social media engagement is crucial for the success of this advertising campaign. Utilizing the resources each individual social media platform provides is necessary for the campaign’s success. The cohesiveness of the campaigns across social media platforms is also important to the success.

- I. Instagram - Utilizing IGTV, Reels, Instagram Live, Stories, and posts to tie the campaign together. This platform allows @VR to inform and encourage action and generate engagement.
- II. Facebook - Utilizing lives and stories to showcase the @VR experience. Utilizing the campaign taglines via stickers and hashtags. Active boosted advertising.
- III. Twitter - Tweets that keep loyal customers up to date on events. Informational based. Easy place for customers to ask the company questions and receive feedback. Less creative content.
- IV. Tiktok - Promotes various aspects of the “Be @VR” campaign including “Play @VR”, “Party @VR”, “Relax @VR”, etc. Targeted to both returning and new customers. Showcases the @VR experience.

- V. Snapchat - Encourage customers to post on the local Frederick story for those in the surrounding area to see. Encouraging to include the “Be @VR” sticker in the corner and #Be@VR. Gives potential customers a live visual of the @VR experience.

### QR Codes

Being able to digitally reach the traditional media marketing strategies is essential to maximize reach. Having QR codes on flyers and brochures will lead to a LinkTree with the tagline “Be @VR” as the title. The link will give consumers the option to enter the website, sign up for play time, obtain information about the experience and promotional programs, and read testimonials.

### Consumer Generated Social Media Content

Encouraging customers to generate social media content while experiencing @VR can help encourage word of mouth marketing. To incentivise consumers to use the #BE@VR and tag the location, prizes, such as free play times, coupons, and other materials can be offered.

### CONSUMER PROMOTION PROGRAMS

#### Coupon

A coupon using the “Be @VR” theme will push traction and visibility by providing value to customers through a discount. The coupon promotion includes \$5 off 30 minutes, \$10 off 60 minutes, or \$15 off two hours of game-play during their next visit. Coupons have a high redemption rate, with average redemption being at 88% in 2020 (Statista, 2020). Distribution of the coupon would occur through direct mail to the surrounding Frederick area and at local gaming events. Another method of distribution is sending local schools a package of coupons to put in their student center or dining halls. The coupon will also be distributed through marketing emails to targeted segments. The coupon would follow the color palette of the brand and have @VR’s logo and a special redemption code on each one.

#### Loyalty Program

Using the “Virtual Rewards” program that @VR currently has, the loyalty program can be made into



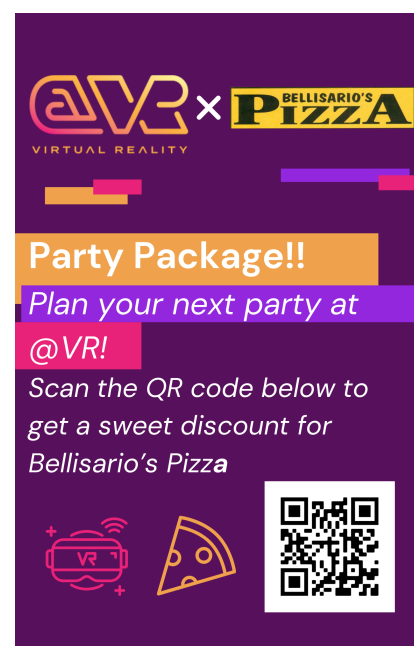


individualized QR codes for each member of the program. In a study done by Bond Brand Loyalty, it was found that companies that develop positive emotional connections with their members see over 25% of the members spending more money with the company. This will be beneficial to @VR because the company focuses on the customer experience and creating the best environment for its customers. The redemption of points will include free 30 minutes game plays, a t-shirt, or other @VR merchandise. This allows the Virtual Rewards to be both a mobile and physical card, helpful to both college-aged gamers and moms who bring their kids. @VR can also offer special promotions for loyalty members to earn extra points if the member books during a traditionally less busy time like weekdays. The goal of the extra point days will be a push to get members and consumers in the door to fill the slots at the location throughout the week. In addition, these special point days will increase overall weekly foot traffic at the @VR location during times other than the weekend.

## SPONSORSHIP PROGRAMS

### Cross-promotions

Cross-promotions are especially beneficial for small businesses like @VR. Some of the benefits include extra advertisements, a good return-on-investment (ROI), physical displays, and boost in reputation (Starr, 2019). For parties, a cross-promotion will be paired with local pizza places like Bellisario's to get a deal on a pizza for their party at @VR. This gives promotion to the pizza restaurant, as well as the ability for @VR to advertise coupons and other information at the pizza restaurant. This partnership can lead to increased promotion on social media as well (across both business platforms), extending the audience reach. By developing cross-promotions, the companies in partnership will be more likely to interact with @VR for the tournaments and other contests, too.



## BRAND AMBASSADOR PROGRAM

### OVERVIEW

The brand influencer campaign is targeted towards local college students where @VR will look for prospective students to represent the company image. Launching this campaign will help @VR attract the Gen Z age group that @VR is currently seeing a gap in. With the launch of this campaign, the

goal is to increase the traffic of college students by 25%. It is recommended that this campaign is advertised primarily through social media platforms like Instagram and Facebook. Posts will involve a multitude of social media posts that will be spread out throughout the year with varying degrees of consistency as the campaign goes on. Every social media post will include information about the ambassador program such as the requirements, benefits, and how to apply. This campaign will start six months prior to the Level Up competition to have ambassadors help with advertising.

### RECRUITING GUIDELINES

The recruiting process of ambassadors includes an application that the candidate must fill out to apply. This application will give the candidate a grasp of what the company stands for and how they will represent @VR. The application form will include questions like what school they attend, how many followers they have on each social media platform, and what types of attributes they believe they can bring to the ambassador team. When recruiting for a brand ambassador, it is a must that brand ambassadors share the brand image and name professionally. This means having a clean social media image, free of racial discrimination, drugs, and any posts that cause controversy. When consumers purchase a product or service, they are not only buying a product or service; they're buying the experience and what the @VR brand stands for. Effective future brand ambassadors are those who can act as spokespeople for the brand knowing video games, as well as VR. The image that the ambassador will hold is vital, as advertisements of the campaign will include the tagline "Become a Pro" or "Challenge the Pro's". During the recruiting process, @VR will target schools with gaming clubs to ensure that they will have a substantial amount of knowledge of the gaming world before joining this program. It's also required to be a student at one of the local colleges in Maryland or Northern Virginia.

### AMBASSADOR REQUIREMENTS

The requirements of the brand ambassadors include posting four to five times per month on personal social media accounts about various, actively-running @VR events and campaigns, using Instagram stories, reels, and regular posts. These posts must tag @atvirtualreality, use the hashtags #BecomeAPro and #AtVirtualReality, and include the website link. We



will provide ambassadors with content and templates that the ambassadors will be able to use for their social media posts to stay on-brand across all platforms of social media. Ambassadors will have the choice to choose which one other social media platform they will post on, although posting on Instagram will be required.

Ambassadors must have a clean social media presence free of racial discrimination, alcohol, and the use of drugs. Specifically @VR is looking for someone who is in college and interested in virtual reality gaming. They must have a GPA of 2.5 or above and be in a good academic standing. Personal attributes and characteristics include being friendly, relatable, personable, and having good communication skills.

#### Qualification Metrics:

- Must have over 1,000 followers on Instagram and be active on 1 other social media platform (Twitter, Tik Tok, or Facebook)
- Post on their platforms a minimum of 3-4 times a month with an average of 500 Impressions per post
- Must be able to attend @VR events when needed.
- Must be a local college student

#### Ambassador Posting Requirements:

- Post at least 3-4 times a month
- Must tag @VR and include a website link in each post
- Include @VR's colors within posts
- Stay within the Ambassador Posting Guidelines

### **AMBASSADOR BENEFITS**

In return for influencers meeting the qualifications and becoming official ambassadors for @VR, they will have a chance to “level up” and earn rewards, the more successful their respective promo codes are. Much like the three highest gaming trophies you can earn on consoles, the three levels available for attainment are Silver Level, Gold Level, and Platinum Level. Silver Level will be the base level that ambassadors start on and as their promo codes are used more often, they will level up to Gold and eventually Platinum. Each level builds on the one before it with Platinum Level having the most in terms of rewards. The rewards for each level are as follows:

#### **Silver Level (Base Level Ambassador)**

- “Free Swag” (@VR T-shirt and Wristband)
- Personal Discount (Gives users 20% off)

**Gold Level (Promo code is used 20 times)**

- “Free Swag” (@VR T-shirt and Wristband)
- Personal Discount (Gives users 20% off)
- 1 Free 60 Minute Play/month
- 50% off for 1 guest anytime during the month (only 1 guest per visit receives this discount)

**Platinum Level (Promo code is used 50 times)**

- Free swag (T-shirt and wristband)
- Personal discount (Gives users 20% off)
- 2 Free 60 minute plays per month
- 50% off for 2 guests anytime during the month
- Free drink and snack
- 15% off a party booking

## **MEDIA PLAN**

The advertising for the ambassador program is expected to launch 6 months prior to the Level Up @VR competition. The first 6 weeks will be advertising with traditional media and digital media, as well as collecting ambassador applications and going through possible candidates. This includes email advertisements, flyers and postcards spread throughout college campuses, and digital advertising through social media. To attract a substantial amount of applicants, it's vital to consistently post 3-4 times per week on each social media platform to keep the audience engaged with the content as well as the brand.

After those six weeks, the first four ambassadors will be finalized and start their postings and advertisements as soon as possible. There will be pre-made content and templates available for the ambassadors to choose from to get their required amount of posts per week. These posts will include information about competitions, events, advertising their personal promotions, and updates to keep followers updated with @VR. In addition to social media sharing and all other forms of advertisements, ambassadors will be able to wear their “Free Swag” as mentioned in the Ambassador Benefits. This also includes spreading around flyers and more traditional media around their schools.

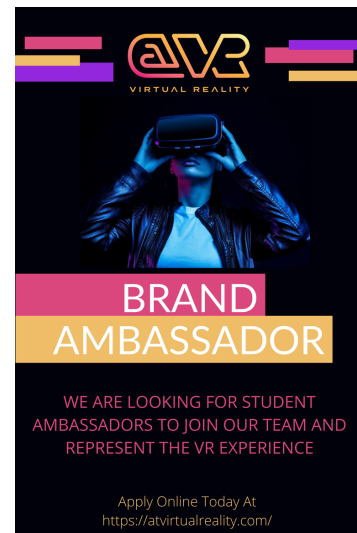
Once the “Be @VR” campaign and the “Level Up @VR” competition campaign is launched, the ambassadors will also begin to advertise for these programs.

The goal of ambassadors advertising events at @VR is to attract their peers and make them more aware of the brand and what they have to offer. When there is a personal level to advertising, consumers will be more likely to pay attention to advertisements. This makes the objective of increasing the traffic of students in @VR by 25% extremely achievable.

The digital media advertisements will have consistent messaging. The style and coloring will remain consistent and on-brand, with @VR's color patterns and imagery currently being used. The objectives of the promotional media are to create “buzz” around the upcoming tournament and showcase what schools and ambassadors will be attending the tournament.

### TRADITIONAL ADVERTISING (PRINT AND VIDEO)

For traditional advertising, it is recommended to use flyers and postcards that are set up around college campuses. Flyers will be posted in dorm buildings and academic buildings to advertise the ambassador program. These flyers should be strategically placed throughout academic, athletic, and dorm buildings where students are likely to be standing. Places like elevators, bulletin boards, bathrooms, and classrooms are places that students will likely be stagnant as well. Using eye-catching flyers will get students to apply for the ambassador program and become aware that @VR is a company in the area.



Postcards will also be available around campus for students to take. These postcards will be available at the entrance of dorm buildings for students to take and use as a reminder to apply. Another advertising option is for postcards to be put in student mailboxes as well.

As the ambassador program is being established and ambassadors are picked, business cards will also be implemented in the traditional advertising plan. The business cards will be given to each ambassador to hand out around their school. The business card will have their unique promo code on it, along with their





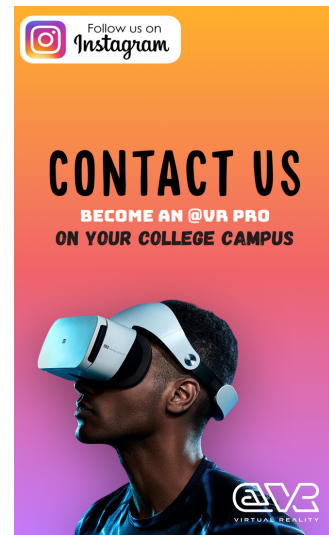
name, the @VR location, and phone number.

### DIGITAL MARKETING PROGRAM

As for digital advertising, the use of emails, social media, and QR codes are to be used to promote the ambassador program. Email marketing will help create brand awareness with students in the local area, as well as remind students that they should apply to the program. Emails are also convenient because there are direct links to the application form, website, and social media pages.

Social media will be one of the primary methods of advertising the ambassador campaign and ambassadors advertising @VR. The two platforms that are recommended for advertising the campaigns are Instagram and Facebook because they will have the most reach with customers. With the use of Instagram stories, reels, live, and regular posts, social media advertising is projected to be quite successful and be the root of company growth.

The use of QR codes will be implemented for ambassadors. These QR codes will share the ambassador's business cards. These digital business cards are a great way in sharing the unique promo code that each ambassador will have. Also, in situations where an ambassador does not have a physical business card, a QR code in replacement could be even more useful. The digital business card can give users direct links to the website, social media pages, and the page to book a time.



### LEVEL UP @VR TOURNAMENT OVERVIEW

The Level Up at @VR Tournament will take place on April 16, 2022 at 5 Willowdale Dr Unit B13, Frederick, MD. This event will host 32 teams, with 3 players per team, and be an all-day event starting at 11 am. The tournament will be a single game elimination-style setup. The teams will decide who will play in each game category. There will be 5 games that teams



compete in: Arizona Sunshine, Superhot, Crisis VRigade, Rhythmic, and VR Sports. This tournament will be college and high school students competing against one another. There will be two brackets of 16 teams, making a total of 32 with 8 college teams and 8 high school teams per bracket. Each team member will pay a fee of \$15 making a total of \$1,440. The final prize will be a gaming basket that has vouchers for gaming time at @VR, a table game donated by Black Sun Games LLC, GameStop gift cards, and a cash prize of \$300. The competition will be live streamed on Twitch for people at home to view, too. The objective of this competition is to bring more awareness to @VR, build community engagement with companies in the Maryland, Washington, D.C., and Virginia area, and attract consumers in the high school and college demographics.

## MEDIA PLAN

The objective of the traditional media strategy is to attract people to participate in the competition with a target market of young Millennials and older members of Gen Z. The overarching theme of the campaign, created by the brand strategy team, is “Be @VR.” To go along with this, the message for traditional and digital media will be “Level Up @VR.” This will do well because it connects to the original theme, while also differentiating itself from the rest of the campaign elements. Support factors for this campaign advertising include a design that places an emphasis on imagery of VR headsets that look like there is a video game playing through the lens. The other support factor included is the presence of ambassadors who will vouch for the quality of the company.

The objective of the digital media strategy is to promote, inform, and convert. The success and progress of the digital marketing strategy will be measured by the number of impressions and reach coming from @VR’s social media platforms, like Twitter, Facebook, and Instagram. The various channels that the digital media strategy will take are social media, email, and the official website. The digital media ads posted on social media will have a link to both register and learn more about the tournament.

LAST NAME / FIRST NAME / MIDDLE NAME  
 PHONE NUMBER  
 EMAIL ADDRESS  
 TEAM NAME  
 CREDITCARD INFORMATION  
 WOULD YOU LIKE TO SUBSCRIBE TO OUR MONTHLY NEWSLETTER FOR UPDATES?  
☐ YES! ☐ NOPE!

**@VR**  
 VIRTUAL REALITY  
**LEVEL UP @VR**  
 APRIL 16, 2022 | 11AM

CONTACT US  
 FOR MORE INFORMATION ABOUT THE TOURNAMENT  
 240-651-0335  
 info@virtualreality.com

The digital media advertisements will have consistent messaging too. The style and coloring will remain consistent and on-brand with @VR's color patterns and imagery currently being used. The objectives of the promotional media are to create “buzz” around the upcoming tournament and showcase what schools and ambassadors will be attending the tournament.

The objective of the alternative marketing and media strategy is to attract viewership to the competition from those who cannot attend the competition in person, and to gain a greater following on multiple social media platforms. The alternative marketing was created as a way to reach a market on social media that may not have been easy to reach before.

With the campaign lasting six months, the advertising for the competition itself will begin during the third month. Traditional media will go up during the third month by hanging up flyers in high-traffic areas of high school and college campuses, distributing flyers to ambassadors, putting the napkin holder flyers in cafeterias, and finally placing the large adhesives inside school elevators. The two components of digital advertising are social media posts and email marketing. There will be a maximum of six posts per week spread across Instagram, Facebook, and Twitter; they will be posted at different time intervals as illustrated in the media calendar. Emails will be sent Mondays and Thursdays at 8 p.m., and on Fridays at 10 p.m. For alternative marketing, the competition itself will be livestreamed for people to watch at home. A key point that the livestream will emphasize is the individual teams battling each other during every competition round.

## TARGET AUDIENCE

This program looks to target local gamers, as well as college students near the local area. It also targets a new market of millennials who want a new experience.

## TRADITIONAL ADVERTISING (PRINT AND VIDEO)

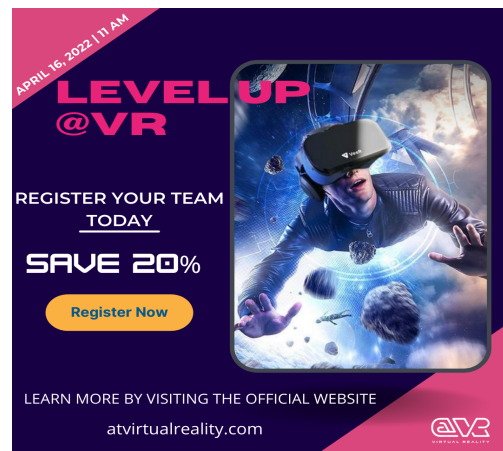
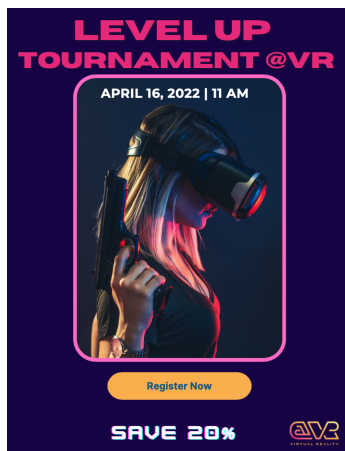
The traditional advertising strategy includes three pieces of creative content. The first piece would be informational flyers that will be placed around campuses and given to the ambassadors for distribution. The flyers will give a



brief overview of the event with information on how to sign up. The second content piece, napkins holders, will be a simplified version of the original flyer with the same imagery. The third content piece, the elevator sticker, will have the least amount of information because elevator rides usually only take around 30 seconds. The sticker will keep the imagery, but will only include the logo, catch-phrase, and the QR code that shows customers where to sign up for the tournament.

### DIGITAL MARKETING PROGRAM

The various channels of the digital media strategy will be social media, email, and the official @VR website. The digital media ads posted on social media will have a link to either register or learn more about the tournament. These links will drive the audience to the official website, to the registration page, or to a landing page informing the audience about the Level Up tournament. Having these specific links will indicate which channel is getting the most responses and traffic using analytics. Analyzing this data will help @VR know which channels are getting the greatest number of sign-ups and performing well.



Informative digital advertisements will be placed on @VR's email and the official website. The objective of informative digital media is to explain when and where the tournament takes place, how to sign up, rules, prices, and the prizes offered. Additionally, @VR will post and send out reminders and updates involving the tournament. For example, @VR will send reminders to sign-up for the tournament as the event date draws nearer. Another update will be to give regular updates on how many teams have already signed up for the tournament and how many spots are left, using action phrases, like "Hurry, only 7 team spots left!"



@VR will acquire email addresses from current customers already enrolled in the loyalty program and the various colleges and clubs that @VR has assigned ambassadors to connect with. @VR will expose the tournament to the high school demographic by gaining access to the high school Facebook groups where @VR can post ads and updates if granted permission. Additionally, @VR can post ads in local Facebook groups to get the event information in front of high school students' parents.



### CONSUMER PROMOTION PROGRAMS

To attract students @VR will use the exclusiveness of the once a year opportunity to win the Level Up @VR Tournament. Players that win the tournament will be given an array of prizes. One prize will be given a cash prize of \$300. Winners will also receive a basket of gear from our sponsors including GameStop gift cards, tabletop games from Black Sun Games LLC, and vouchers for an hour of free play at @VR for all members of the team. The winning team of the @VR Level UP tournament will have their picture taken and placed on The Wall of Champions.

Each team member will have to pay \$15 to compete in the competition. Normally, the price to pay for 30-minutes is \$29.99, so players are getting a discounted price to compete in the Level UP @VR tournament.

### ALTERNATIVE MARKETING

The alternative marketing and media program will consist of a live streaming element with the goal to attract a bigger following to all @VR social media



accounts. Live streaming in recent years has become increasingly popular, particularly towards the younger generations of gamers.

The most popular video game live streaming service on the market is Twitch. Twitch offers a free service that allows anyone with a quality computer to stream to the public, for free.

One computer is necessary for a Twitch stream. One computer that is being used in the competition, such as station one for the event, should be used as both a device being competed on, as well as the device streaming the event. OBS, a free editing platform, is vital to help support a Twitch stream. Twitch

gives accounts that live stream gameplay the ability to create a donation section on their Twitch page. This can be linked to a PayPal account, and viewers are able to donate directly to the account owner/streamer. Twitch does not take any percentage from donations.



Hosting the event via a live stream platform like Twitch will give an opportunity to other @VR ambassadors, students, who cannot attend, and family and friends to watch the stream from their homes. Each university or high school participating in the event can show the stream in a public space on campus. For example, at Stevenson University, the stream can be broadcast on the TV screens in the Ratcliffe Community Center. @VR ambassadors not attending the event can encourage other members of their community and school to come together and watch the stream in a public area.

The live stream can be promoted via social media. It is possible to post the link of the live stream to any social media platform, such as an Instagram story or post. Social media posts promoting the competition event should include mentioning the event will be live streamed via the @VR Twitch account the day of the event.



## SPONSORSHIP PROGRAMS

In terms of sponsorship, it would be best to partner up with more than one company that specializes in virtual reality technology. It would be best to partner with the National Association of ESports, Razor, and IBuyPower, as well as the National Association Collegiate Esports (NACE) because it is an organization that focuses on the development of esports programs and advocates for the creation of varsity programs that include scholarships. The NACE also has the largest member association of college and university-sponsored esports programs. Razor and IBuyPower are two companies that specialize in selling virtual reality gaming equipment and their equipment is well known for being high-tech and high quality. Other sponsors include food and drink companies. These companies could supply the competition participants with food and drinks as they play. Since @VR is located in Fredrick then it would be better to partner with local food places to secure food for the tournament. The food places that sponsor the tournament would receive increased brand awareness and could potentially get an increased customer base.

Sponsors can offer either a monetary prize or a product, such as a virtual reality headset, chair, computer, or a virtual reality game. The food and drink sponsors can offer gift cards or a limited supply of free food and drinks.

To generate exposure for the “Level Up @VR”, @VR will attempt to get at least five sponsors to raise money for the event. There will be two levels of sponsorship available named 4D, and 5D. The most expensive, 5D, will start at least a \$2,500 donation, including social media posts, their name throughout the event signage, the company’s logo on the event flyer, a spot on the website, and a VIP tent at the event. The 4D level will be for companies with a \$1,000 maximum donation, including a social media post, and a smaller logo on the flyer. The winners of the tournament will get a prize basket with each sponsor donating products towards the grand prize. The sponsorship kit will include a page listing all the benefits for each level and what they will receive. The kit will include information about @VR’s history and mission, their location, and information about the tournament. The sponsorship kits will be sent to prospective

Sponsorship Levels		
	4D Maximum donation of \$1000	5D Maximum donation of \$2500
Branding on social media and website with event	✓	✓
Logo on Flyer	✓	✓
VIP tent at the event		✓

companies through a PDF email with an early bird special of joining as a sponsor 6 months before the event to get their company posted exclusively around the location leading up to the event.

## **VII. MESSAGE DISTRIBUTION STRATEGY**

### **PUBLIC RELATIONS STRATEGY**

To enhance public relations initiatives, @VR should ensure that they maintain a positive public image amongst stakeholders, including customers, employees, the surrounding community, and the local media. In addition to the aforementioned sponsorship marketing goals (which will aid in building a base of brand loyal members), other efforts such as maintaining communications with media outlets (such as the news outlets), creating preventative plans in the case of negative publicity, and increasing visibility of the brand are necessary.

Especially with the proposed @VR Competition programming, the media should be aware of the events that are being planned. By publishing press releases for immediate release and sending them to media sources, including local news outlets in the Maryland, Washington, D.C., and Virginia areas, as well as local college media sources like the Towson University Towerlight Newspaper, the Stevenson University Villager and WSR Radio, and the University of Maryland's Diamondback. When there is an event, such as a college competition night, a press release with an overview of what the event is, where and when it will be taking place, the fees and pricing, contact information, as well as any other related details that both reporters and customers alike would find important to know. With this, finding contacts in targeted media organizations and creating relationships with these contacts (reporters, journalists, etc.) will be helpful. Once relationships are established, a media contact list can be compiled so that all press-related information can be sent regularly and/or as needed to these sources.

Additionally, in the case of negative publicity surrounding @VR, reactive preventative plans, such as the institution of impression management tactics and apology strategies. For instance, with the incorporation of @VR brand ambassadors, in the instance that controversy and negative press circles a particular ambassador, @VR should prepare an apology statement that acknowledges the controversy, denounces it, and recognizes that the actions/statements made by the ambassador do not reflect the values of @VR as a business.

**SAMPLE PRESS RELEASE****PRESS RELEASE**

---

**FOR IMMEDIATE RELEASE****CONTACT:**

@VR – Virtual Reality Lounge  
info@atvirtualreality.com  
(240)651-0335

**FREDERICK VIRTUAL REALITY GAMING LOUNGE, @VR,  
TO HOST COMPETITION SERIES FOR MARYLAND STUDENTS**

**Frederick, MD (December 12, 2021)** – @VR, a virtual reality gaming center located in Frederick, Maryland, is hosting a premiere college competition series entitled “Level Up @VR.” This all-day competition, slated to begin at 11 a.m. on April 16, 2022, will feature 32 teams comprised of both high school and college students. To create the competition bracket, there will be two brackets of 16 teams competing against each other in a knock-out tournament format. Eight college teams and eight high school teams will be competing in each bracket. Additionally, each team will be made up of three players. To register to compete, a \$15 fee is required from each team member.

Winning teams of the Level Up @VR competition will receive a gaming basket that includes vouchers for @VR gaming time, a table game donated by Black Sun Games, LLC., GameStop gift cards, as well as a \$300 cash prize.

To watch the competition, the @VR location will be open for customers and viewers to walk-in and view the tournament excitement. Online viewers are also able to access a livestream of the tournament day using the Twitch platform.

To learn more information about @VR, as well as how to register to compete during the Level Up @VR Competition, please visit @VR’s website at [www.atvirtualreality.com](http://www.atvirtualreality.com) or call (240)651-0335.

###

## MEDIA LIST

Outlet/Name	Role	Name	Email/Website	Phone	City/State	Column
Frederick High School	Public High School			(240)236-7000	Frederick, MD	
Jrbania High School	Public High School			(240)263-7600	Ijansville, MD	
Dakdale High School	Public High School			(240)566-8400	Ijansville, MD	
Lingapore High School	Public High School			(240)566-8700	Frederick, MD	
Walker'sville High School	Public High School			(240)236-7200	Walker'sville, MD	
Branswick High School	Public High School			(240)236-8600	Branswick, MD	
Tate'sville High School	Public High School			(240)236-8100	Thurmont, MD	
Sov. Thomas Johnson High School	Public High School			(240)236-8200	Frederick, MD	
Pascara's High School	Public High School			(240)236-6400	Frederick, MD	
Middletown High School	Public High School			(240)263-7400	Middletown, MD	
University of Maryland, College Park	College/University			(301)405-1000	College Park, MD	
University of Maryland, Baltimore County	College/University			(410)706-3100	Baltimore, MD	
Stevens' University	College/University			(410)406-7000	Owings Mills, MD	
Frederick Community College	College/University			(301)846-2400	Frederick, MD	
Towson University	College/University			(410)704-2000	Towson, MD	
Morgan State University	College/University			(443)885-3333	Baltimore, MD	
Johns Hopkins University	College/University			(410)516-8000	Baltimore, MD	
Goucher College	College/University			(410)337-6000	Baltimore, MD	
Loyola University Maryland	College/University			(410)617-2000	Baltimore, MD	
McDaniel College	College/University			(410)648-7000	Westminster, MD	
Road College	College/University			(301)663-3131	Frederick, MD	
Sotro Dame of Maryland University	College/University			(410)532-5200	Baltimore, MD	
University of Baltimore	College/University			(410)837-4200	Baltimore, MD	
Bowie State University	College/University			(301)860-4000	Bowie, MD	
Coppin State University	College/University			(410)851-3000	Baltimore, MD	
Maryland Institute College of Art (MICA)	College/University			(410)669-8200	Baltimore, MD	
Community College of Baltimore County	College/University			(443)840-4700	Baltimore, MD	
Milegany College of Maryland	College/University			(301)784-5000	Cumberland, MD	
Carroll Community College	College/University			(800)221-8748	Westminster, MD	
Hagerstown Community College	College/University			(240)500-2000	Hagerstown, MD	
Howard Community College	College/University			(443)518-1000	Columbia, MD	
Mount St. Mary's University	College/University			(301)647-6122	Emmitsburg, MD	
Spectrum (Bowie State University)	College/University Newspapers			(301)860-4000		
Dulacres (Goucher College)	College/University Newspapers		<a href="mailto:quin@mcgoucher.edu">quin@mcgoucher.edu</a>			
Blue & Grey (Hood College)	College/University Newspapers		<a href="http://about.hoodccstudies.com">About.hoodccstudies.com</a>			
News-Letter (Johns Hopkins University)	College/University Newspapers		<a href="mailto:business@newsletter.com">business@newsletter.com</a>			
Greyhound (Loyola University Maryland)	College/University Newspapers		<a href="mailto:info@thegreyhound.org">info@thegreyhound.org</a>			
McDaniel Free Press (McDaniel College)	College/University Newspapers		<a href="mailto:freepress@mcDaniel.edu">freepress@mcDaniel.edu</a>			
Spokesman (Morgan State University)	College/University Newspapers		<a href="mailto:thespokesman@msu.edu">thespokesman@msu.edu</a>	(443)885-4761		
Mountain Echo (Mount St. Mary's University)	College/University Newspapers		<a href="http://TheMountainEchoNewspaper.msu.edu">TheMountainEchoNewspaper.msu.edu</a>			
Fillager (Stevens' University)	College/University Newspapers		<a href="mailto:swillager@gmail.com">swillager@gmail.com</a>			
Powerlight (Towson University)	College/University Newspapers		<a href="mailto:mlke@baltimorestudentmedia.com">mlke@baltimorestudentmedia.com</a>			
Itag (University of Baltimore)	College/University Newspapers		<a href="mailto:itags@baltimorestudentmedia.edu">itags@baltimorestudentmedia.edu</a>			
Retriever Weekly (University of Maryland, Baltimore)	College/University Newspapers		<a href="mailto:contact@retrieverweekly.com">contact@retrieverweekly.com</a>			
Namodback (University of Maryland, College Park)	College/University Newspapers		<a href="mailto:ade@bknews.com">ade@bknews.com</a>	(301)276-5770		
Baltimore Sun	Maryland Newspapers	Trif Alatzas (Editor-in-chief)	<a href="mailto:trif.alatzas@balt_sun.com">trif.alatzas@balt_sun.com</a>	(410)332-6154 (Phone); (410)332-6455 (Fax)		
Baltimore Times	Maryland Newspapers		<a href="http://btimes@btimes.com">btimes@btimes.com</a>	(410)366-3900 (Phone); (410)243-1627 (Fax)		
Capital Gazette	Maryland Newspapers			(443)482-3128 (Phone)		
Catoctia Banner	Maryland Newspapers		<a href="mailto:news@thecatoctiabanner.com">news@thecatoctiabanner.com</a>	(301)647-2904 (Phone); (301)647-4527 (Fax)		
Carroll County Times	Maryland Newspapers	Jay Judge (Director of Content/Community)	<a href="mailto:jay.judge@carroll.com">jay.judge@carroll.com</a>	(410)848-4400 (Phone); (410)668-2622 (Phone)		
Frederick News-Post	Maryland Newspapers	Patrick Kerasas (Reporter - Business/Nonprofit)	<a href="mailto:pkerasas@news-post.com">pkerasas@news-post.com</a>	(240)215-8642		
Herald-Mail	Maryland Newspapers	Joseph Deisler (News Director)	<a href="mailto:jdeisler@herald-mail.com">jdeisler@herald-mail.com</a>			

## VIII. INTEGRATED MARKETING COMMUNICATIONS MANAGEMENT

### A. COMMUNICATION BUDGET

Section:	Total price of communication budget:
Brand Ambassadors	\$327.30
Brand Strategy Group	\$2,436.26
Level Up @VR Tournament	\$1,825.41
Total (Annual)	\$4,588.90

The expenses of the marketing initiatives totals \$4,588.90 annually for the proposed strategies within the three programs. This calculation has a monthly fee of \$382.41 monthly with the cost breakdown. These calculations are based on the lowest cost media and advertising programs and products.

## B. ROI FORECAST

@VR can expect to see a 6.71% return on their investment for the suggested marketing plan for the year 2022. This includes advertising costs for the Level Up competition, @VR Ambassador program, and overall Brand strategy suggestions. These numbers have been calculated using a yearly forecast and can be altered using the provided equations embedded within the excel file included within the appendix.

Return on Investment Calculator				
	Cost of Investment		Final Value	ROI (Return on Investment)
Competition	\$	454.45	\$ 985.55	\$ 1.17
Branding	\$	6,731.25	\$ 18,055.35	\$ 1.68
Ambassadors	\$	9,875.23	\$ 48,186.41	\$ 3.88
	Total Return on Investment			\$ 6.73

## VIII. IMC EVALUATION AND CONTROLS

Objective	Assessment Method	Timeframe	Expected Result	Adjustment Plan
Increase brand awareness by 50%.	Evaluate Instagram metrics and QR code metrics	6 months	@VR's social media accounts will grow in followers, Instagram: at least 1,000 followers Facebook: at least 2,200 followers	Post targeted content at least twice a week in high traffic areas



Increase in sales by at least 15%.	Study sales at time of running promotions and advertisements	3 months	At least 15% increase in sales at the @VR location as a result of marketing programs	Continue to run successful promotions and adjust or stop underperforming programs
Inform consumers of promotion and have a 20% coupon redemption rate.	Record redemption rate and calculate ROI	Short term: Monthly Long term: 6 months	At least 5% coupon redemption each month leading to at least 20%	Calculate new discount rate to continue adequate ROI from promotion
Increase foot traffic at the location by 30%.	Compare monthly customer numbers	1 month	Higher foot traffic during weekdays and weekends	Push specific promotions to attract new customers
Inform 50% of young millennials and older Gen Z students in the Frederick area to sign up for Level UP @VR through at least 4 ambassadors.	Evaluate sign-up page and number of teams each month leading up to competition	Monthly	At least 8 teams will sign up for the tournament with affiliation to ambassadors	Push more advertisements and promotions in high traffic areas in the surrounding Frederick area
32 teams with 3 players from colleges and high schools in the nearby	Evaluate sign-up page and number of teams each month leading up to competition	Monthly	Multiple teams will sign up for the tournament with affiliation to	Run promotion to get teams to sign up early for the tournament

area to sign up for the competition by March 16, 2022.			local schools	
Increase the traffic of college students at @VR by 25%.	Evaluate monthly customer demographics through feedback survey	3 months	College student consumer market will increase	Promote new games and current events at local schools with flyers and advertisements
Average three 5-star reviews per month on all evaluation platforms	Evaluate reviews on social media platforms each month	Monthly	@VR will have positive feedback and reviews from new/existing customers	Promote existing 5-star reviews and different unique @VR experiences
Increase repeat purchases by 15%	Track loyalty programs and customer profiles	12 months	Customers will have repeat purchase throughout the year	Target current customers with personalized emails and events
Create two reliable partnerships with local companies and/or brands	Evaluate growing and existing partnerships each month	6 months	Active promotions with working partners	Reach out to brand and companies to share @VR's company and mission

By enforcing the following marketing programs, @VR can increase their brand awareness, target a desired consumer segment, and actively promote the company's offerings. The "Be @VR" campaign allows a number of campaigns and programs to be built off the central theme. Each strategy can be molded to the theme of "Be @VR" to enforce a strong brand image and customer experience.

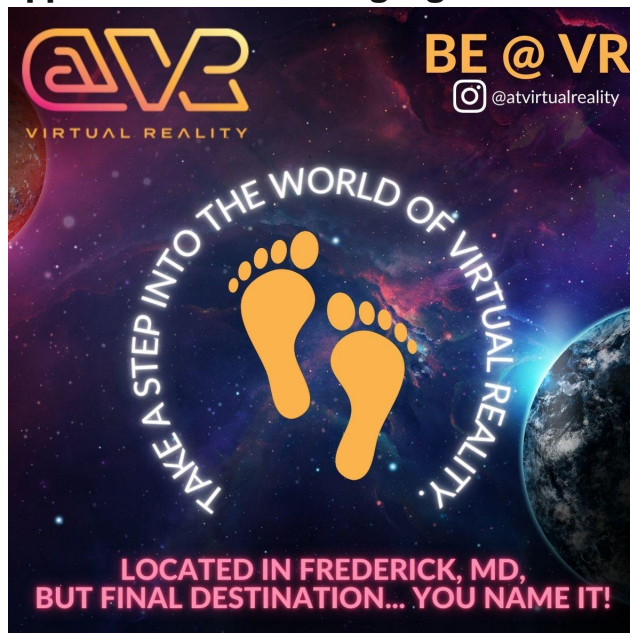
## X. APPENDICES

### CREATIVE CONTENT: BRAND STRATEGY

#### Appendix A: Brochure



#### Appendix B: Outdoor Signage



## Appendix C: Flyer





## Appendix D: Loyalty Program QR Code



## Appendix E: Coupons

**AVR**  
VIRTUAL REALITY  
#BE@VR

**\$5 OFF**  
PURCHASE OF 30 MINUTE  
GAME PLAY  
(REGULAR \$29.99)  
Limit 1 coupon per customer.  
Not valid with any other promo.

**\$10 OFF**  
PURCHASE OF 60 MINUTE  
GAME PLAY  
(REGULAR \$39.99)  
Limit 1 coupon per customer.  
Not valid with any other promo.

**\$15 OFF**  
PURCHASE OF 120 MINUTE  
GAME PLAY  
(REGULAR \$69.99)  
Limit 1 coupon per customer.  
Not valid with any other promo.

**ADDRESS**  
5 Willowdale Drive, Unit B13  
Frederick, MD 21701

**CONTACT**  
240-651-0335  
info@atvirtualreality.com

**FIND US ONLINE**  
@atvirtualreality  
<https://atvirtualreality.com>

## Appendix F: Sponsorship Kit



A Tournament Presented by @VR



### Table Of Contents

- 01 About the CEO
- 02 The Company
- 03 The Location
- 04 The Event
- 05 The Teams
- 06 Why Sponsor?
- 07 Sponsor Levels
- 08 Deadlines
- 09 Contact Us

### Behind @VR

An Immersive gaming experience

Shantay DeMar wanted to create relaxing, fun gaming environment for families and friends to gather. Virtual reality has grown exponentially in the last few years. DeMar emphasizes the positive customer experience and bringing immersive virtual reality games to the Frederick region.



**Shantay DeMar**  
CEO



### The Event

**AN @VR COMPETITION**  
**LEVEL UP @VR**

Go against other students in a tournament style competition and win a gaming basket provided by our sponsors.

April 16, 2022  
12:00 PM to 8:00 PM  
Scan code to sign up

<https://atvirtualreality.com>

**An Immersive Tournament Experience**

A tournament style competition where high school and college students go head-to-head in everyone's favorite virtual reality games.

**Creating Connections**

Bringing together virtual reality gamers to explore their teamwork skills while providing a fun, immersive experience.

### The Layout

- Two 16 team brackets
- Each bracket will consist of 8 high school teams and 8 college teams
- Single-elimination tournament
- Winner of each bracket will play each other in the championship
- Teams consist of three players



### Sponsorship Levels

	4D Maximum donation of \$1000	5D Maximum donation of \$2500
Branding on social media and website with event	✓	✓
Logo on Flyer	✓	✓
VIP tent at the event		✓



### Deadlines

Secure your spot.

Sponsorship Spots Open:  
January 16, 2022

Sponsorship Deadline:  
March 16, 2022

### Contact Us

5 Willowdale Drive, Unit B13  
Frederick, MD 21701

240-651-0335

[info@atvirtualreality.com](mailto:info@atvirtualreality.com)



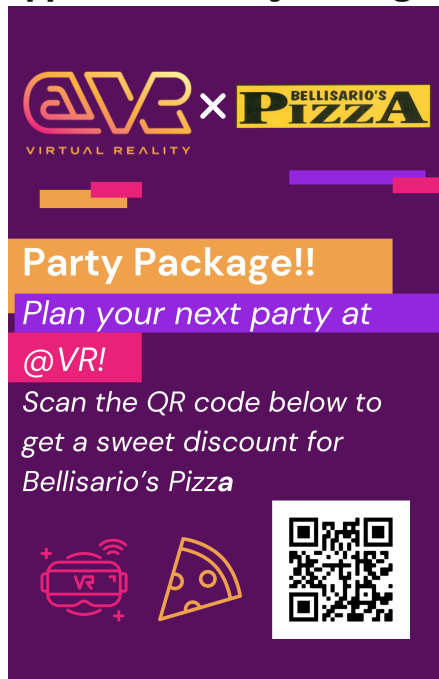
@atvirtualreality



<https://www.facebook.com/atvirtualreality>



## Appendix G: Party Package



## CREATIVE CONTENT: LEVEL UP @VR TOURNAMENT

### Appendix H: Napkin Holder Ad



### Appendix I: Level Up @VR Tournament Flyer



### Appendix J: Level Up @VR Tournament Elevator Adhesive



# Appendix K: Level Up @VR Tournament Social Media and Email Promotion


APRIL 16, 2022 | 11 AM

## LEVEL UP @VR

REGISTER YOUR TEAM  
TODAY

**SAVE 20%**

[Register Now](#)



LEARN MORE BY VISITING THE OFFICIAL WEBSITE

[atvirtualreality.com](http://atvirtualreality.com)

**AVR**  
VIRTUAL REALITY

## LEVEL UP @VR

APRIL, 16TH 2022



COMPETE IN ANOTHER REALITY

[Learn more](#)

**AVR**  
VIRTUAL REALITY

# LEVEL UP @VR

April 16, 2022 at 11AM

CHANCE TO WIN OVER \$300 IN PRIZES

HOOD COLLEGE
**VS**
STEVENSON





ONLY 7 MORE SPOTS AVAILABLE!

Register Now




# LEVEL UP TOURNAMENT @VR

APRIL 16, 2022 | 11 AM




Register Now

SAVE 20%




# LEVEL UP @VR



**SYNTHIA KIM**  
ONLINE GAMING STREAMER

"@VR's gaming facility is topnotch and the staff is so friendly and helpful, sometimes I forget that I came by myself because they make me feel like I'm gaming with friends"

Learn more





## Appendix L: Website Content for Level Up @VR Tournament

APRIL 16, 2022 / 11AM / 5 WILLOWDALE DR, FREDERICK MD

**32 teams**

**3 players per team**

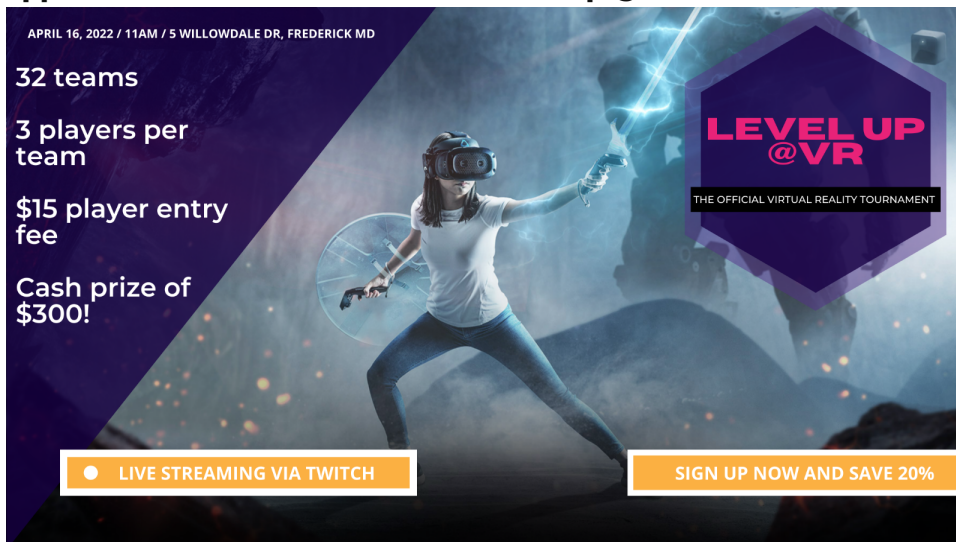
**\$15 player entry fee**

**Cash prize of \$300!**

**LEVEL UP @VR**  
THE OFFICIAL VIRTUAL REALITY TOURNAMENT

● LIVE STREAMING VIA TWITCH

SIGN UP NOW AND SAVE 20%



**SATURDAY APRIL 16, 2022**


**LEVEL UP @VR**


SPONSORED BY: 

**\$300 CASH PRIZE**  
**PRIZE BASKET WORTH OVER \$200**

**THIS LEVEL UP EVENT WILL HOST 32 TEAMS, WITH 3 PLAYERS PER TEAM. THE TOURNAMENT WILL BE AN ALL-DAY EVENT STARTING AT 11 AM AND WILL BE A SINGLE GAME ELIMINATION-STYLE SETUP. EACH TEAM WILL GET TOGETHER AND DEVISE A PLAN ON WHO WILL PLAY IN WHAT GAME CATEGORY. THERE WILL BE 5 GAMES THAT TEAMS COMPETE IN: ARIZONA SUNSHINE, SUPERHOT, CRISIS VRIGADE, RHYTHMATIC, AND VR SPORTS**







**LEVEL UP @VR**

APRIL 16, 2022 | 11AM

\_\_\_\_\_  
 LAST NAME / FIRST NAME / MIDDLE NAME  
 \_\_\_\_\_  
 PHONE NUMBER  
 \_\_\_\_\_  
 EMAIL ADDRESS  
 \_\_\_\_\_  
 TEAM NAME  
 \_\_\_\_\_  
 CREDITCARD INFORMATION  
 \_\_\_\_\_  
 WOULD YOU LIKE TO SUBSCRIBE TO OUR MONTHLY NEWSLETTER FOR UPDATES?  
☐ YES! ☐ NOPE!  
 \_\_\_\_\_

**CONTACT US**  
 FOR MORE INFORMATION  
 ABOUT THE TOURNAMENT  
 240-651-0335  
 info@virtualreality.com

## Appendix M: Twitch Layout for Level Up @VR Tournament





## CREATIVE CONTENT: BRAND AMBASSADOR PROGRAM

### Appendix N: Ambassador Flyers



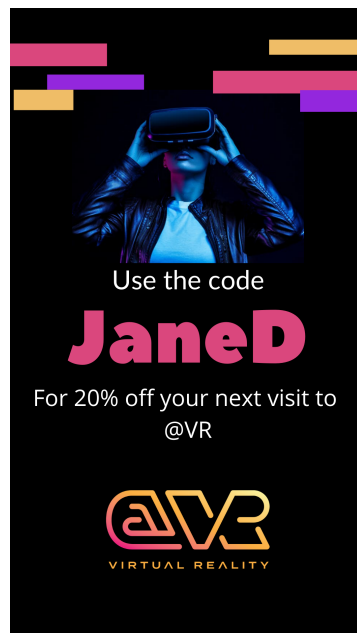
### Appendix O: Postcard



## Appendix P: Website Advertisement



## Appendix Q: Digital Advertisements



## Appendix R: Email Footer



### Calling All College Students

@VR is looking for 4 qualified college students to be a PRO Ambassador for our college ambassador program. On December 15th we will be accepting applications for this position using this [link](#). Be yourself and let us know why you would be a good fit to be the face of @VR on your college campus. If you have any questions please contact us using our [Email](#).



### What Does it mean to be a Pro?

@VR PROS are our representatives from our family to your college campuses. They will encourage their community to come to have some fun At Virtual Reality playing some of our top games and even challenge our PROS at their favorites. They will post on their social media accounts, attend @VR events, and use their presence on campus to grow the @VR family.

PROS will all be chosen from universities within Southern Maryland and Northern Virginia



## Appendix S: Content Calendar

[November]							KEY:
							Influencer Campaign
							Tournament Sponsor
							Cross Promotions
							Outdoor Signage
							Brochures
							Flyers
							Loyalty Program
							Email
							Coupon
							Social Media
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
	SM post: Insta/Tik Tok						

[December]							KEY:
							Influencer Campaign
							Tournament Sponsor
							Cross Promotions
							Outdoor Signage
							Brochures
							Flyers
							Loyalty Program
							Email
							Coupon
							Social Media
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coup	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Coupons	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coup	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Coupons	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coup	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Coupons	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coup	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Coupons	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coup	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Cou	Belisaro's Flyers & Coupons	
	SM post: Insta/Tik Tok						

[January]							KEY:
							Influencer Campaign
							Tournament Sponsor
							Cross Promotions
							Outdoor Signage
							Brochures
							Flyers
							Loyalty Program
							Email
							Coupon
							Social Media
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons	Belisaro's Flyers & Coupons	Belisaro's Flyers & Coupons Sponsorship Kit Send Out	Belisaro's Flyers & Coupons	Belisaro's Flyers & Coupons	Belisaro's Flyers & Coupons	Belisaro's Flyers & Coupons	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Flyers Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures	

February							KEY:
							Influencer Campaign
							Tournament Sponsor
							Cross Promotions
							Outdoor Signage
							Brochures
							Flyers
							Loyalty Program
							Email
							Coupon
							Social Media
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Brochures Flyers Informing email	Belisaro's Flyers & Coupons Brochures Promotional Email Insta Promotional	Belisaro's Flyers & Coupons Brochures Sponsorship Kit Send Out Twitter Promotional	Belisaro's Flyers & Coupons Brochures Flyers Facebook Promotional	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures Insta & Twitter info post	Belisaro's Flyers & Coupons Brochures Facebook info post	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Brochures Flyers	Belisaro's Flyers & Coupons Brochures Twitter Promotional	Belisaro's Flyers & Coupons Brochures Insta Promotional	Belisaro's Flyers & Coupons Brochures Flyers Promotional Email	Belisaro's Flyers & Coupons Brochures Facebook info post	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures Insta info story/Twitter info post	
	SM post: Insta/Tik Tok						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Brochures Flyers Promotional Email Facebook promotional ad	Belisaro's Flyers & Coupons Brochures Informing email	Belisaro's Flyers & Coupons Brochures Twitter info ad	Belisaro's Flyers & Coupons Brochures Flyers Insta info post	Belisaro's Flyers & Coupons Brochures Facebook info post	Belisaro's Flyers & Coupons Brochures Twitter Promotional	Belisaro's Flyers & Coupons Brochures Facebook Promotional	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Brochures Flyers Insta Prom story	Belisaro's Flyers & Coupons Brochures Twitter Promotional	Belisaro's Flyers & Coupons Brochures ambassador testimonial	Belisaro's Flyers & Coupons Brochures Flyers Informing email	Belisaro's Flyers & Coupons Brochures Insta promo post	Belisaro's Flyers & Coupons Brochures Twitter update ad	Belisaro's Flyers & Coupons Brochures Facebook Promotional	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Belisaro's Flyers & Coupons Brochures Flyers Informing email Insta update story	Belisaro's Flyers & Coupons Brochures Promotional Email Insta Prom story SM post: Insta/Tik Tok	Belisaro's Flyers & Coupons Brochures Facebook Reminder ad	Belisaro's Flyers & Coupons Brochures Flyers Twitter info ad	Belisaro's Flyers & Coupons Brochures	Belisaro's Flyers & Coupons Brochures Insta info post	Belisaro's Flyers & Coupons Brochures Twitter update ad	





## Appendix T: Coupon Redemption Rate Cost Analysis

\$5 Off 30 Minutes				
Units Redeemed	1	5	10	15
Total Revenues	\$29.99	\$149.95	\$299.90	\$449.85
Total Variable Costs	\$5.00	\$25.00	\$50.00	\$75.00
Total Contribution	\$24.99	\$124.95	\$249.90	\$374.85
Fixed Costs	\$0.23	\$1.15	\$2.30	\$3.45
Profit	\$ 24.76	\$ 123.80	\$ 247.60	\$ 371.40
Loss	\$ (5.23)	\$ (26.15)	\$ (52.30)	\$ (78.45)
\$10 Off 60 Minutes				
Units Redeemed	1	5	10	15
Total Revenues	\$39.99	\$199.95	\$399.90	\$599.85
Total Variable Costs	\$10.00	\$50.00	\$100.00	\$150.00
Total Contribution	\$29.99	\$149.95	\$299.90	\$449.85
Fixed Costs	\$0.23	\$1.15	\$2.30	\$3.45
Profit	\$ 29.76	\$ 148.80	\$ 297.60	\$ 446.40
Loss	\$ (10.23)	\$ (51.15)	\$ (102.30)	\$ (153.45)
\$15 Off 120 Minutes				
Units Redeemed	1	5	10	15
Total Revenues	\$69.99	\$349.95	\$699.90	\$1,049.85
Total Variable Costs	\$15.00	\$75.00	\$150.00	\$225.00
Total Contribution	\$54.99	\$274.95	\$549.90	\$824.85
Fixed Costs	\$0.23	\$1.15	\$2.30	\$3.45
Profit	\$ 54.76	\$ 273.80	\$ 547.60	\$ 821.40
Loss	\$ (15.23)	\$ (76.15)	\$ (152.30)	\$ (228.45)

## Appendix U: Ambassador Application

[https://docs.google.com/forms/d/e/1FAIpQLSc\\_K4H1Do91dUaNUVrmr4uBMjzsjN-CY-GlswN-ZXqH4nLRJPw/viewform](https://docs.google.com/forms/d/e/1FAIpQLSc_K4H1Do91dUaNUVrmr4uBMjzsjN-CY-GlswN-ZXqH4nLRJPw/viewform)

## References

- Alsop, T. (2021, September 22). *Consumer Virtual Reality (VR) market size worldwide 2023*. Statista. Retrieved October 12, 2021, from <https://www.statista.com/statistics/528779/virtual-reality-market-size-worldwide/>.
- Alsop, T. (2021, August 2). *Virtual reality (VR) - statistics & facts*. Statista. Retrieved October 7, 2021, from [https://www.statista.com/topics/2532/virtual-reality-vr/#dossierContents\\_\\_outerWrapper](https://www.statista.com/topics/2532/virtual-reality-vr/#dossierContents__outerWrapper).
- At VR Target Personas [@VR Target Personas]. (n.d.). *@VR Target Personas*. Google Docs [Provided by @VR].
- At VR - Instagram [@atvirtualreality]. (n.d.). Posts [Instagram profile]. Retrieved October 1, 2021, from <https://www.instagram.com/atvirtualreality/>
- At VR - Virtual Reality [@VR Virtual Reality]. (2019). *The VR Experience*. At Virtual Reality. <https://atvirtualreality.com>
- At VR - Facebook. (n.d.). Posts [Facebook profile]. Retrieved October 1, 2021, from <https://www.facebook.com/atvirtualreality/>
- At VR - Twitter [@atvrfrederick]. (n.d.). Posts [Twitter profile]. Retrieved October 1, 2021, from <https://twitter.com/atvrfrederick>
- Batchelor, J. (2021, November 24). *2021 delays show pandemic's biggest impact on games*. GamesIndustry.Biz. <https://www.gamesindustry.biz/articles/2021-11-18-2021-delays-show-pandemics-biggest-impact-on-games>
- Brewster. (2021, November 23). *The Best VR Headset*. New York Times Wirecutter. <https://www.nytimes.com/wirecutter/reviews/best-standalone-vr-headset/>
- Browning, K. (2021, June 10). *How Microsoft is ditching the video game console wars*. The New York Times. Retrieved October 17, 2021, from <https://www.nytimes.com/2021/06/10/technology/xbox-games.html>
- Challenge. (2021). *Challenge MD Official Website*. <https://challengemd.com/>
- Chauhan, K. (2021, July 14). Oculus quest 2 cumulative sales hit record 4.6 MN. Counterpoint Research. Retrieved October 18, 2021, from <https://www.counterpointresearch.com/xr-headset-shipments-almost-triple-yoy-q1-2021/>.

- Clow, K. E., & Baack, D. (2018). *Integrated Advertising, Promotion, and Marketing Communications*. Pearson Education, Inc.
- Ferreira, N. M. (2021). *Color psychology: How color meanings affect you & your brand*. Oberlo. Retrieved September 27, 2021, from <https://www.oberlo.com/blog/color-psychology-color-meanings>
- Francis, T., & Hoefel, F. (2018, November 12). *'True Gen: Generation Z and its implications for companies*. McKinsey and Company. <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies>
- Fromm, J. (2021). *The Gen Z Hierarchy of Needs and the Youth Mindsets*. Millennial Marketing. <https://www.millennialmarketing.com/2018/01/the-gen-z-hierarchy-of-needs/>
- Fromm, Jeff (2015, August 19). "Millennials with Kids: Marketing to This Powerful and Surprisingly Different Generation of Parents." *Google Books*, AMACOM, [https://books.google.com/books/about/Millennials\\_with\\_Kids.html?id=dhSaCgAAQBAJ](https://books.google.com/books/about/Millennials_with_Kids.html?id=dhSaCgAAQBAJ).
- Forbes Magazine. (n.d.). *The global 2000 2021*. Forbes. Retrieved October 17, 2021, from <https://www.forbes.com/lists/global2000/#4262006a5ac0>.
- Grand View Research (2021). *Virtual Reality Market Share & Trends Report*. Grand View Research. <https://www.grandviewresearch.com/industry-analysis/virtual-reality-vr-market>
- Grand View Research. (2021). *Virtual Reality Market Share & Trends Report*. Grand View Research. <https://www.grandviewresearch.com/industry-analysis/virtual-reality-vr-market>
- Google. (2021). *Google Reviews of @VR*.
- Google. (2021). *Google Reviews of VR Zone DC & VR Arena*.
- Hunter-M eSports PC Gaming. (2021, October 15). Retrieved October 16, 2021, from <https://hunter-m.net/>.

- Iberdrola. (2021). *Virtual Reality, Technology of the Future*. Iberdrola.  
<https://www.iberdrola.com/innovation/virtual-reality>
- Kabra, H. (2021, July 23). *Hetal Kobra*. MD Daily Record. Retrieved October 17, 2021, from <https://mddailyrecord.com/xbox-net-worth-2021-2022-2023>.
- Kumparak, G. (2014, March 26). *A Brief History of Oculus*. TechCrunch. Retrieved October 17, 2021, from:  
<https://techcrunch.com/2014/03/26/a-brief-history-of-oculus/>.
- LVRL: Lancaster Virtual Reality Lounge. (n.d.). *LVRL Official Website*.  
<https://www.lancastervrlounge.com/>
- Market Watch. (2021). *Virtual Reality In Gaming Market 2021: Impact of COVID-19 on Industry Size, Share, Geographical Region, and Industry Segments till 2030*. Market Watch.  
<https://www.marketwatch.com/press-release/virtual-reality-in-gaming-market-2021-impact-of-covid-19-on-industry-size-share-geographical-region-and-industry-segments-till-2030-2021-07-23>
- Merriam-Webster. (n.d.). Virtual Reality. In *Merriam-Webster.com dictionary*. Retrieved October 11, 2021, from  
<https://www.merriam-webster.com/dictionary/virtual%20reality>
- Moore-Coyler, R (2021, October 6). The Best VR Headset in 2021. Tom's Guide. Retrieved October 17, 2021, From:  
<https://www.tomsguide.com/us/best-vr-headsets,review-3550.html>.
- Mordor Intelligence (2021). *Global Virtual Reality in Gaming Market - Growth, Trends, COVID-19 Impact, and Forecasts (2021-2026)*. Mordor Intelligence.  
<https://www.mordorintelligence.com/industry-reports/virtual-reality-in-gaming-market>
- Mordor Intelligence. (2021). *Virtual Reality (VR) Market - Growth, Trends, COVID-19 Impact, and Forecasts*. Mordor Intelligence.
- Petrov, C. (2021, September 9). *45 Virtual Reality Statistics That Will Rock the Market in 2021*. Techjury.  
<https://techjury.net/blog/virtual-reality-statistics/#gref>
- PLAYlive nation - your premium social gaming lounge*. PLAYlive Nation. (n.d.). Retrieved October 16, 2021, from <https://playlivenation.com/>.
- Shahla, S. (2020, December 9). *Understanding the VR gaming market - oculus. oculus for developers*. Retrieved October 12, 2021, from  
<https://developer.oculus.com/blog/understanding-the-vr-gaming-market/>

- Tarr, B., Slater, M., & Cohen, E. (2018). Synchrony and social connection in immersive virtual reality. *Scientific reports*, 8(1), 1-8.
- Virtual Reality Headsets See Explosive Growth* (2021, July 1). THE Journal. <https://thejournal.com/articles/2021/07/01/virtual-reality-headsets-see-explosive-growth.aspx>
- Virtual reality market (2021 - 2026): Size, Share & Trends*. Virtual Reality Market (2021 - 2026) |Size, Share & Trends. (2021). Retrieved October 12, 2021, from <https://www.mordorintelligence.com/industry-reports/virtual-reality-market>.
- VR Zone DC & VR Arena. (n.d.). *VR Zone DC & VR ARENA: VR Arcades in DC and Rockville, MD*. <https://www.vrzonedc.com/>
- We “R” VR. (2021). *We “R” VR, Wireless Virtual Reality Entertainment*. We “R” VR. <https://wervrllc.com/>
- Wells, J.S. (2021). *Are VR headsets bad for your health?* BBC Science Focus Magazine. <https://www.sciencefocus.com/future-technology/are-vr-headsets-bad-for-your-health/>
- Wirtz, B. (2021, November 19). *The 30 Leading Virtual Reality Companies of 2021*. Video Game Design and Development. <https://www.gamedesigning.org/gaming/virtual-reality-companies/>
- Who to target with virtual reality marketing*. Interactive 3D Content Services for AR and VR. (2019, January 31). Retrieved October 12, 2021, from <https://www.viz360.com/virtual-reality-marketing-target-audience/>.
- Wonderfly Arena. (2021, October 11). Retrieved October 12, 2021, from <https://www.wonderflyarena.com/?swcfpc=1>.
- YPulse. (2021, June 15) *3 Stats on Where Gen Z & Millennials are Getting Their News*. YPulse. <https://www.ypulse.com/article/2021/06/15/3-stats-on-where-gen-z-millennials-are-getting-their-news/>