



THE
CAPTAIN'S
CLUB

**NARRATIVE
STRATEGY**

April 2021, Version 1

PURPOSE

MAKING YOUR BOATING DREAM A
HASSLE-FREE REALITY.

PURPOSE

To unlock the dream of boat ownership with the
largest marine subscription service in the uae
enabling a safe, accessible and hassle-free boating
lifestyle for a growing marine community.

PRINCIPLES

Hassle-free from start to finish.

We commit to a 100% hassle-free boating
experience. From our fully paperless registration
and booking engine to total maintenance and
fees coverage, we are continually working to
improve our members' experience on and off the
water.

Making boating accessible to everyone.

With guaranteed availability from a growing
fleet of boats and yachts in marinas across
the UAE, and specialized training from our
experienced captains, we are making your
boating dreams a reality.

Safety always comes first.

Our members and guests' safety is our number
one priority. We uphold rigorous safety
and security standards across all business
touchpoints to ensure our members and guests'
physical safety and data privacy is always in
the best hands.

BENEFITS

- 1. **Membership Benefits** Embark on a new boating lifestyle.
- 2. **Marina Benefits** Enjoy hassle-free boating across the UAE.
- 3. **Adventure Benefits** Find tranquility and adventure on the water.
- 4. **Community Benefits** Join a growing marine lifestyle community.

VALUES

COMMUNITY

ADVENTURE

PEACE OF MIND

KEY MESSAGES



WHAT IS CAPTAIN’S CLUB?

Captain’s Club is the UAE’s largest boat club, providing a safe, accessible and hassle-free alternative to boat ownership.

WHY SHOULD I JOIN CAPTAIN’S CLUB?

Captain’s Club is the perfect way to enjoy a marine lifestyle, without the hassle or expense of boat ownership. Enjoy time on the water with friends and family, on your own schedule with peace of mind.

WHY SHOULD I TRUST CAPTAIN’S CLUB?

Captain’s Club are passionate sharing their love of boating with everyone. All members receive instruction to obtain their UAE boating license – and additional training if requested. And we also guarantee that our growing fleet of boats and yachts are well maintained in line with UAE safety regulations.

WHAT IS IT?	WHY SHOULD I JOIN?	WHAT DO I GET?
DISCOVER THE UAE’S LARGEST BOAT CLUB PROVIDING A SAFE, ACCESSIBLE AND HASSLE-FREE ALTERNATIVE TO BOAT OWNERSHIP.	EXPERIENCE THE FREEDOM OF BEING YOUR OWN CAPTAIN, ON YOUR OWN SCHEDULE.	JOIN A GROWING MARINE COMMUNITY WITH MEMBERSHIP BENEFITS FOR THE WHOLE FAMILY.
SUPPORTING MESSAGES	SUPPORTING MESSAGES	SUPPORTING MESSAGES
<ul style="list-style-type: none">• Hassle-free from start to finish• Enjoy daily unlimited guaranteed access to 100 boats in 5 marinas across the UAE.• Save 90% on the cost of owning your own boat.• All boat maintenance and marina fees are taken care of.• Fully digital booking process. Simply click to reserve your boat and we will meet you at the marina ready to go.	<ul style="list-style-type: none">• Making boating accessible to everyone• Earn your UAE captain’s license with our professional in-house trainers. Gain the skills and experience you need to safely captain your own boat in no time.• Be your own captain and enjoy privacy with your family and friends or grant access to your partner to co-pilot your boat.• Boat on your own schedule with early departure and late arrival allowances or enjoy a marina stay at any time.	<ul style="list-style-type: none">• Safety always comes first.• Our fleet is maintained to the highest safety standards in line with all UAE marine regulations.• Life jackets are provided for all adults & children onboard.• Our 24/7 support team is always on stand-by.• Take advantage of a range of marine activities for the whole family including waterskiing, fishing, island stays and overnight camp-outs• Members also enjoy dining benefits at select establishments.
SUPPORTING MESSAGES	SUPPORTING MESSAGES	SUPPORTING MESSAGES
<ul style="list-style-type: none">• # of boats and types of boats• List of marinas	<ul style="list-style-type: none">• # of trips• Marina benefits	<ul style="list-style-type: none">• Certifications & licenses achieved• # of community partnerships• List of activities

MESSAGE ARCHITECTURE

COMMUNITY ADVENTURE PEACE OF MIND

Message architecture refers to what you talk about as a brand. It is a reflection of the brand vision, mission and principles. It differs from the brand tone and voice, which defines how you talk.

- We talk about our founding story and our passion for boating.
- We talk about how boating provides a family-friendly active outdoor lifestyle.
- We talk about the member benefits of joining our club, both on and off the water.

COMMUNITY ADVENTURE PEACE OF MIND

Message architecture refers to what you talk about as a brand. It is a reflection of the brand vision, mission and principles. It differs from the brand tone and voice, which defines how you talk.

- We talk about the fun and active aspects of boating: diving into the ocean; water sports; camp-outs; island stays...
- We talk about the experience of boating: setting your own course, the wind in your hair, making new discoveries...

COMMUNITY ADVENTURE PEACE OF MIND

Message architecture refers to what you talk about as a brand. It is a reflection of the brand vision, mission and principles. It differs from the brand tone and voice, which defines how you talk.

- We talk about safety, and what Captain's Club does to ensure the safety of its members (life preserves, certifications, routine maintenance, trainings, etc.)
- We talk about being hassle-free, what Captain's Club does to take care of daily hassles for its members (marina fees, maintenance, insurance etc.)
- We talk about the calming experience of relaxing the water, away from the city

TONE AND VOICE

The background of the slide is black. On the right side, there are several overlapping, wavy, dark gray shapes that resemble stylized waves or brushstrokes, creating a sense of movement and depth.

AN ADVENTUROUS AND ENCOURAGING FRIEND

The overarching voice for Captain's Club is that of an adventurous and encouraging friend. Captain's Club is outgoing and energetic, and fully believes that you (the audience) have everything you need to join in the adventure. It is not high-octane, competitive, 'extreme' or exclusive. Rather it is the voice of someone who could be all those things, but loves helping others discover the basics just as much.

The overarching tone of Captain's Club, therefore, is enthusiastic and encouraging. All communications from Captain's club should be supportive and full of love for a marine lifestyle. The audience should feel not only that they are stepping into a new world of adventure, but also that they will be supported at every step of the journey.

4 DIMENSIONS OF TONE



Nielsen Norman Group’s 4 dimensions of Tone of Voice

Tone is a balance between four dimensions: funny or serious, formal or casual, irreverent or respectful and enthusiastic of matter of fact. More importantly, tone shifts depending who you are talking to or what format you are using.

The following graphic maps Captain’s Club’s brand personality and attributes to the four dimensions of tone.

ENTHUSIASTIC

We are passionate about boating and eager to share our enjoyment with the growing Captain’s Club community. We strive to share our enthusiasm for all aspects of the marine lifestyle Arabic, and our confidence that anyone can learn and have fun while learning.

ENTHUSIASTIC IS..

- Excited
- Confident
- Passionate

ENTHUSIASTIC IS NOT..

- Insincere
- Sales-y
- Childish

ENCOURAGING

ENCOURAGING IS..

- Supportive
- Truthful
- Knowledgeable

ENCOURAGING IS NOT..

- Exaggerated
- Competitive
- Misleading

We are building a community of marine enthusiasts by encouraging would-be boaters to step out of their comfort zone and into the dream of boat ownership. Boating is an inherently risky past-time, so our tone must always be one of healthy encouragement and never risk-taking. Through our encouraging tone we are helping our members feel happy, confident and comfortable on the water.

ADVENTUROUS

ADVENTUROUS IS..

- Curious
- Observant
- Active

ADVENTUROUS IS NOT..

- Daredevil
- Irresponsible
- Manic

Captain's Club is an adventurous brand that is always seeking new experiences on the water, and recognizes that every day on the water brings a new adventure when are curious and observant. Captain's Club is not a risk-taker, irresponsible or manic.

COMPETENT

Captain's Club is extremely competent. Captain's Club knows its area of expertise to the T, and is precise and exacting about the details. Captain's Club is someone who you can trust absolutely to get the job done right.

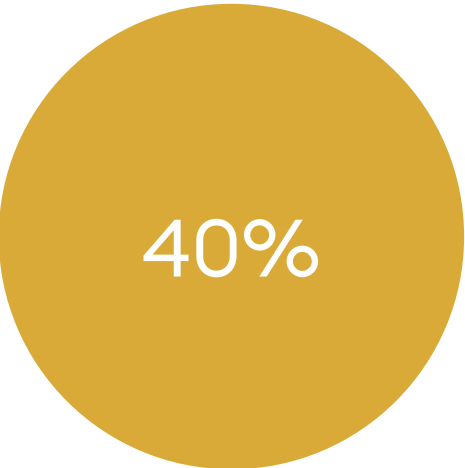
COMPETENT IS..

- Knowledgeable
- Humble
- Trustworthy

COMPETENT IS NOT..

- Flashy
- Technical/Jargon

AUDIENCE SEGMENTATION



EXPAT PROFESSIONALS

- 25 - 55 years old
- 75% Men
- 25% Women
- 40% Arabic
- 60% English/other
- High spending power but not ultra rich



EXPAT FAMILIES

- Millennial parents
- Children aged 6 - 18
- 40% Arabic
- 60% English/other
- High spending power but not ultra rich



CORPORATE PARTNERS

- Local SMEs
- Young, active workforce



HOSPITALITY PARTNERS

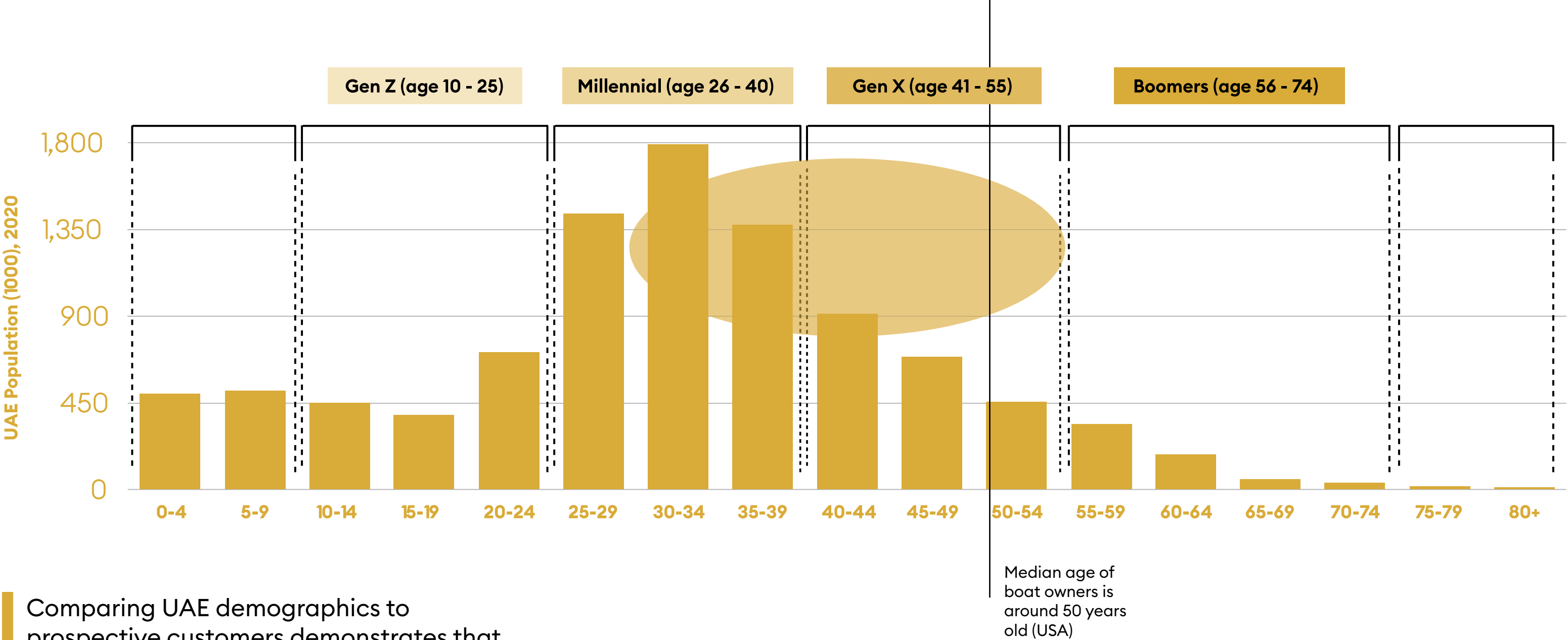
- Independent tourism outfits



TOURISM PARTNERS

- Located on or near marinas
- Cater to an active lifestyle audience

5.2 AUDIENCE CHARACTERISTICS



Comparing UAE demographics to prospective customers demonstrates that the target audience for Captain's Club is majority millennials and Gen X, with Gen Z influencing decisions on the fringes.

Source: United Nations World Population Prospects, 2019

Gen Z (age 10 - 25)	Millennial (age 26 - 40)	Gen X (age 41 - 55)	Boomers (age 56 - 74)
CONTEXT <ul style="list-style-type: none">• Mobility & multiple realities• Social networks• Digital natives	CONTEXT <ul style="list-style-type: none">• Globalization• Economic instability• Emergence of the internet	CONTEXT <ul style="list-style-type: none">• Political transition• Capitalism and meritocracy dominate	CONTEXT <ul style="list-style-type: none">• Political transition• Capitalism and meritocracy dominate
BEHAVIOR <ul style="list-style-type: none">• No fixed individual identity• Radically inclusive• Dialogue over confrontation• Realistic	BEHAVIOR <ul style="list-style-type: none">• Globalist• Questioning• Oriented to self	BEHAVIOR <ul style="list-style-type: none">• Materialistic• Competitive• Individualistic	BEHAVIOR <ul style="list-style-type: none">• Materialistic• Competitive• Individualistic
CONSUMPTION <ul style="list-style-type: none">• Uniqueness• Unlimited• Ethical	CONSUMPTION <ul style="list-style-type: none">• Experiences• Festivals & travel• Flagships	CONSUMPTION <ul style="list-style-type: none">• Status• Brands and cars• Luxury articles	CONSUMPTION <ul style="list-style-type: none">• Status• Brands and cars• Luxury articles

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Source: United Nations World Population Prospects, 2019

MILLENNIAL PROFILE

MILLENNIAL LEISURE HABITS

1. Steadily advancing in their careers and moving into management roles.
2. Reaching financial independence for the first time.
3. Focus on saving over spending.
4. Recently married.
5. Have young children or are looking to start a family.
6. Motivated by financial security and stability.
7. Preparing for significant financial investments such as home ownership and education for their children.
8. Millennials usually prioritize family over work, and even those who aren't married with children feel the need to be a part of a family and spend time with nieces, nephews, and siblings.
9. Confident, ambitious, and achievement-oriented.
10. Value teamwork and seek the input and affirmation of others.

MILLENNIAL PROFILE

MILLENNIAL LEISURE HABITS

1. Millennials spent \$200 billion on travel in 2018, 33% plan a spending budget of \$5000+ on their vacations.
2. 66% of millennials book their trip using a smartphone. 74% use it to research.
3. 82% of millennials travelled last year, compared with 75% of all other generations.
4. 69% take more trips over weekends, compared to different generations at 13%.
5. Millennials took 5.6 trips per year, compared with 4.4 (Gen-Z), 4.0 (Gen x) and 3.5 (Boomers).
6. Their last trip took 6.2 days, compared with 6.6 (Gen-Z), 6.4 (Gen x) and 7.8 (Boomers).
7. Experience economy: 86% of millennials chose new culture over 44% who wanted to party and 28% wanting to shop.

MILLENNIAL PROFILE

MILLENNIAL LEISURE HABITS

8. 87% use Facebook to inspire their booking, and over 50% used Pinterest or Twitter.
9. 97% will share travel experiences on social media, with 2 in 3 posting once a day.
10. 58% of millennials stated they would solo travel, and 26% already have.
11. 44% of millennials with children have travelled together, of which 62% did so with children under five years old.
12. Millennials spend two thirds the amount spent by Generation Xers and Baby Boomers on entertainment.
13. 3 out of 4 Millennials prefer to buy an experience over something desirable.

COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

1. Nearly 80% of millennials and more than 70% of Gen Zs said that once the pandemic eases, they'll make an extra effort to buy products and services from smaller, local businesses to help them stay in business.
2. 38% of millennials said they have initiated or deepened relationships with businesses whose products and services have a positive impact on the environment.
3. 60% of millennials have cut their spending as a result of the pandemic.
4. 40% of millennials stopped making travel plans for the year, and 20% canceled trips they had scheduled.

COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

1. 53% of GenZ and 48% of Millennials are exercising more (vs 43% overall)
2. 53% of GenZ and 45% of Millennials are sleeping more (vs 41% overall)
3. 23% of GenZ and 22% of Millennials are meditating (vs 18% overall)
4. 40% of GenZ and 38% of Millennials say they are focusing on their personal development
5. 68% of the 18-34 age group are spending more time on social channels
6. 71% of GenZ and 65% of Millennials say they are using YouTube more
7. 63% of GenZ and 49% of Millennials say they are using Instagram more
8. 33% of GenZ and 27% of Millennials say they are using TikTok more

COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

9. 13 billion game downloads across the App Store and Google Play, more than 2 billion beyond the previous highest quarter.
10. 50% of GenZ and 46% of Millennials say that companies should make donations to support the purchase of masks and sanitisers for hospitals
11. 39% of GenZ and 33% of Millennials believe that companies should make donations to support scientific research
12. 41% of GenZ and 39% of Millennials saying that humour should not be used in advertising during the current situation
13. 70% increase in web browsing in later stages of the pandemic
14. 63% increase in TV viewing in later stages of the pandemic
15. 61% increase in social media engagement in later stages of the pandemic

COVID-19 UPDATE

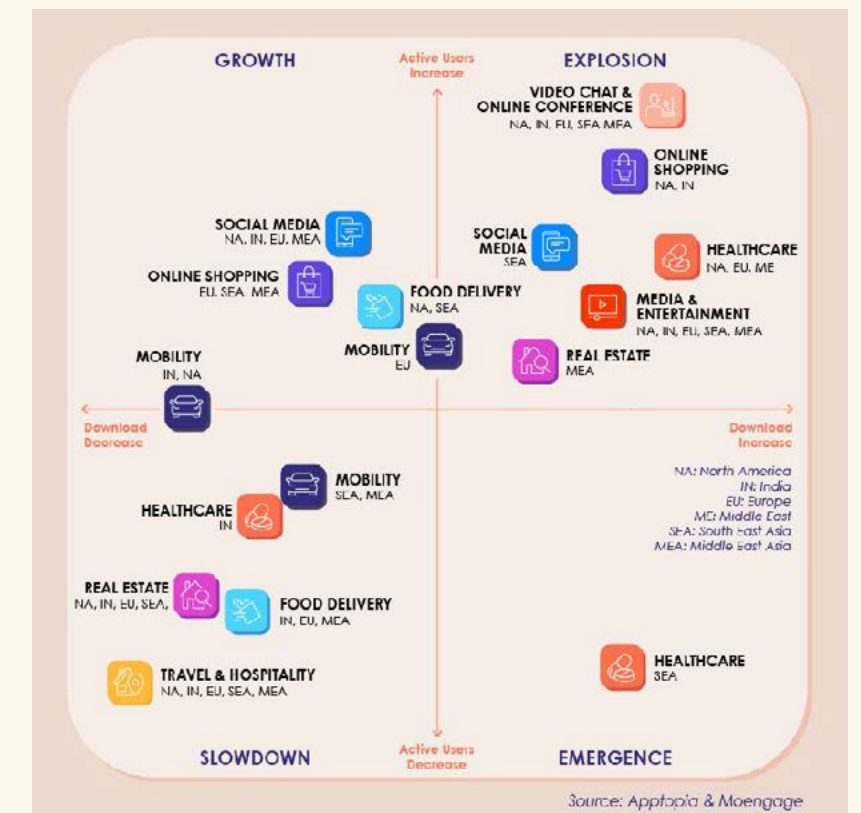
COVID-19 DIGITAL MEDIA HABITS

16. Overall, WhatsApp has seen a 40% increase in usage
17. 27% increase in WhatsApp use in early phase, 41% increase in mid-phase and 51% increase in the late phase
18. WhatsApp, Facebook and Instagram have all experienced a 40%+ increase in usage from under-35-year-olds.
19. Only 8% of respondents think that brands should stop advertising
20. 77% of consumers expect advertising to talk about how the brand is helpful in the new everyday life
21. 75% of consumers expect advertising to inform about their efforts to face the situation
22. 70% of consumers expect advertising to offer a reassuring tone

COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

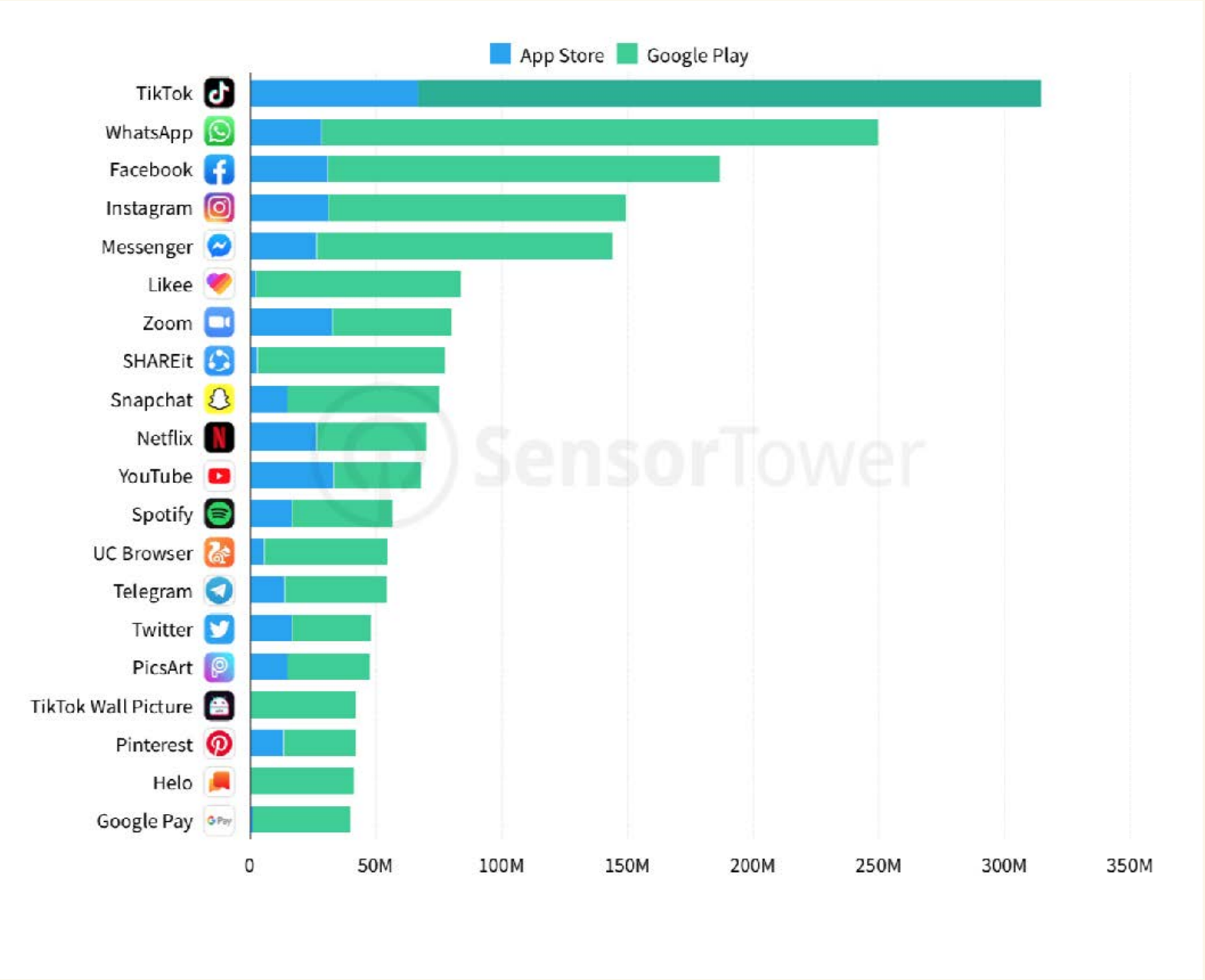
1. Daily active users on Instagram and Facebook rose to 127 million and 195 million, respectively, between January and March
2. 500 million monthly active users for TikTok
3. Video chat and online conference apps saw a 627% increase in downloads, and a 121% increase in daily active users
4. Zoom expanded its worldwide user base by 300% in just under a month.
5. People spent 20% more time using apps in the first quarter of 2020 compared to 2019.



COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

Worldwide (new) app downloads, Q1

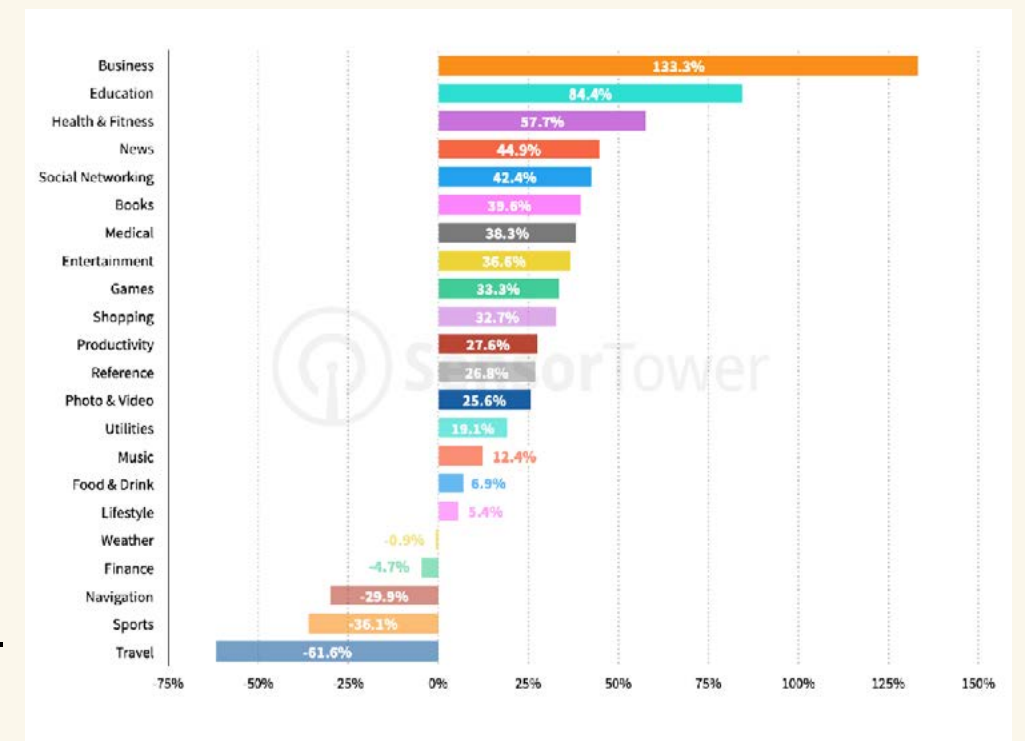


COVID-19 UPDATE

COVID-19 DIGITAL MEDIA HABITS

Worldwide (new) app downloads, Q2, by category

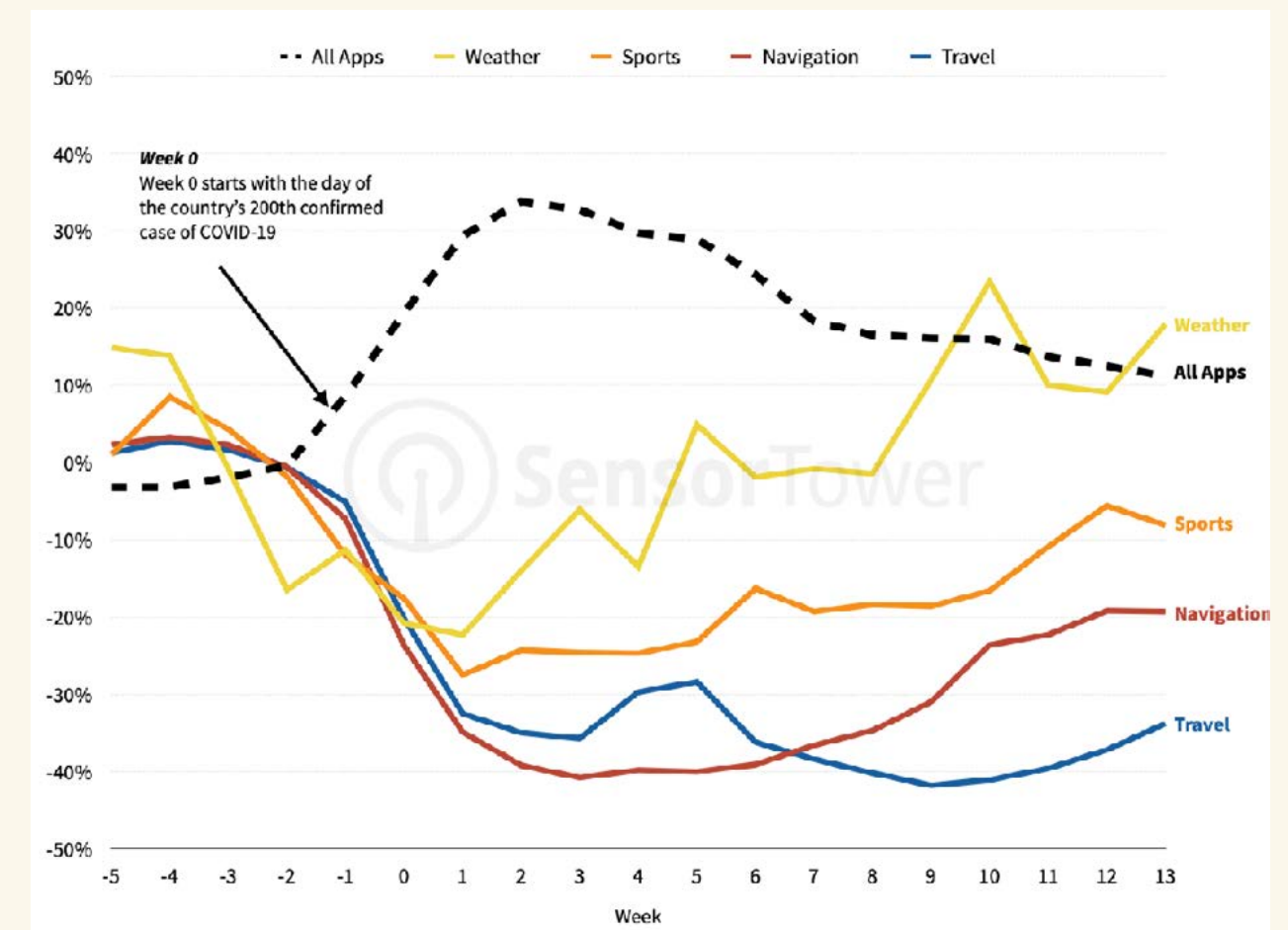
1. Most App Store categories saw positive download growth following COVID-19, with Business, Education, and Health & Fitness leading the way with huge growth.
2. Sports, Navigation, and Travel apps struggled in the post-COVID world. Downloads for Travel apps were more than 60% below pre-COVID levels



COVID-19 UPDATE

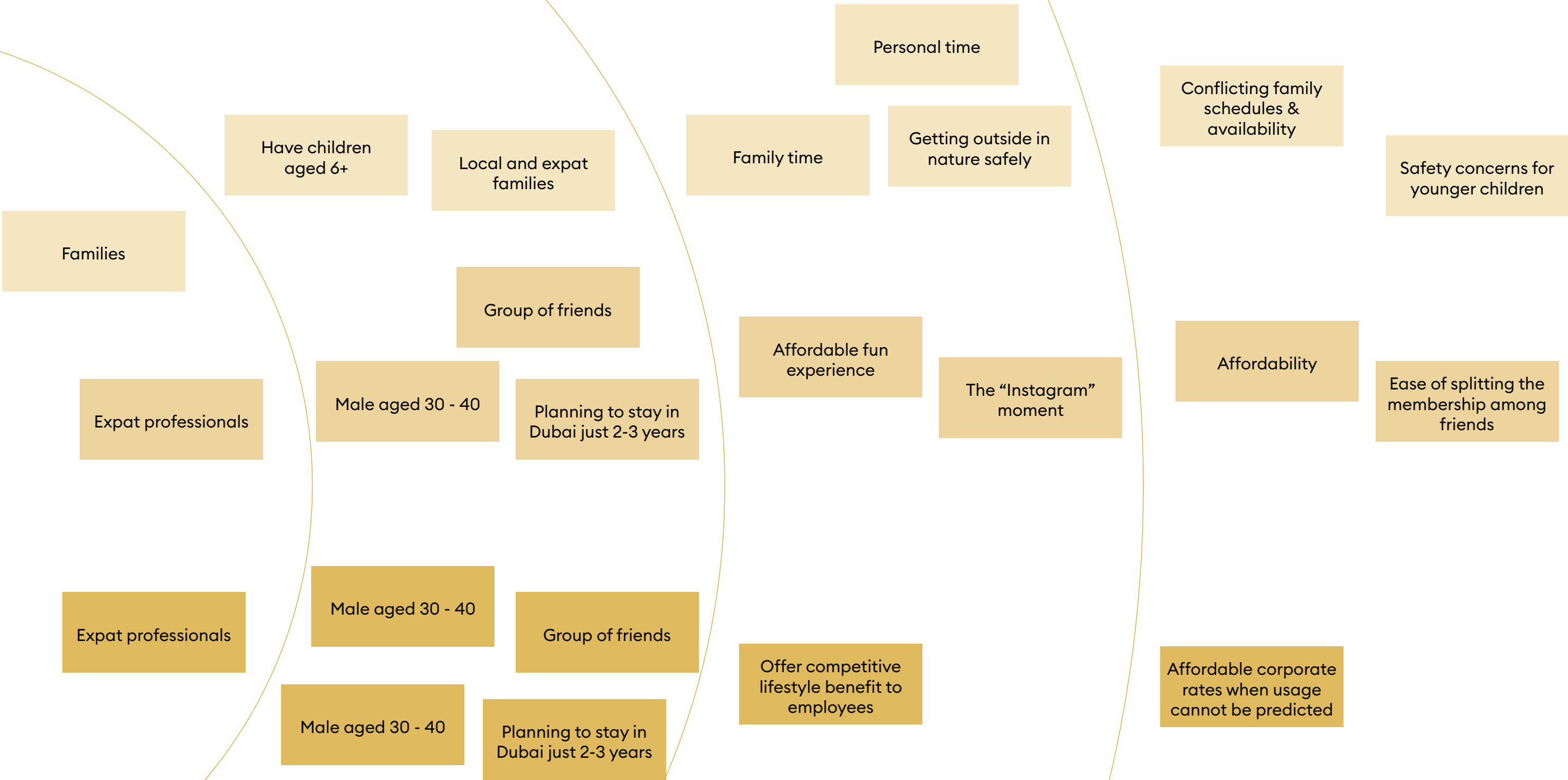
COVID-19 DIGITAL MEDIA HABITS

Some categories struggled during stay-at-home orders following COVID-19, including Sports, Navigation, and Travel. While Travel and Navigation downloads started to return, they remained far from normal levels.



AUDIENCE PERSONAS

6.1 Value proposition wheel



Who cares? What do we know about them? Why do they care? Are there any barriers to adopting our product?

EXPAT FATHER

SEIF EL ZAABI



Age	41
Family	Married, 1 child
Nationality	Egyptian-American expat

Seif comes from an upper-middle class family in Egypt. He studied in the US, where he met his wife and lived for several years. Seif recently moved his family to the UAE for his work.

Seif loves being active and loves outdoor sports in particular. Since moving to the UAE he has joined countless sports clubs and is always searching for the next new thing. Although status is very important to Seif he is also very budget conscious and seeks out the best deal for any activity.

While his wife is not outdoorsy, his daughter follows in his footsteps and it is important to him to find pursuits which she can also participate in.

Leisure Habits

- Lives a very active lifestyle and enjoys outdoor activities
- Enjoys performance sports and is a bit of a gear head
- Is attracted to prestige leisure activities due to the nature of his job (sales)
- Considers his leisure time his ‘personal time,’ and often spends it with his buddies
- Seeks out activities he can do alone or with friends and also with his family

Values and Goals

- Self-driven to continue to make the best out of his career
- Indulge his wife and kids
- Always on the look for new experiences and hobbies

Frustrations

- Unnecessary or hidden fees and expenses
- Bad customer service
- Overcharging for mediocre experiences

EXPAT PROFESSIONAL

MARK STUBENS



Age	32
Family	Single
Nationality	British expat

Mark moved to Dubai two years ago to work for the regional office of the international advertising firm he previously worked at in London.

Mark grew up pleasure boating with his family in the UK and has always been drawn to the water. Mark lives in Marina a short walk from the hotel beach bars, where he can often be found. A few times a year, Mark and his buddies rent a boat for an all-day party on the water.

Mark has often fantasized about owning a boat. His childhood love of water and the richness of the boating lifestyle are incredibly alluring. But he can't quite justify the time or expense - especially as he doesn't plan to stay in Dubai very long.

- Leisure Habits
- Mark is always after a good time with friends.
 - Mark is always up for any outdoor activity that promises adrenaline and killer photos for Instagram and his buddies back home.
 - Mark is not at a "saving" stage in his life. He is making good money for the first time and is eager to spend it.

- Values and Goals
- Values family and friends and is incredibly loyal
 - At the moment he is focused on living his life and living it up. He'll settle down when he's ready.
 - Doesn't have solid career goals yet although he is aiming for an executive position one day

- Frustrations
- Inefficient or slow processes
 - Unclear information
 - Poor communication skills
 - Hidden fees

CORPORATE ACCOUNT

CAROLINE KHOURY



Age	45
Family	Married, 3 children
Nationality	Canadian

Caroline is a stay-at-home mom of two teenage twins. Caroline moved to the UAE with her husband and children for her husband’s work about ten years ago.

Caroline’s husband works for one of the large local businesses that offers many benefits to its employees and family members. The company recently began offering the boat club as a membership perk.

Her children are both adept swimmers, and Caroline has many fond memories of summer days out on the water as a child. She is eager to test out the club. However, convenience and cost matters and she hopes to be able to trial the membership before committing her family. Maybe she can go in with one of her good friends?

Leisure Habits

- She is more of a “relaxer” than a “doer” on vacations, but with an active husband and kids she is always on the hunt for activities that can appeal to both.
- Comfort is very important. Caroline needs to feel safe, comfortable and confident to enjoy herself on vacations. Good service, clean facilities and clear communication are extremely important.
- Caroline is not an “early adopter,” she relies on customer reviews and the experience of friends to make a decision about a leisure activity.

Values and Goals

- Sending her kids to the best universities
- Helping out others who are in need
- Finding safe activities and experiences for her family to continue to find “normal” during the pandemic.

Frustrations

- Unsafe or unsanitary facilities
- Unclear communications or contradictory instructions
- Experiences that do not live up to the “hype”
- “Roughing it”

CUSTOMER KEY MESSAGES

FAMILY

EXPAT

PROFESSIONAL

CORPORATE

EMPLOYER

WESTERN FAMILY

Need-to-hear

- Safe, outdoor, family-friendly activity
- Training providing for adults
- Safety equipment for children
- Flexible scheduling

Captain’s Club Message

- Join a growing marine community with membership benefits for the whole family.

Customer Message

- Captain your own adventure
- Your adventure awaits

ARAB/EMIRATI FAMILY

Need-to-hear

- Safe, outdoor, family-friendly activity
- Training providing for adults
- Safety equipment for children
- Flexible scheduling
- Amenities and activities included

Captain’s Club Message

- Join a growing marine community with membership benefits for the whole family.
- Experience the freedom of being your own captain, on your own schedule.

Customer Message

- Embark on a marine lifestyle
- Your adventure awaits

FAMILY
EXPAT
PROFESSIONAL
CORPORATE
EMPLOYER

GROUP OF FRIENDS

Need-to-hear

- More affordable over time compared to party rentals
- Freedom and flexibility

Captain’s Club Message

- Experience the freedom of being your own captain, on your own schedule.

Customer Message

- Captain your own adventure
- Your adventure awaits
- Cast off, relax and enjoy

COUPLE

Need-to-hear

- Affordable alternative to boat ownership
- Amenities and activities included
- Community events

Captain’s Club Message

- Discover the UAE’s largest boat club providing a safe, accessible and hassle-free alternative to boat ownership.

Customer Message

- Embark on a marine lifestyle
- Your adventure awaits
- Embark on something new

FAMILY

EXPAT

PROFESSIONAL

**CORPORATE
EMPLOYER**

INDIVIDUAL

Need-to-hear

- Affordable alternative to boat ownership
- Amenities and activities included
- Community events

Captain’s Club Message

- Discover the UAE’s largest boat club providing a safe, accessible and hassle-free alternative to boat ownership.

Customer Message

- Captain your own adventure
- Your adventure awaits
- Cast off, relax and enjoy

FAMILY EXPAT PROFESSIONAL

CORPORATE EMPLOYER

LARGE CORPORATION

Need-to-hear

- Desirable leisure benefit
- Family friendly
- Suitable for all ability levels

Captain's Club Message

- Discover the UAE's largest boat club providing a safe, accessible and hassle-free alternative to boat ownership.

Customer Message

- Discover the UAE's biggest boat club
- Embark on a marine lifestyle

SME

Need-to-hear

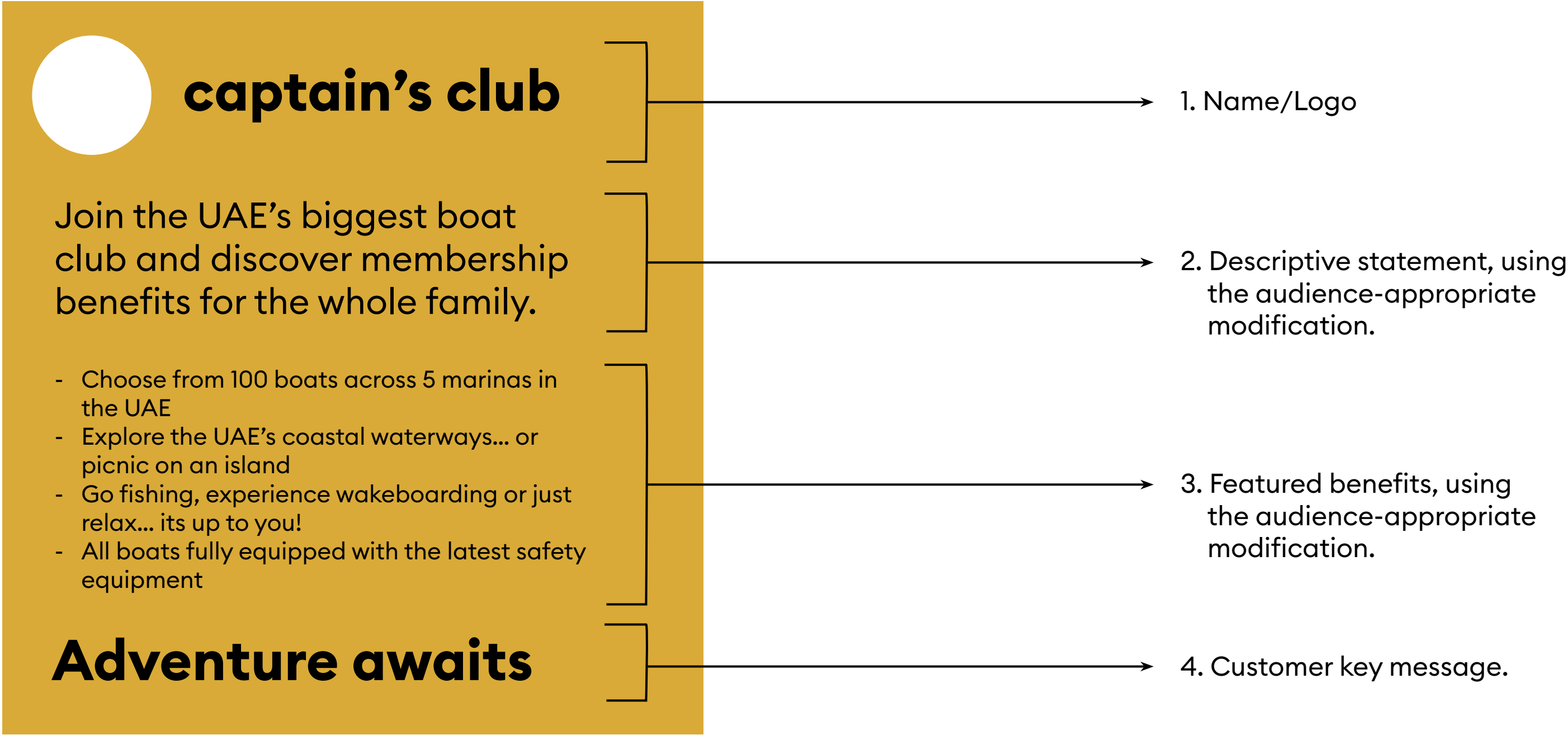
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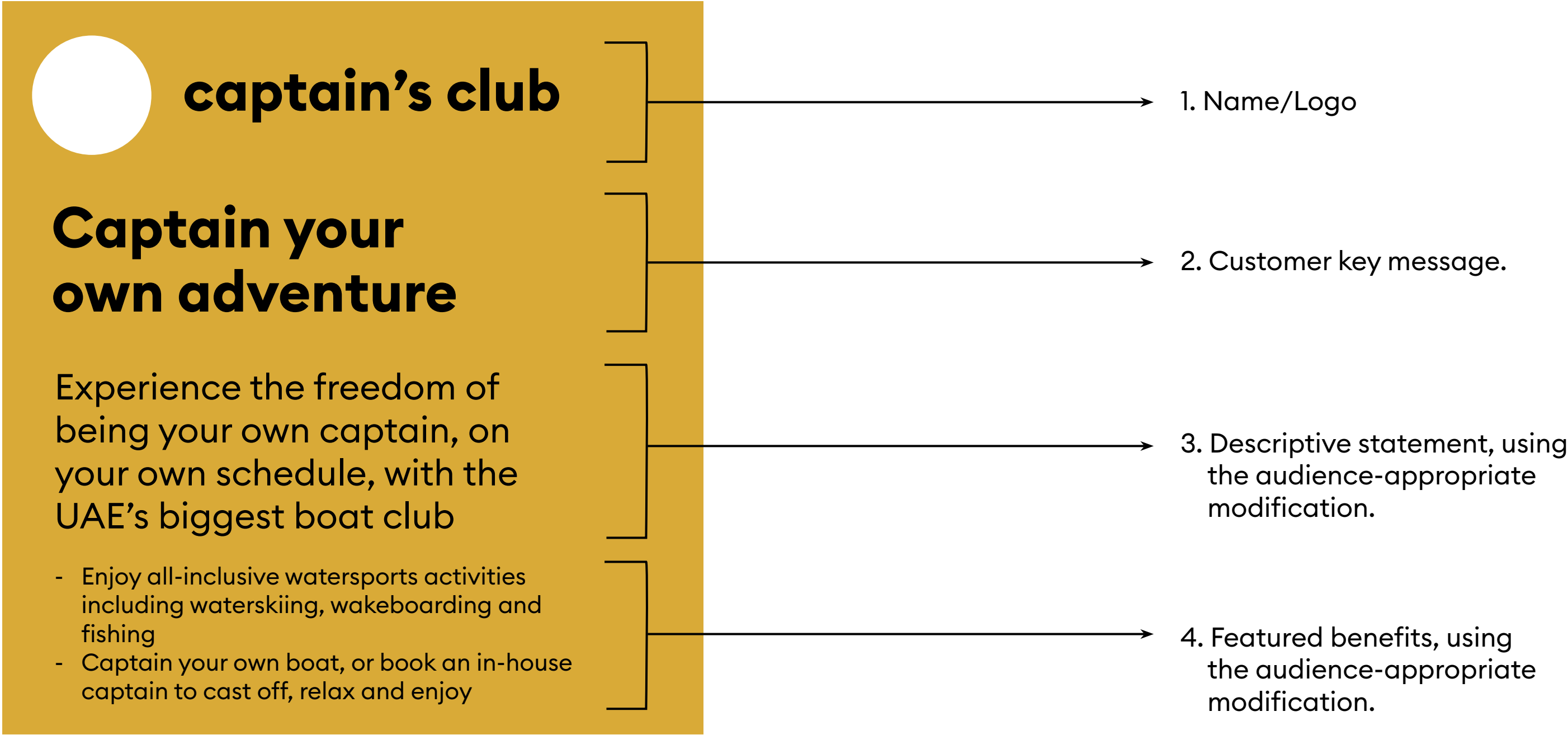
Captain's Club Message

- Join a growing marine community with membership benefits for the whole family.
- Experience the freedom of being your own captain, on your own schedule.

Customer Message

- Embark on a marine lifestyle
- Your adventure awaits





**DISCOVER
THE UAE'S
BIGGEST BOAT
CLUB**

**CAPTAIN
YOUR OWN
ADVENTURE**

**EMBARK ON
A MARINE
LIFESTYLE**

**ENJOY
HASSLE-FREE
BOATING**

**THE UAE'S
BIGGEST BOAT
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**ADVENTURE
AWAITS**

**EMBARK ON
SOMETHING
NEW**

**CAST OFF,
RELAX AND
ENJOY**

Xisché (pronounced zee-shay) is a hybrid consulting boutique in Dubai & New York. We combine management consulting, design thinking and technology to solve modern-day government, business and social challenges.

Find out more on [XISCHE.COM](https://www.xische.com)

Conceptualized for The Captain's Club
by Xische & Co.