



(Marketing and Communications)

## *Strategic Business Plan*

Revised: 2/26/19

### *Mission Statement*

*The mission of the Marketing & Communications Department is to work collaboratively with city departments to provide clear, concise, accurate and timely information to external customers (i.e., Gahanna community, neighboring municipalities, etc.) about news, initiatives, and events and to provide opportunities for meaningful engagement between the city and its constituents.*

### *Issue Statements*

#### Issue 1- Public Information and Engagement

The increasingly high consumer demand for real-time information, in an environment of evolving technology and communication platforms coupled with increasingly diverse audiences that have varying media consumption preferences if not addressed, will result in:

- Residents and/or policymakers not receiving timely information about city initiatives, news and events
- Missed opportunities for the community to learn about positive initiatives that are occurring in Gahanna.
- Reduced opportunities for community engagement
- Inaccurate information about city news being disseminated
- Diminished trust in City leadership

#### Issue 2- Brand Stewardship

The high expectation for brand continuity and alignment coupled with limited resources and the highly complex nature of a successful brand if not addressed, will result in:

- Inconsistent application of brand standards to a large number of brand touchpoints
- Fragmented perception of the City's brand and messaging
- Diminished opportunities for business attraction and retention
- Lost opportunities for buy-in, and collaboration among community organizations and stakeholders

### Issue 3- Support Services

The greater expectations for consistent and unified messaging, coupled with the increasing volume and pace of programs and services requiring Marketing and Communications support, if not addressed will result in:

- Fragmented messaging and branding
- Missed opportunities to promote City initiatives, news and events
- Reduced participation in community events and fee based programs
- Diminished quality of communications and promotional materials
- Poor coordination between City departments

## *Strategic Goals*

### Strategic Result 1 – Public Information and Engagement

The community will be informed about and engaged with Gahanna initiatives, news and events. This will be evidenced by:

- By December 31, 2019, engagement (fans/followers depending upon platform) in the City's digital media platforms (Facebook, Twitter and Instagram) will increase by 10% above December 31, 2018.
- By December 31, 2020, 85% of Gahanna resident survey respondents will agree that the City keeps them informed.

### Strategic Result 2 – Brand Stewardship

The City's brand will be continuously and consistently applied, integrated throughout the community and embraced by Gahanna residents, businesses and stakeholders. This will be evidenced by:

- By December 31, 2019, 85% of all digital marketing collateral (i.e. newsletters, digital forms on website, social media platforms, etc.) will be rebranded

### Strategic Result 3- Support Services

Gahanna City departments will experience an enhanced Marketing and Communications partnership, which will lead to successful promotion of City initiatives, news and events. This will be evidenced by:

- By December 31, 2019, 90% of project requests will be submitted through the Creative Brief process

<i>Department Organization</i>	
<b>1. Program: External Customer Services</b>	
<ul style="list-style-type: none"> <li>• Activity: <b>Content Marketing (i.e. brand alignment, storytelling, etc.)</b></li> <li>• Activity: <b>Media Relations</b></li> </ul>	
<b>2. Program: Internal Customer Support</b>	
<ul style="list-style-type: none"> <li>• Activity: <b>Creative Briefs</b></li> </ul>	

<i>Programs &amp; Key Results</i>	
<i>Program: External Customer Services</i>	
Purpose Statement	The purpose of the External Customer Services is to increase brand awareness, opportunities to tell a compelling story, drive traffic to our website and increase engagement across the City's social media platforms.
Key Results	<ul style="list-style-type: none"> <li>• % of website visits per month</li> <li>• % of post engagements on social media</li> <li>• % of new page likes in social media</li> <li>• % of click thru rates on e-newsletter</li> </ul>
<i>Program: Internal Customer Support</i>	
Purpose Statement	The purpose of Internal Customer Support is to provide guidance and support to City departments in creating and executing their marketing and communications strategies so they can communicate about City initiatives, news and events.
Key Results	<ul style="list-style-type: none"> <li>• % Creative Brief's completed within 45 days</li> </ul>

<i>Program: External Customer Services</i>	
Purpose Statement	The purpose of the Content Marketing is to increase brand awareness, opportunities to tell a compelling story, drive traffic to our website and increase engagement across the City's social media platforms.
Activity: Content Marketing (i.e. brand alignment, storytelling, etc.)	
Activity Purpose Statement	The purpose of the Content Marketing Activity is to provide guidance to departments on creating and executing strategies for content to be used across digital and traditional communication platforms.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• # of post engagements on social media</li> <li>• # of new page likes on social media</li> <li>• # of story placement in print, broadcast and digital communications</li> <li>• # of click-thru rates for e-newsletter</li> <li>• # of website traffic</li> <li>• % news articles published</li> <li>• % City initiative promotions completed</li> <li>• % City event promotions completed</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # news articles published</li> <li>• # City initiative promotions completed</li> <li>• # City event promotions completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # news articles requested</li> <li>• # City initiative promotions requested</li> <li>• # City event promotions requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per marketing and communications campaign [Measure will begin when work order system is in place.]</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Community Stakeholder Liaison Services</li> <li>• Templates*</li> <li>• Graphic Designs*</li> <li>• Photos*</li> <li>• Digital Media Ads*</li> <li>• Flyers*</li> <li>• Postcards*</li> <li>• Analysis &amp; Measurement Reports</li> </ul>

	<ul style="list-style-type: none"> <li>• Social Media Plans*</li> <li>• Communication Plans*</li> <li>• The Current*</li> <li>• Signs*</li> <li>• Print Services*</li> <li>• Newsletters*</li> <li>• Posters*</li> <li>• Emails*</li> <li>• Print Advertisements*</li> <li>• Kiosks*</li> <li>• Videos*</li> </ul> <p>*services associated with content marketing</p>
Manager	
Activity Budget	

<i>Program: External Customer Support</i>	
Purpose Statement	The purpose of External Customer Support is to provide guidance and support to City departments in creating and executing their marketing and communications strategies so they can communicate about City initiatives, news and events.
<i>Activity: Media Relations</i>	
Activity Purpose Statement	The purpose of the Media Relations Activity is to provide clear, concise, timely and accurate information to the media.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• % of media mentions/story placement in traditional and non-traditional outlets</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # media mentions/story placements in traditional and non-traditional outlets completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # media mentions/story placements in traditional and non-traditional outlets requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per story pitch [Measure will begin when work order system is in place.]</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Media Advisory</li> <li>• Story pitch</li> <li>• Website news item</li> <li>• Social media post</li> <li>• Public Info Request Responses</li> <li>• Media statements</li> <li>• Story Placement</li> </ul>
Manager	
Activity Budget	

<i>Program: Internal Customer Support</i>	
Purpose Statement	The purpose of Internal Customer Support is to provide guidance and support to City departments in creating and executing their marketing and communications strategies so they can communicate about City initiatives, news and events.
<i>Activity: Creative Brief</i>	
Activity Purpose Statement	The purpose of the Creative Brief Activity is to provide a platform for planning and prioritization for news, events and initiatives across departments.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• % Creative Brief's completed within 45 days</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Creative Brief's declined</li> <li>• # Creative Brief's completed within 45 days</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Creative Brief's requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per request [Measure will begin when work order system is in place.]</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Media Advisory</li> <li>• Story pitch</li> <li>• Website news item</li> <li>• Social media post</li> <li>• Media statements</li> <li>• Story Placement</li> <li>• Print materials</li> <li>• Campaigns</li> <li>• Videos</li> <li>• Brochures</li> <li>• Postcards</li> <li>• Flyers</li> <li>• Signage</li> <li>• Advertisements</li> <li>• Posters</li> <li>• Currents</li> </ul>
Manager	



Activity Budget	
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