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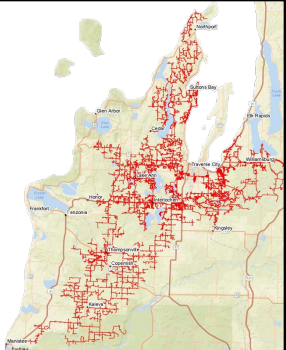
Rachel Johnson
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about Cherryland

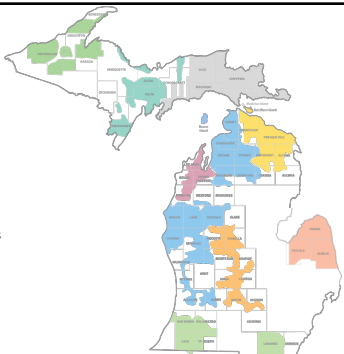
-  40,000 members
-  3,400 miles of line
-  64 employees
-  1,400 square-mile service territory
-  Serve six counties



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about MECA & Wolverine

-  6 Distribution Co-ops
-  1,600 miles of line
-  300,000 Member Consumers
-  1,360 MW of power



3



Ment
CCC copy (1)

Choose a slide to present

Identify your communication project in one word

What are your top three communication goals?

What are your top three communication challenges?


What are your top three communication challenges?

What are your top three communication challenges?

What are your top three communication challenges?

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today's agenda



Strategic Communications
What is it and why do you need a plan for it?

Strategic Communications Framework
Your guide to analyzing where you are and planning for where you want to be.

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
today's agenda

Situational Analysis **Goal Setting** **Action Plan** **Metrics**

Case Study: Northern Lights Cooperative
Putting the Framework to Work

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today's
agenda




Department Workplan
Tools

So you have a strategic plan, now
what?

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FOLLOWING ALONG TODAY



Slide Deck (strategiccommunication.blog)


#

Workbook
Templates for in-class activities

★

Quiz Hints

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 **ACTIVITY:**
Getting
acquainted

Instructions

- Share one strength or trait you tend to bring to a group (one word or short phrase).
- As a group, look at the traits you've named.
- Choose an animal that best represents those combined traits.
- Write your animal (your team name) on the board.

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STRATEGIC COMMUNICATION

A strategic communications plan articulates the strategies and initiatives you will use to meet your cooperative's goals.

★ A strategic communications plan is not the same as a marketing plan.

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STRATEGIC COMMUNICATION IS A SUPERPOWER

 **INFLUENCE ATTITUDES**


 **CHANGE BEHAVIOR**



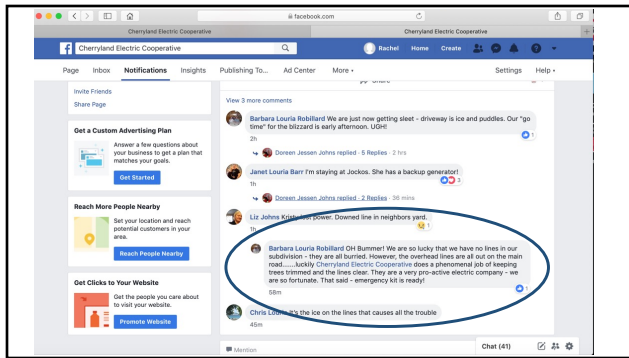
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"Cherryland charges the highest utility prices in the area and always has. That is the missing piece in my opinion."

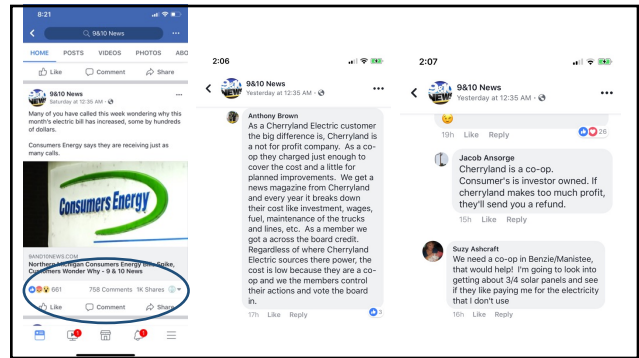
"Every time it gets very windy we lose our electric service. The cost of our electric service is much higher than what we paid to DTE Energy and to Consumers in previous areas that we lived in Michigan."



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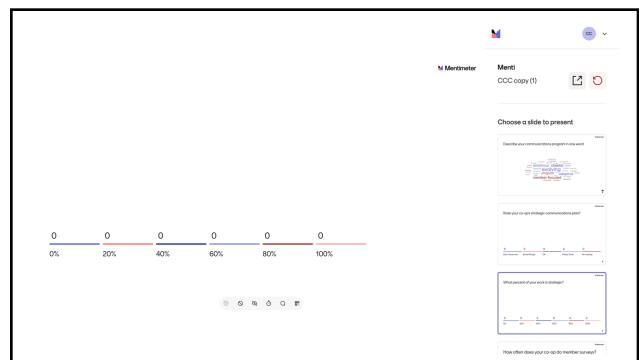


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TACTICAL VS STRATEGIC COMMUNICATION

TACTICAL	STRATEGIC
Focuses on OUTPUTS	Focuses on OUTCOMES
Sees communication as an end in itself	Sees communication as a means to an end
Aims to raise awareness	Aims to change attitudes and behaviors
Measures success by levels of awareness and satisfaction with channels	Measures success by achievement of business objective
Helps communicators be seen as producers and service providers, who can be brought in once business decisions have been made	Helps communicators be perceived as business people and problem solvers, who should be involved from the start

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STRATEGIC COMMUNICATIONS FRAMEWORK

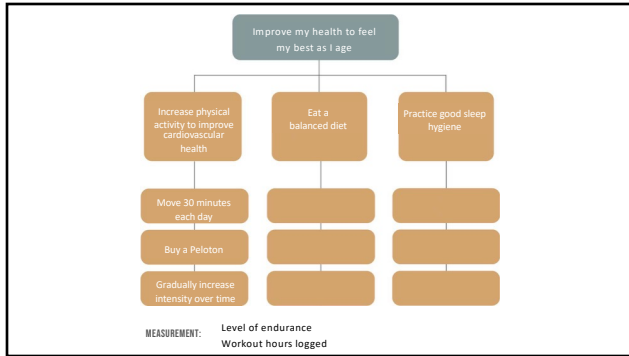


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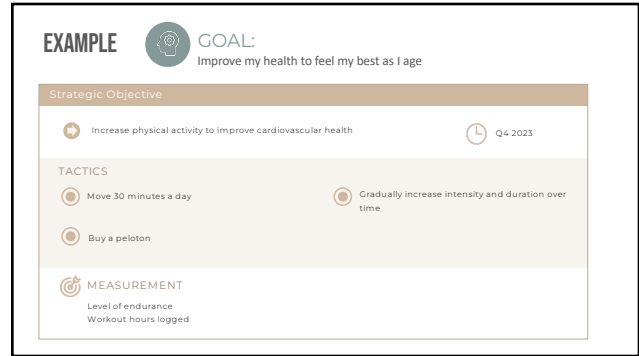
STRATEGIC COMMUNICATIONS PLAN TEMPLATES



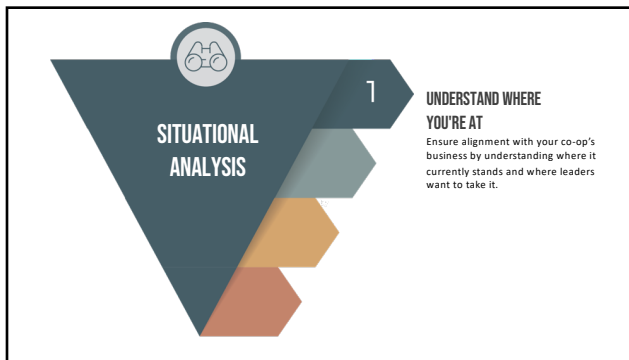
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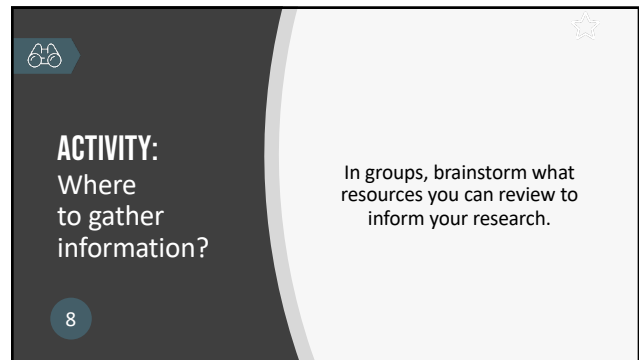
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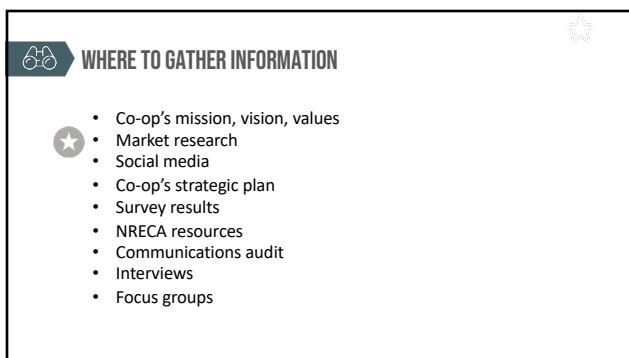
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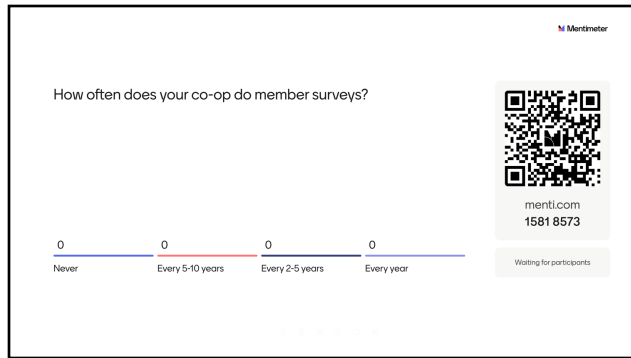
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SURVEYS

How to get the most out of your survey

Ask open ended questions

Analyze by groups
(demographics/
psychographics/behavior)

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THE POWER OF OPEN ENDED QUESTIONS

Neglecting open ended questions can leave valuable info out

LIKERT/MULTIPLE CHOICE

Our Company keeps employees well informed

1 2 3 4 5 6

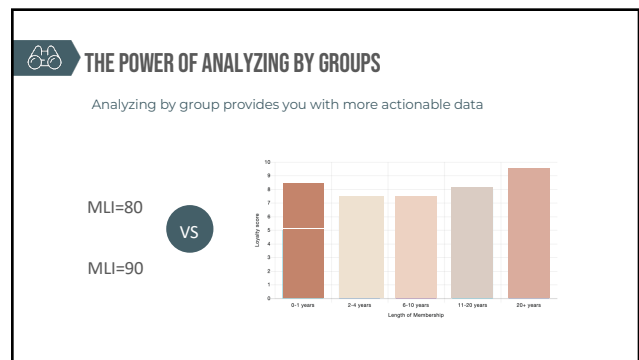
VS

OPEN ENDED

What can we do to improve internal communications at Wolverine?

Use service center TVs for scrolling news and stretching videos

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SWOT

<p>What are you proud of? (internal)</p>	S	W	<p>What are you challenged by (internal)</p>
<p>What promising things are coming your way? (external)</p>	O	T	<p>What keeps you up at night? (external)</p>

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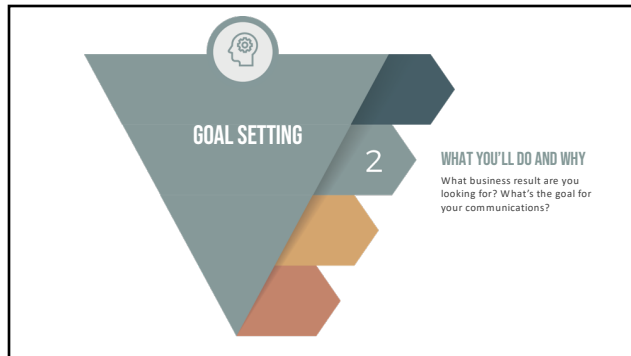
ACTIVITY: Situational Analysis

Using your notes from the case study, complete a SWOT in your group for Northern Lights Electric Cooperative.

S	W	
O	T	

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WHAT IS A GOAL?

A broad **primary outcome**.
Provides structure around how **communications** can help your co-op achieve its organizational goals.

Include 3-5 goals in your strategic plan

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HOW TO WRITE GOALS

CONNECT TO THE WHY
Your goals should reflect the insights gained from your situational analysis. Link the goal to your cooperative's strategic priorities.

KEEP IT SHORT
Aim for no longer than 10 words.

FOCUS ON STATE CHANGE
Focus on where you are and where you need to go. What state change needs to happen?

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EXAMPLE

GOAL FORMULA

State Change + who, why or how

Improve governance practices
through increased transparency and engagement.

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TIP: USE STATE CHANGE VERBS

- Increase
- Improve
- Build
- Foster
- Enhance
- Strengthen

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TIP: COMMON COMMUNICATION GOAL CATEGORIES

1

REPUTATION MANAGEMENT
Identity and perception of the cooperative

2

RELATIONSHIP MANAGEMENT
How the cooperative connects with its stakeholders

3

RESOURCE MANAGEMENT
How the cooperative uses its communication resources

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ACTIVITY: BRAINSTORM Goals

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In groups, let's brainstorm as many goals as we can for Northern Lights Electric Cooperative.

State Change + who, why, or how

Improve governance practices
through increased transparency and engagement

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PRIORITIZING GOALS

When deciding which goals to focus on, plot the two questions below on 1-10 scales.

1. How important is this goal to the co-op?
2. How successful are we today at achieving this goal?

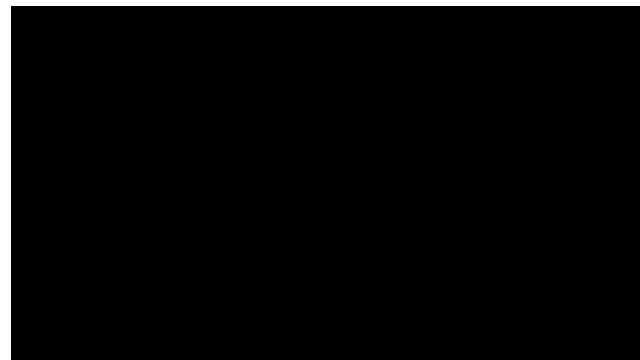
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ACTION PLAN

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HOW YOU'LL DO IT
Map out strategies, tactics and measurements to support your goals.

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WHAT IS A STRATEGIC OBJECTIVE?

Strategic objectives are an **approach** you take to achieve a goal. They represent what you want to **accomplish**. They are reasonably high level but should have a deadline attached.

Include 3-5 per goal in your strategic plan

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HOW TO WRITE A STRATEGIC OBJECTIVE

KEEP IT SIMPLE
They should be easy to remember and understandable by everyone in your co-op.

ONE SENTENCE
Aim for no longer than one sentence.

FORMULA
Action + Detail + Deadline

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 **EXAMPLE**


STRATEGIC OBJECTIVE FORMULA

★ **Action + Detail + Deadline**

Increase awareness of board business among co-op members by July 2027.


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 **STRATEGIC OBJECTIVE EXAMPLES**

 **GOAL:** Improve co-op governance practices to combat media scrutiny


Strategic Objectives	
• Increase awareness of board business among co-op members within 1 year	🕒 2Q 2027
• Increase participation in board elections by 10% within 2 years.	🕒 4Q 2028
• Generate interest in board leadership from a diverse set of members within 2 years	🕒 4Q 2028

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 **TIP: USE RESULT VERBS**

- Achieve
- Acquire
- Attain
- Complete
- Decrease
- Increase
- Maximize
- Reduce

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 **WHAT IS A TACTIC?**

A tactic is much more **specific** than the strategic objective it links to, and it clearly **details** what you will do to achieve the strategic objective.

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 **HOW TO WRITE A TACTIC**



STATE ACTION
State what action you are going to take.

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 **TACTIC EXAMPLES**

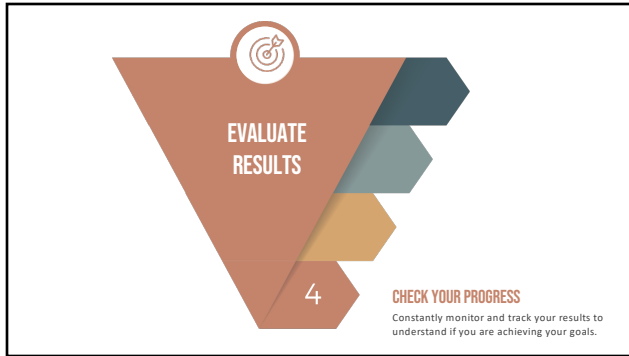
 **GOAL:** Improve governance practices to combat media scrutiny

Strategic Objective #1	Time Period
• Increase awareness of board business among co-op members within 1 year	🕒 2Q 2027

TACTICS

- Add "Your Board in Action" section to monthly magazine
- Create governance center on website with information about board meeting content, board members and other pertinent governance issues.
- Publish quarterly podcasts with board members/board president

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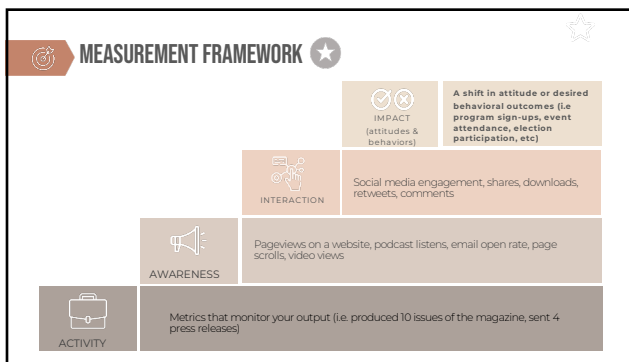


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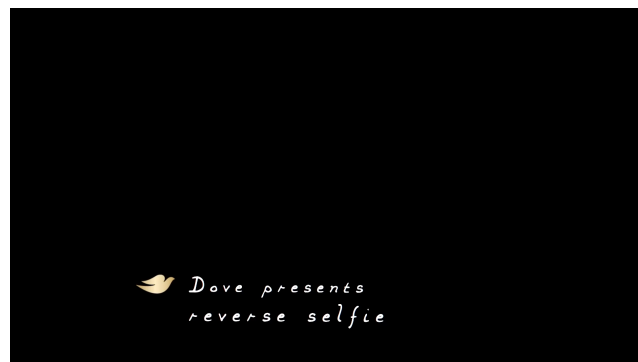
WHAT IS A METRIC?

A metric is how you **track progress** toward your goal.

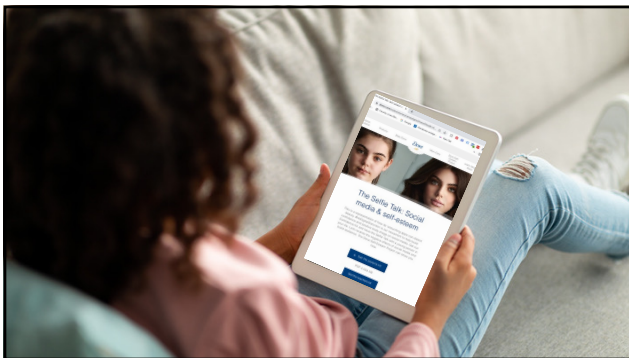
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MEASUREMENT TOOLS



SURVEYS &
FOCUS GROUPS



MEDIA
MONITORING &
LISTENING



DIGITAL
ANALYTICS

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REPORTING & TRACKING: UTMS

<https://voicesforcooperativepower.com/michigan>

https://voicesforcooperativepower.com/michigan/?utm_source=newsletter&utm_medium=email&utm_campaign=vcp-gle&utm_content=20220606

USE GOOGLE UTM BUILDER

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REPORTING & TRACKING: UTMS

Source / Medium	AWARENESS			INTERACTION			ATTITUDE & BEHAVIOR	
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Letter Sent (Goal % Completion)	Letter Sent (Goal % Completion)
	1,810 (0.10% (0.0000))	1,784 (0.08% (0.0000))	2,012 (0.07% (0.0000))	52.14% (0.00% (0.0000))	1.15 (0.00% (0.0000))	00:01:15 (0.00% (0.0000))	25.75% (0.00% (0.0000))	518 (0.00% (0.0000))
1. newsletter / email	1,618 (0.09%)	1,601 (0.07%)	1,588 (0.06%)	43.71%	1.17	00:01:27	31.02%	491 (0.17%)
2. efloro / ad	242 (0.01%)	241 (0.01%)	246 (0.01%)	99.19%	1.00	00:00:01	0.00%	0 (0.00%)
3. facebook / social	144 (0.00%)	134 (0.00%)	163 (0.00%)	62.58%	1.17	00:00:43	13.50%	22 (0.01%)
4. offline / postcard	10 (0.00%)	7 (0.00%)	16 (0.00%)	50.00%	1.25	00:00:24	31.25%	5 (0.00%)
5. ebook / social	1 (0.00%)	1 (0.00%)	4 (0.00%)	75.00%	1.25	00:02:39	0.00%	0 (0.00%)

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PICKING YOUR METRIC(S)

Choose 1-3 key metrics per goal

- Quantify goal if can (often you can't)
- Quantify strategic objective if can
- Tactics easiest to measure

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EXAMPLE

GOAL
Improve co-op governance practices to combat media scrutiny

Strategic Objective
Increase awareness of board business among co-op members within 1 year

TACTICS

- Add "Your Board in Action" section to monthly magazine
- Create governance center on website with information about board meeting content, board members and other pertinent governance issues.
- Publish quarterly podcasts with board members/board president

MEASUREMENT

- Visits to governance page of website
- Number of podcast listeners
- Increase scores on board awareness survey questions

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GOAL ASSIGNMENTS

1. Improve onboarding process to build relationships and increase engagement with new members
2. Improve cooperative culture through enhanced internal communications
3. Improve outage communications to meet evolving member expectations
4. Increase adoption of electric vehicles in service territory to support load growth
5. Grow awareness and participation in co-op member-facing programs to strengthen member engagement
6. Communicate Rate Adjustments to Maintain Trust and Understanding
7. Strengthen CEO Visibility and Trust through a Strategic Digital Presence

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USE AI AS A BRAINSTORMING PARTNER



Prompt

You are an expert on strategic planning for electric cooperatives and electric utilities, especially strategic communications. Write me three strategic objectives to support this communications goal: *insert goal*

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ACTIVITY: Complete action plan and metrics

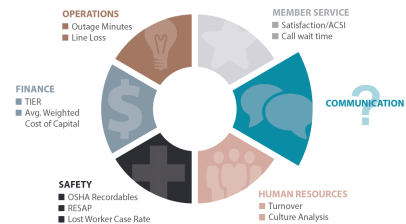
In groups identify
strategic objectives,
tactics and metrics for
your assigned goal.

18 or 22

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KEY PERFORMANCE INDICATORS

★ Likely to be benchmarked
over several years



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NOT ALL ENGAGEMENT IS CREATED EQUAL



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Does your communications department have a KPI?

0 Yes 0 No



menti.com
1581 8573

Waiting for participants

66

67

68

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