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V.P. Communications, Wolverine Power Cooperative

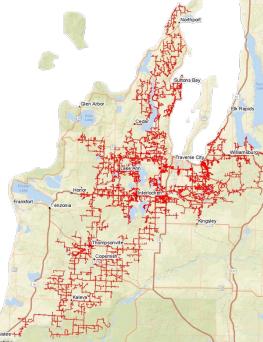
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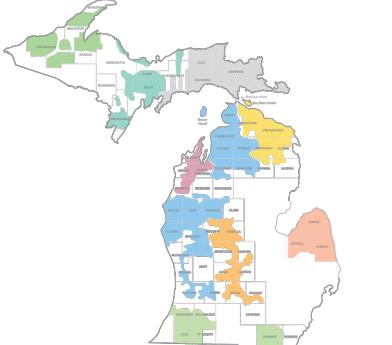
**about Cherryland**



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

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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

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Choose a slide to present



Menti  
CCC copy (1)

How often do you engage in communications planning?

How often does your co-op do member outreach?

How often does your co-op do member surveys?

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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.

## 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



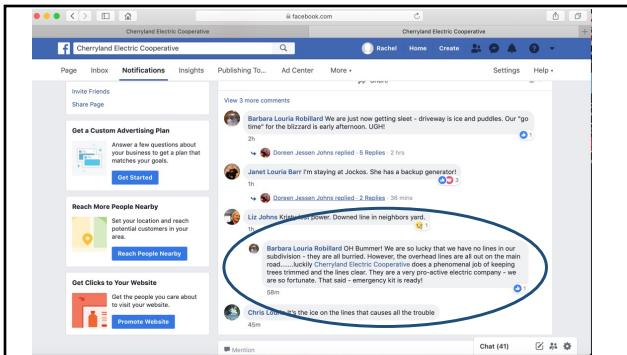
"Cherryland charges the highest utility prices in the area and always has. That is the missing piece in my opinion."

"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."

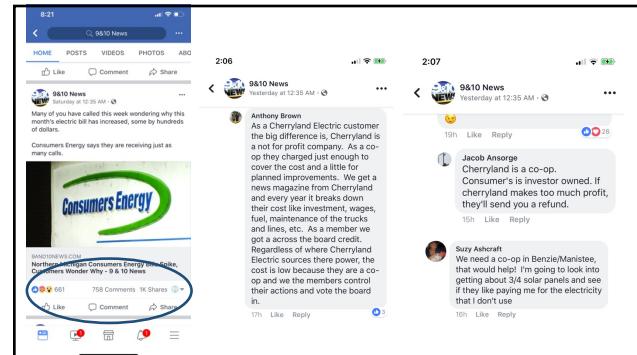


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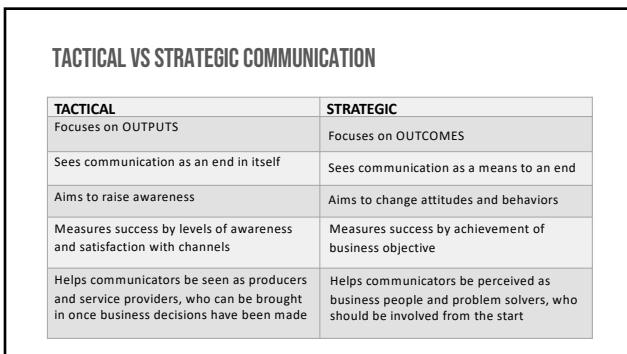
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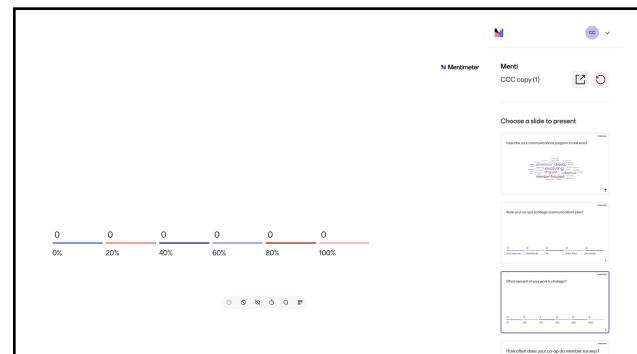
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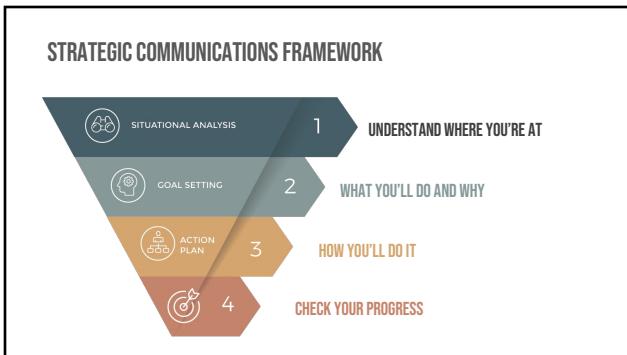
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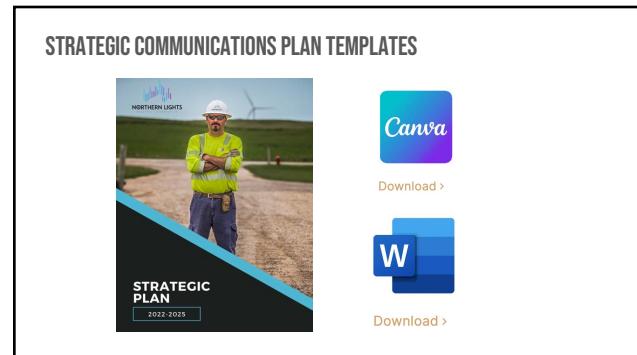
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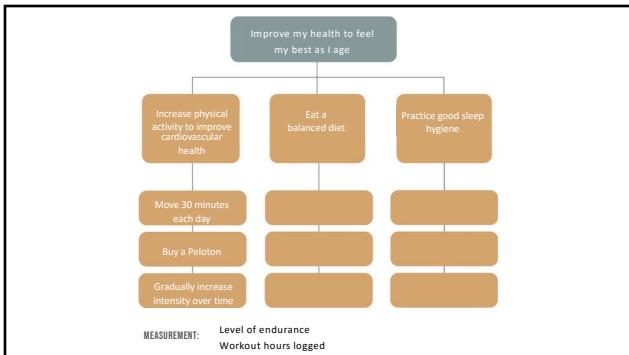
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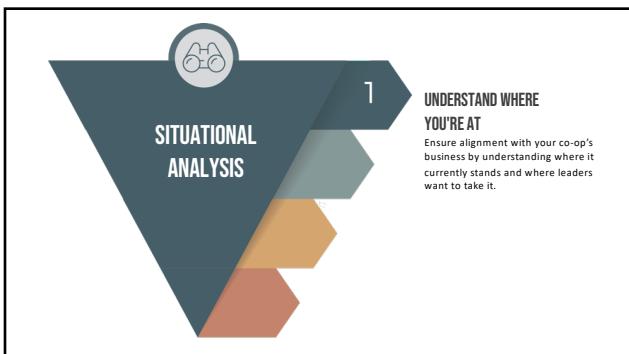
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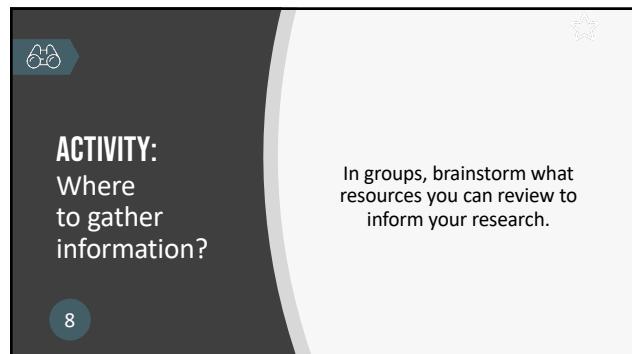
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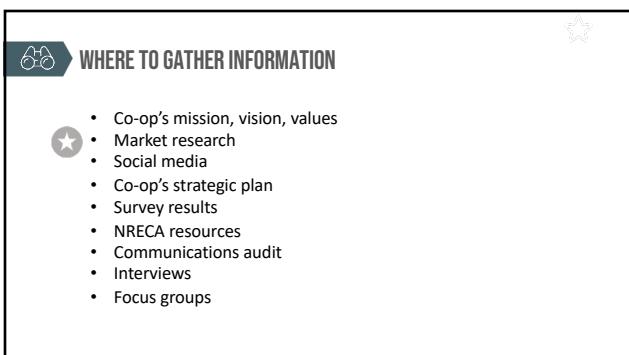
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How often does your co-op do member surveys?

Never      Every 5-10 years      Every 2-5 years      Every year

menti.com  
1581 8573  
Waiting for participants

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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

**OPEN ENDED**  
What can we do to improve internal communications at Wolverine?  
Use service center TVs for scrolling news and stretching videos

VS

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**THE POWER OF ANALYZING BY GROUPS**

Analyzing by group provides you with more actionable data

MLI=80      VS      MLI=90

Length of Membership	Loyalty score
0-1 years	8.5
2-4 years	6.5
6-10 years	6.5
11-20 years	8.5
20+ years	9.5

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**SWOT**

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

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

**ACTIVITY:**  
Situational Analysis

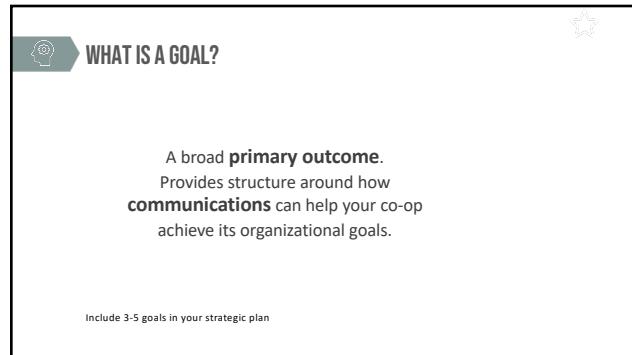
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<b>S</b>	<b>W</b>
<b>O</b>	<b>T</b>

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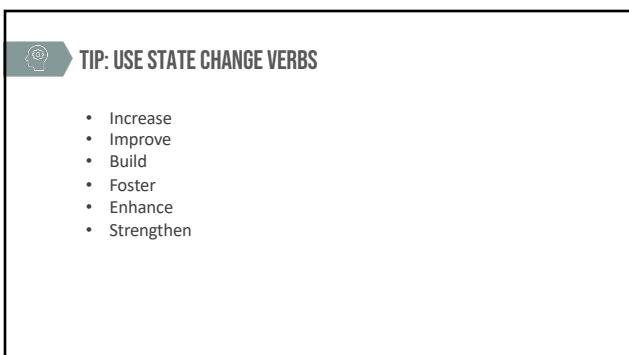
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**ACTIVITY:**  
**BRAINSTORM**  
**Goals**

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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.

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

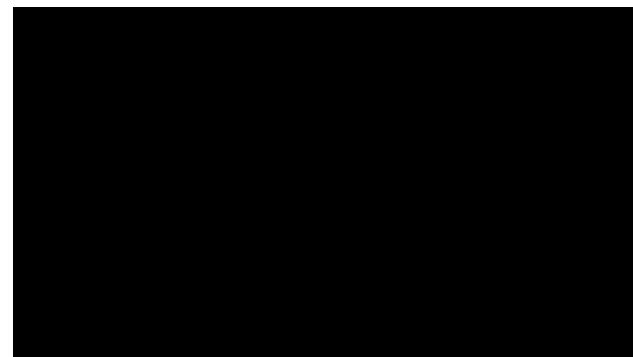
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**ACTION**  
**PLAN**

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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**

Strategic Objective	Time Period
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.

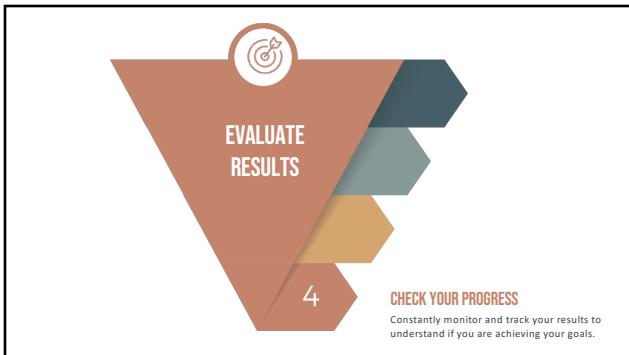
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 **TACTIC EXAMPLES**

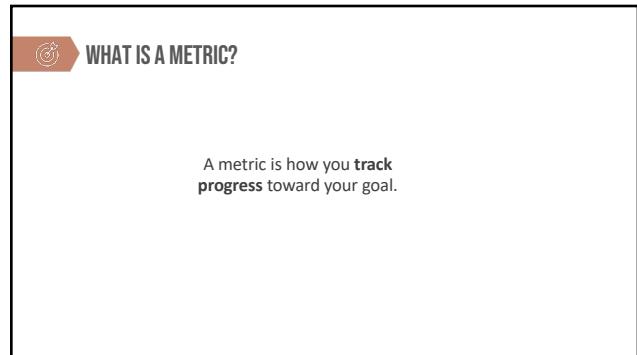
 **GOAL:** Improve governance practices to combat media scrutiny

Strategic Objective #	Time Period
Increase awareness of board business among co-op members within 1 year	2Q 2027
<b>TACTICS</b>	
Add "Your Board in Action" section to monthly magazine	
Publish quarterly podcasts with board members/board president	
Create governance center on website with information about board meeting content, board members and other pertinent governance issues.	

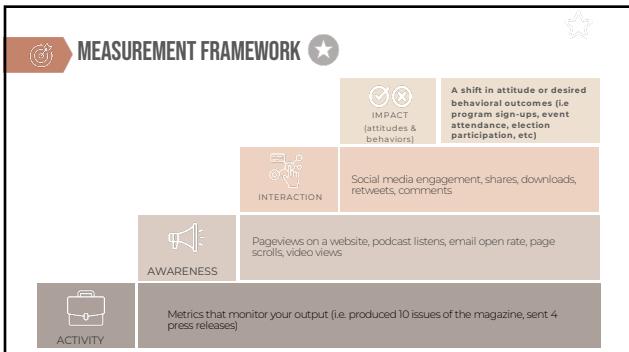
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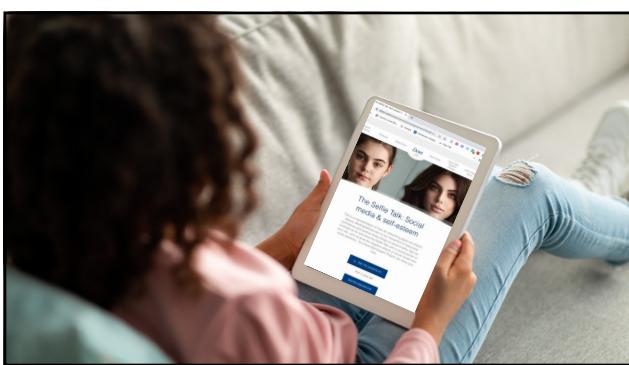
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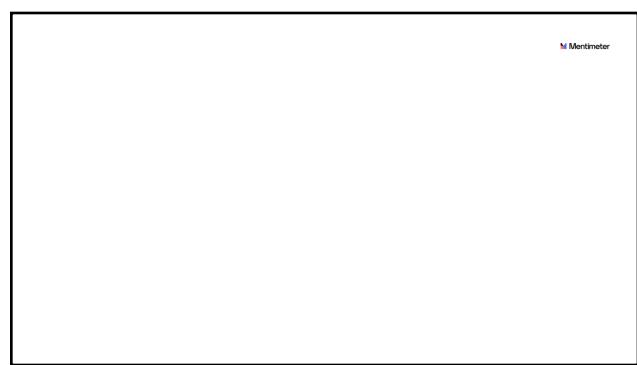
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The diagram illustrates three measurement tools, each represented by a box with a corresponding icon:

- Surveys & Focus Groups**: Represented by a clipboard icon.
- Media Monitoring & Listening**: Represented by a smiley face icon.
- Digital Analytics**: Represented by a magnifying glass over a line graph icon.

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## REPORTING & TRACKING: UTMS

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REPORTING & TRACKING: UTMS									
AWARENESS					INTERACTION				
Source / Medium		Users		New Users	Sessions		Bounce Rate	Pages / Session	Avg. Session Duration
		Total	% of Total	Total	% of Total	Total	Avg for View (3.7%)	Avg for View (1.23)	Duration (37.1%)
1. newsletter / email	1,415	(76.03%)	1,401	(78.03%)	1,583	(78.06%)	43.1%	1.17	00:01:15
2. eltoro / ad	242	(13.36%)	241	(13.35%)	246	(12.32%)	99.19%	1.00	00:00:01
3. facebook / social	144	(7.99%)	134	(7.91%)	163	(8.10%)	62.58%	1.17	00:00:43
4. offline / postcard	10	(0.55%)	7	(0.39%)	16	(0.86%)	50.00%	1.25	00:05:24
5. titbit / social	1	(0.06%)	1	(0.06%)	4	(0.20%)	75.00%	1.25	00:02:39
Attitude & Behavior		Letter Sent		Letter Conversion Rate		Letter Sent		Letter Completion Rate	
		Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
		2,575	(51.8%)	2,575	(51.8%)	518	(8.84%)	518	(8.84%)

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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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graph TD
    Goal[GOAL  
Improve co-op governance practices to combat media scrutiny] --> Example[EXAMPLE]
    Example --> Strategic[Strategic Objective]
    Strategic --> Tactics[TACTICS]
    Tactics --> Measurement[MEASUREMENT]
  
```

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

**EXAMPLE**

**Strategic Objective**

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

**TACTICS**

- Add "Your Board in Action" section to monthly magazine
- 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*

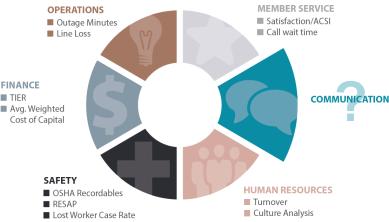
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**ACTIVITY:**  
Complete action plan and metrics

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

18 or 22

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**KEY PERFORMANCE INDICATORS**

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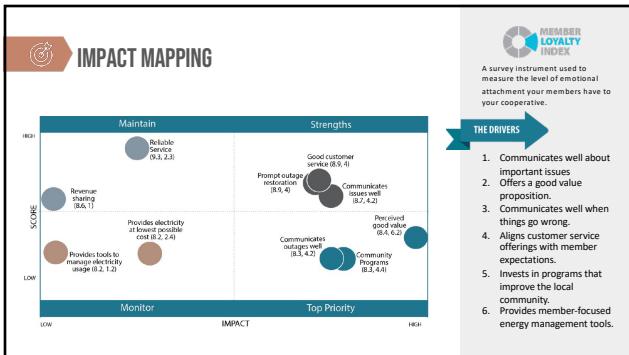
**NOT ALL ENGAGEMENT IS CREATED EQUAL**

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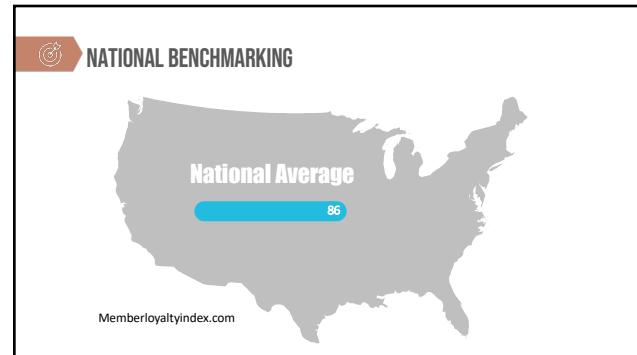
Does your communications department have a KPI?



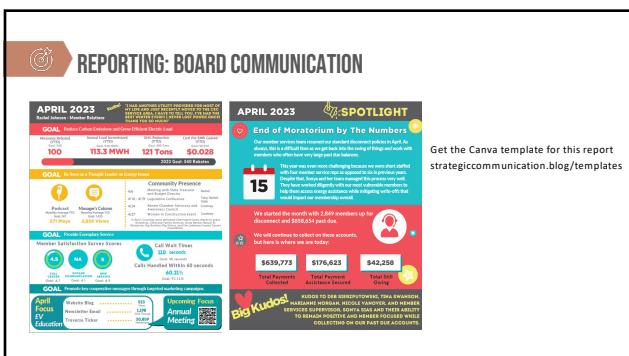
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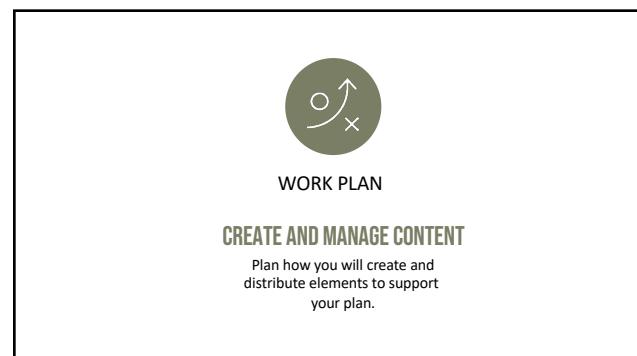
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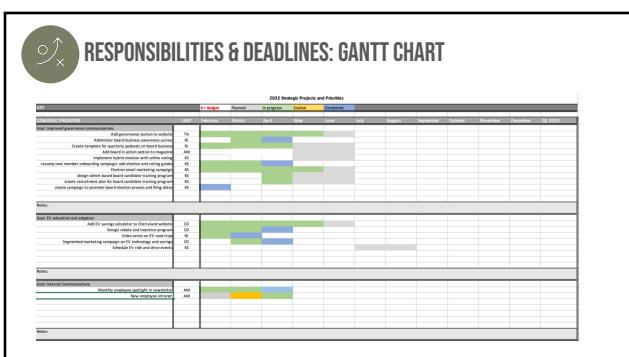
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