

The Importance of Strategic Planning

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Your Agenda for the next two days

- Learn the elements of a good plan
- Goals, Objectives, Strategies, Tactics
- Practice writing

Recap from last year: Basic elements

- Statement of the problem or issue / background / situation analysis
- Business drivers / operational objectives
- Target audiences
- Key messages
- Communications Goals / Objectives / Strategies / Tactics
- Evaluation

What we didn't talk about....

- Change

**Rapid / Earth Shattering / Never
Ever Happened Before...**

...CHANGE

Rapid / Earth Shattering / Never Ever Happened Before Change

- Jul 2008 – oil peaked at \$147.30 / barrel
- Jul 2008 – gasoline was \$4+ / gallon
- Dec 2008 – oil was below \$35 / barrel

Rapid / Earth Shattering / Never Ever Happened Before Change

- By end of 2007, \$450 billion in collateralized debt obligations / \$305 billion of those are now in default
- Sep 2008 – collapse of Lehman Brothers
- Oct 2008 – Bush Admin pushed through \$700 billion bailout to purchase mortgage related assets
- Nov 2008 – First post-modern president is elected
- Jan 2009 – Obama Admin proposes \$825 billion stimulus plan

US job losses by month

- September 2008 - 284,000 jobs lost
 - October 2008 - 240,000 jobs lost
 - November 2008 - 533,000 jobs lost
 - December 2008 - 681,000 jobs lost
- 2008 (September 2008 - December 2008) - 2.6 million jobs lost

- January 2009 - 598,000 jobs lost
 - February 2009 - 697,000 jobs lost
 - March 2009 - 742,000 jobs lost
 - April 2009 - 539,000 jobs lost
 - May 2009 - 345,000 jobs lost
- 2009 (January 2009 - Present) - 2.921 million jobs lost

- May 2009 US Unemployment rate: 9.4%

Rise of Social Media in the Business World

- Facebook saw a 85.7% rise in unique users in 2008 (around 59 million)
- Twitter rose 752% in one year from Dec 07 to Dec 08 (around 4.5 million unique users)
- LinkedIn celebrated its 6th anniversary with 40 million users

The standard model of Strategic Planning

- Does it still work?

5 year strategic plan

- Mission
- Vision
- Critical Success Factors
- Assessment of the Present
- Strategic objectives
- Tactics
- Action Plan

A framework instead of a plan

- Communicate a grand design – core values; essential philosophy, design specs, brand – what is the essence of the organizational character?
- What are the issues that matter?
- Who are the people that matter? What do we know about them?

A framework instead of a plan

- Develop talent – develop depth in your organization so that as many as possible are responsible for the reputation, sales, success of the organization
- Be a visionary – know what success will look like so that you can describe it to others
- Learn and love the numbers – learn the business

A framework instead of a plan

- Do, Re-do, side with the Action Faction
- Embrace the mess, the paradox
- Love politics; love technology; love details; love sales
- Tell the story with passion

Your Brand

- Gateway to American Commerce
- Easier, Faster, Closer
- Strong Port, Strong Economy

Example: Issue Priorities

- Brand Visibility – to customers, decision makers, community
- Operational Excellence – improved performance is economically necessary, environmentally prudent and improves safety for your workers
- Environmental Stewardship – improved your practices and reputation
- Economic engine – recognition for the vitality you bring to your region
- Issues Management – connect our issues to decision-makers

Example: Priority Audiences

- Influencers – decision makers and those who influence them
- Customers
- Local activists – business, environmental, neighborhood

Example: Strategic Initiatives

- Brand Visibility
 - Translate our brand into examples that each audience will experience
 - PR for community relations & sponsorships
 - Strategic speaking opportunities
 - Opportunistic campaigns – connect the brand to our audiences

Example: Strategic Initiatives

- Issues Management
 - Connect operational, market issues to our influencers
 - Media-escalated complaints
 - PR support for govt / regulator affairs issues
 - White papers, presentations, grassroots advocacy

Example: Strategic Initiatives

- Operational Excellence
 - Internal PR support for training initiatives
 - Internal branding and opportunities to develop brand advocates
 - Identify and develop talent

Example: Strategic Initiatives

- Environmental Stewardship
 - Connect port performance with that of your customers – engage in their issues, serve as advisor and advocate
 - Evaluate and communicate projects that improve environmental performance

Example: Strategic Initiatives

- Economic engine
 - Community education
 - PR related to new initiatives
 - Media relations on performance measures translating into local economic numbers

Tools

- Community Relations
 - Events
 - Sponsorships
 - Education
- Traditional Media
- Social media – include bloggers, SEO, etc
- Issues Management

Tools

- Govt / Regulatory Affairs
- Brand Marketing
- Business Marketing
- Crisis Communications

Bottom line

- Write a comprehensive communications / marketing / public affairs plan
- But don't get so far in that you can't see the whole
- Let the big questions guide your day to day

What does that look like?

Answer: Project Plans

- Background
- Communications Plan
 - Objectives for each project
 - Media
 - Govt / Reg Affairs
 - Employees
- Messaging
 - Facts/Stats
- Action Owners
 - Timeline
- Budget

Credits

- Portions of this presentation came from
 - Tom Peters Essentials: Leadership

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