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Executive Summary

Oakland County's Department of Information Technology (IT) was asked to create a strategy for Oakland County's social media presence. The following report details the findings and recommendations.

Current Oakland County digital footprint

A current evaluation was performed for Oakland County's digital footprint prior to the strategy and recommendations.

Currently there are a handful of Oakland County Departments and Divisions utilizing social media: OakGov, Parks & Recreation, Executive Office, Arts, Culture & Film, etc. *See APPENDIX for the current Oakland County Digital Footprint.*

The key challenges facing Oakland County's social media presence are:

- Inconsistent content messaging
- No brand recognition
- Lack of cross communication

How are governments using social media?

Extensive research for how governments are using social media was accomplished and analyzed for how Oakland County.

It was discovered, at a high level, that Governments are using social media to educate and engage their citizens.

The following competitors were identified based on proximity, and how they rank as a digitally advanced county by NACo:

- Macomb County
- State of Michigan
- City of Chicago
- Fairfax County, VA
- Palm Beach County, FL

How can Oakland County raise the bar for government social media?

Innovation, Integration, Implementation

How do we position Oakland County as the leader in government social media?

Through our research, analysis, and strategies, it was found that Oakland County has the opportunity to raise the bar for government social media and become a digital leader through an *Integrated Social Media Marketing Strategy*.

Integrated Social Media Marketing Strategy

Oakland County's Social Media Marketing Goals

- 1.) To establish Information Technology as the "go-to" place for Oakland County departments and divisions to get educated and started in the social space
- 2.) To establish the OakGov parent brand as the official voice of Oakland County Government
- 3.) To establish Oakland County as the benchmark for all other government entities in the digital space

These goals have been separated into a *Three Phase Plan*. As each phase is completed, each goal will be accomplished.

Target Market

Phase One:

- Oakland County Departments and Divisions

Phase Two:

- Oakland County Departments and Divisions
- Residents
- Businesses
- CVTs

Phase Three:

- Local, State and Federal Government Agencies

See APPENDIX for the Three Phase Plan, Goals, and Target market.

To accomplish these goals, an internal and external analysis was completed of the following:

- Government social media industry and trends
- Internal Oakland County social media presence and processes
- External analysis of competing county and state governments (Macomb County, Michigan; State of Michigan; Fairfax County, Virginia; City of Chicago, Illinois; and Palm Beach County, Florida.

Competitors:

The following competitors were identified based on proximity, and how they rank as a digitally advanced county by NACo:

- Macomb County, MI
- State of Michigan (MI Gov & Pure Michigan)
- Fairfax County, VA
- City of Chicago, IL
- Palm Beach County, FL

See APPENDIX for the Government Social Media Inventory.

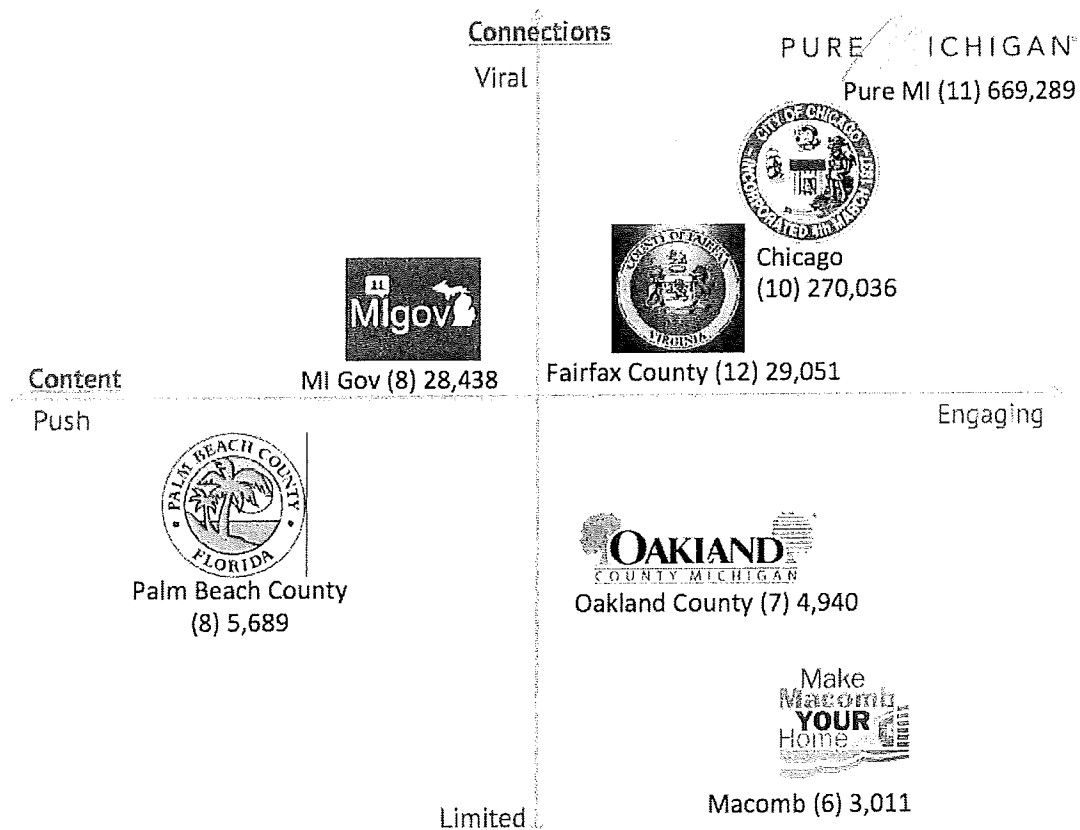
Positioning

An integrated social media marketing strategy is comprised of a content strategy, connection strategy, and engagement strategy. To complete the external analysis, the competitor's content, number of connections, and level of engagement were measured and compared.

Positioning Map:

The Positioning Map shows the number of social media platforms each competitor is on (as represented in the parentheses) and the number of connections they have across all platforms. The vertical axis represents the number of connections, and the horizontal axis represents the quality of their content, which was measured by the number of interactions on each post. More engaging content received more interaction, whereas less engaging content was viewed as a push channel.

The Positioning Map was created based off of the findings from the Government Social Media Inventory (in the APPENDIX).



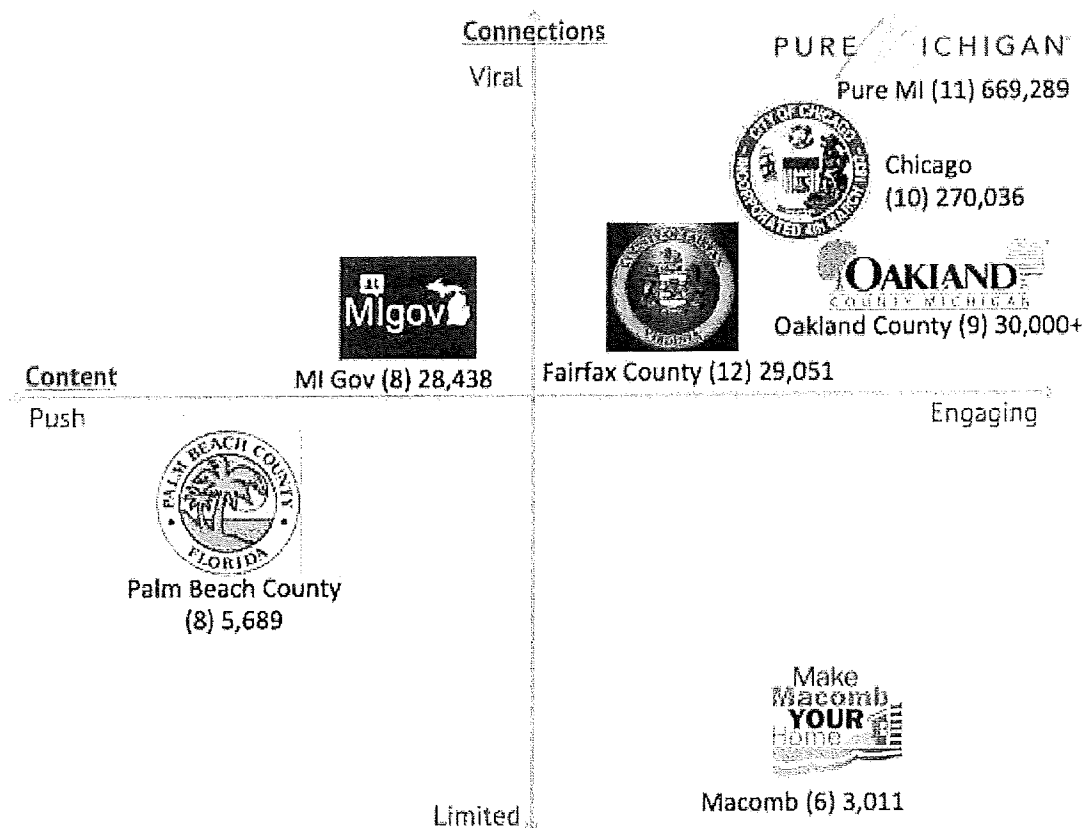
Currently, Oakland County is being outmaneuvered in at least one way by each competitor. The current leaders are Pure Michigan, Chicago and Fairfax County.

- Pure Michigan has the most connections and best engagement of the competitors.
- Chicago has a very large reach through 10 social media platforms, they use their “Chicago Mayor’s Office” as their official voice. Their content is engaging, focusing on what the government is doing but they always show how it affects the community. They have a strong initiative for Big Data, where they encourage the community to collect and submit data (crowdsourcing) and then the government provides real time results.
- Fairfax County is on the most platforms and receives engagement around campaigns but is inconsistent with content otherwise and they are missing opportunities to integrate.
- MI Gov has a significantly less connections than Pure Michigan, in part due to the decreased amount of platforms; they also receive less engagement on their content.
- Palm Beach County, does not have a clear parent brand. Most of their departments have their own identity across multiple platforms, their official government account is only present on 8 platforms that do not post consistent content and have limited connections.
- Macomb County, recently launched the Make Macomb your Home (MMYH) Brand in 2012, and are using it as their parent brand across social media. Currently they are only on 6 platforms-having just launched their blog March first. Their standout platform is their Facebook, where they received most of their total connections and they post extremely engaging content. At one point their Facebook Engagement Rate (People Talking About This/Likes) was over 150%, a significant accomplishment considering Brand Pages average 2% engagement, and the average of these government’s was 15%.
- Oakland County currently has a presence on 7 social media platforms, but only controls 6 (including the blogs that are not yet published). Facebook, Twitter, and YouTube are the most successful with very engaging content being pushed out. However our connections are not large as we have yet to tap into the potential size of our Target Markets

Re-Positioning

This strategy will help re-position Oakland County as a leader in the digital space by increasing our branded efforts across a larger amount of social media platforms, and at the same time providing engaging content and growing our connections strategically. By implementing the Three Phase plan we will be set on the right track to position Oakland County as a social media leader for all government entities by December 2013 and on the right path to continue to grow our reach by over 30,000+ connections across 9 platforms by December 2014.

The Position will be reevaluated Quarterly, by updating the Government Social Media Inventory (In APPEDNIX) and then analyzed to ensure Oakland County is on track to be repositioned.



SWOT Analysis

A SWOT Analysis was performed to identify the internal and external factors (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) that are favorable and unfavorable to achieving the Oakland County social media marketing goals. Strengths and weaknesses are internal to Oakland County, while opportunities and threats are external and include social media industry trends and competitor information.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">• Leadership• Centrally driven• IT processes• Goal oriented• Integrated approach• Innovative• Size of current digital footprint• Team with proven success	<ul style="list-style-type: none">• Lack of marketing strategy• Lack of resources• IT budget• No board-approved social media policy• Multiple departments not on social media• Parent brand not present on all social media platforms
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">• Brand Awareness• Consistent branding• Consistent content• Trackable ROI• Timely• Educate & engage• Virality• Mobile• Location based social media• Visual social media	<ul style="list-style-type: none">• Department/Division budget• Lack of Department/Division resources• Lack of cross departmental communication• Oakland County is outmaneuvered by competition:<ul style="list-style-type: none">• Macomb County (Facebook, Blog)• Fairfax County Digital Footprint• Palm Beach County (quantity of departments on social media)

Key Findings:

- It was determined that the integrated social media marketing goals are achievable when we leverage our strengths to take advantage of opportunities and use this foresight with Oakland County leadership to improve upon weaknesses and navigate threats.

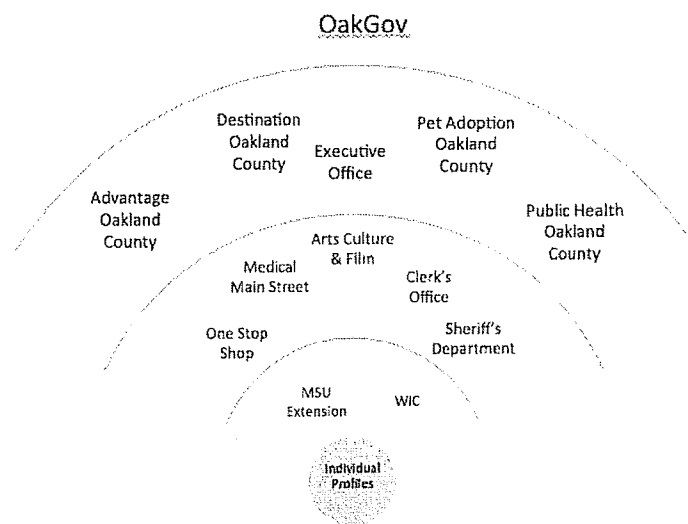
Integrated Social Media Marketing Approach

An integrated social media strategy is comprised of a content strategy, connection strategy and engagement strategy. It is driven by one strategy for a parent brand and integrates the strategies of underlying brands to make each strategy (including the parent brand) stronger.

Example Digital Footprint:

The parent brand is OakGov, and the underlying brands are the Departments and Divisions within Oakland County. As illustrated below, the largest Departments are in the Top Tier, as some of them may have other divisions beneath them. This graphic also illustrates the possible utilization of individual social media platforms for the overall strategy.

Oakland County Integrated Social Media Marketing Strategy

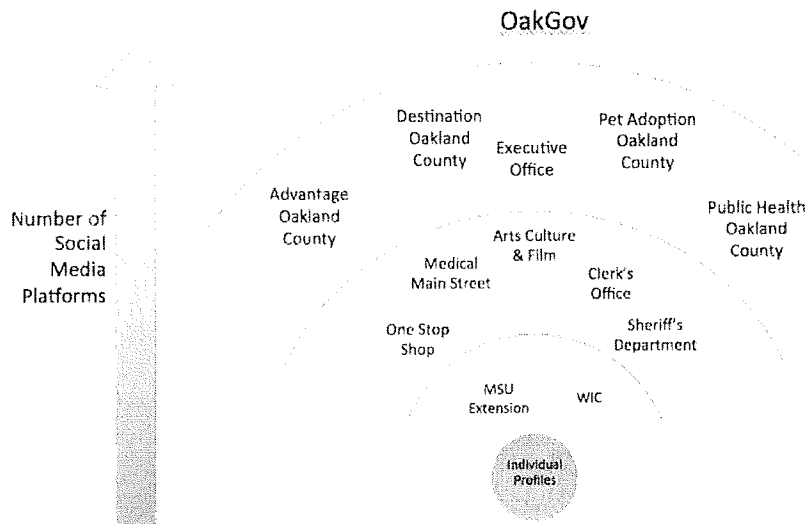


Social Media Platforms:

The number of platforms each Department or Division will be on will increase with the higher tiers.

For example, OakGov (parent brand) will be on 9 social media platforms: Facebook, Twitter, LinkedIn, YouTube, Blogs, Pinterest, Google+, Instagram, and Foursquare. Advantage Oakland (EDCA) will have a Facebook, Twitter and LinkedIn, but Medical Main Street will only have LinkedIn and Twitter.

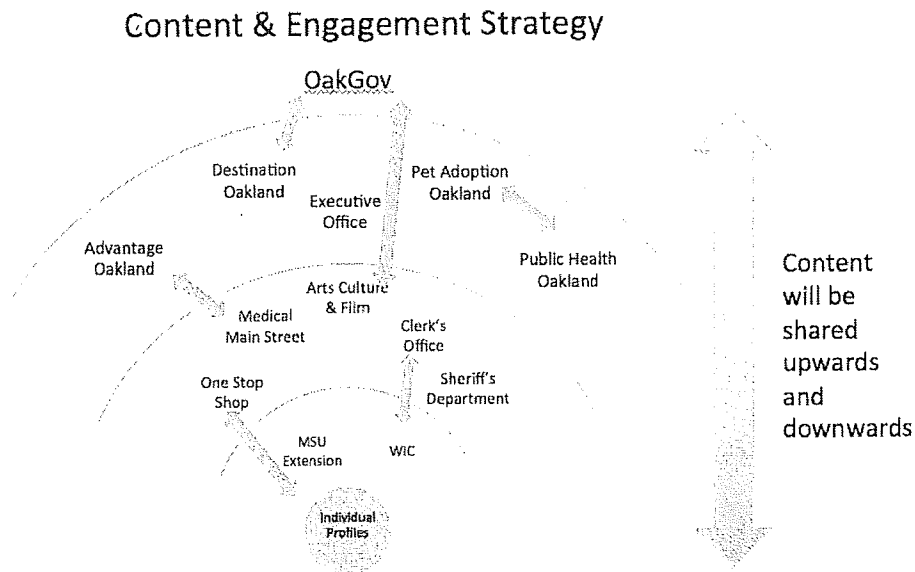
Oakland County Integrated Social Media Marketing Strategy



Content & Engagement Strategy:

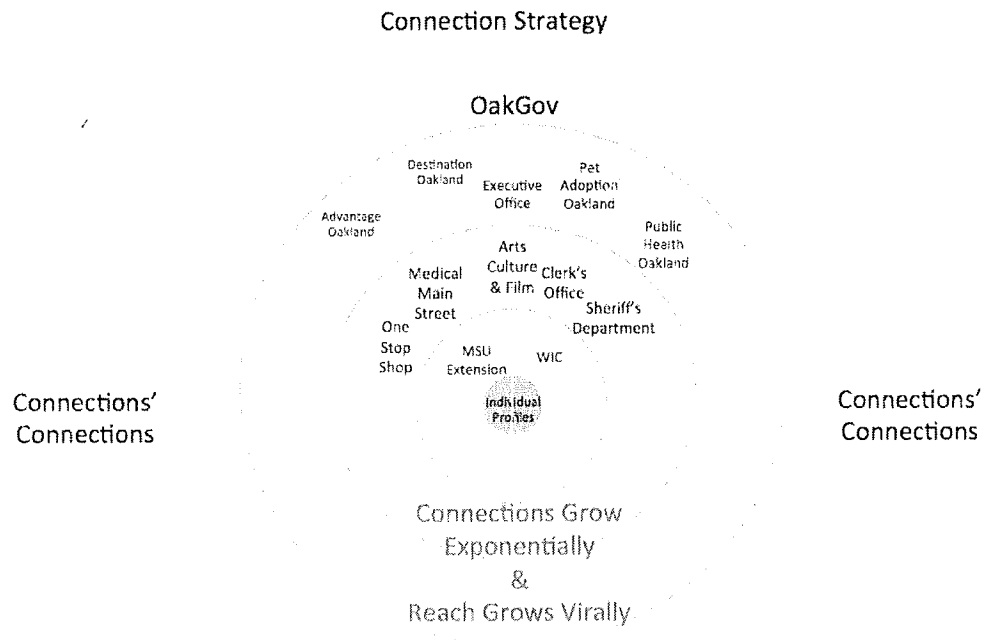
To ensure consistent and branded content is being published by all Oakland County social media presences, the content strategy will be driven by OakGov. Content will be pushed and pulled between all tiers.

Content meant for OakGov can be hyper syndicated to any profile or platform for any Department or Division. The Departments and Divisions can share content and engage with each other at any level, so long as the content is relevant and strategic. Individuals can share content from the parent brand, or any other Department, Division, or initiative. This will be accomplished by individual profiles (like LinkedIn) being optimized.



Connection Strategy

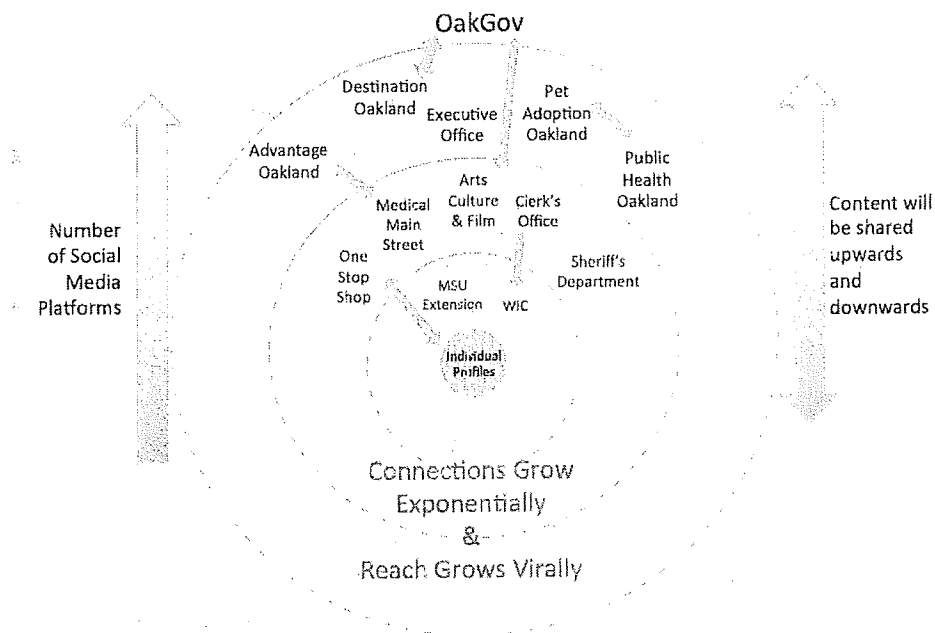
The Connection Strategy will be driven by OakGov and each Departments'/Divisions' goals and target market. With an integrated approach, the number of connections (also known as reach) of each brand will be utilized.



Platforms, Content, Connections, and Engagement

An integrated social media approach will ensure consistent branding, strategic content, and increased connections. With proper implementation, this approach will allow Oakland County to achieve all three social media goals by turning their digital citizens into brand advocates.

Oakland County Integrated Social Media Marketing Strategy



Metrics

To measure the success of the integrated social media marketing campaign, both internal and external metrics will be established.

External

- Increase Connections
- Increase Engagement
- Increase Citizen Interaction & Satisfaction

Internal

- Increase Social Media Presence (Departments)
- Increase Cross-Departmental Communications
- Increase Employee Understanding & Satisfaction of Social Media

ROI

The integrated social media marketing strategy will turn digital citizens into brand advocates, while obtaining real world results.

Establishing Digital and Real World ROI:

Digital to Real World

Online interactions influencing real world actions

- Education & Entertainment
- Organizing events on Facebook or LinkedIn
- Checking reviews on social media before making purchasing decisions
- Creating Pinterest Pins

Real World to Digital

Talking about your Real World actions online

- Checking-in on Foursquare
- Sharing a picture from an event on Instagram
- Live Tweeting Conferences
- Tagging location of pictures on Facebook

Integrated Social Media Marketing Success Story:

A 13-week integrated social media marketing campaign was utilized to promote the Medical Main Street (MMS) INNO-VENTION 2012.

The Goals:

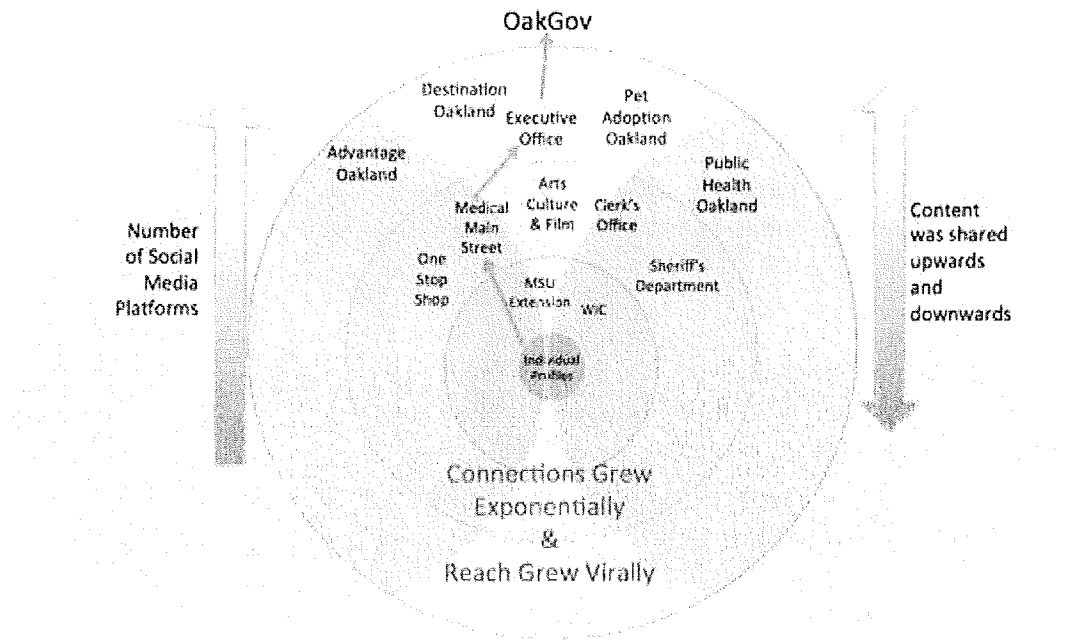
- 200 Conference registrants
- Promote world wide live stream coverage
- MMS Brand Awareness locally, nationally, and globally
- Build Interest in MMS initiative through educational content
- Recalling of Oakland County as top 3-4 medical destinations in the world

The Challenges:

- No strategy
- Limited Time Frame: 13 weeks remained until the conference
- Limited Digital Footprint
- No consistent content/messaging
- No branding or optimization of Digital Footprint
- Limited connections, lack of connection strategy and growth and no connection management strategy

The Strategy

Medical Main Street INNO-VENTION 2012 Integrated Social Media Marketing Strategy



Connection Strategy

- Grew the MMS Leaders Connections strategically by finding and messaging the target market for the conference. Personalized messages were created to ensure a high conversion rate of the connection requests. Connections were then organized and managed through Tags.

Content Strategy

- Utilized content from the website, press release, printed materials and MMS Leaders.
- Strategically syndicated to MMS Social Media:
- LinkedIn) Optimized LinkedIn Profiles, LinkedIn Group Engagement, LinkedIn Event, Personalized LinkedIn Updates from MMS Leaders, Direct Messages.
- Twitter) Optimized and branded Twitter for MMS and MMS Leaders, Strategic content mix and engagement
- Personalized Direct Messages were sent to connections to encourage participation through ticket sales, livestream and live tweeting

Engagement Strategy

- The MMS Leaders strategically interacted with each other, the MMS LinkedIn Group, and MMS Board Members/Ambassadors/Sponsors/Members on LinkedIn and Twitter. Other Oakland County Departments strategically interacted and passed along the message through their channels: Executive Office Facebook Page and OakGov Twitter.

Real Time Strategy

- During the Conference a Live Tweeting strategy was implemented –including contests, Foursquare Check-ins and photo sharing through Twitter and Instagram.

The Results:

- Sold out registration
- Global brand recognition through social media channels
- Coverage though Official Live Tweeting
- 500 + Tweets using the official #INNOVENTION Hashtag
- 57,000+ users worldwide reached through Twitter
- Increased interest with educational content about MMS and Oakland County
- Shared information via LinkedIn status updates & Group discussions
- Launched a LinkedIn advertisement, with over 320,000 impressions
- Showcased to a global audience the success and growing potential of Oakland County as a top destination for the medical field

IT's Roles

The Department of Information Technology will play an integral role in the development, implementation, education, and execution of the overall integrated social media marketing strategy.

IT will assist or consult with Departments to design of each department's social media strategy.

IT's social media team will work with each department's representatives to formulate an effective and engaging social media strategy. The strategy will reflect the strategy set in place for the OakGov parent brand.

Deliverables

There will be four sets of deliverables:

Social Media Toolkit:

- Social Media Policy (personal and departmental)
- Social Media Manual & Style Guide
- Social Media Checklist

- Social Media Questionnaire
- Content Calendar Template

IT Internal Documents:

- Social Media Checklist
- Pre & Post Implementation Meeting Guide
- Content Calendar for parent brand (OakGov)

Meetings:

- Pre-implementation kick-off meeting (begin strategy for social media presence)
- Post-implementation regroup meeting (1-month from start up; IT & department representative)
- Quarterly County-wide social media committee meetings

Social Media Trainings and Education:

- Facebook, Twitter, LinkedIn trainings for Oakland County employees
- Set up a process to streamline social media updates to departments

Success Stories

IT has been piloting the principles of an integrated social media strategy with Oakland County Veterans' Services and the Oakland County Homeland Security, with much success.

OakGov Success Stories

OakGov has been practicing the principles of an integrated social media strategy with two of their established social media platforms: Facebook and Twitter. Since implementation, the Twitter has grown by 100 Followers each month and receives more community engagement, Facebook has increase its connections from 418 to 571, while increasing its communications from community members and partners.

Sample OakGov Success Stories



Oakland County, Michigan Government

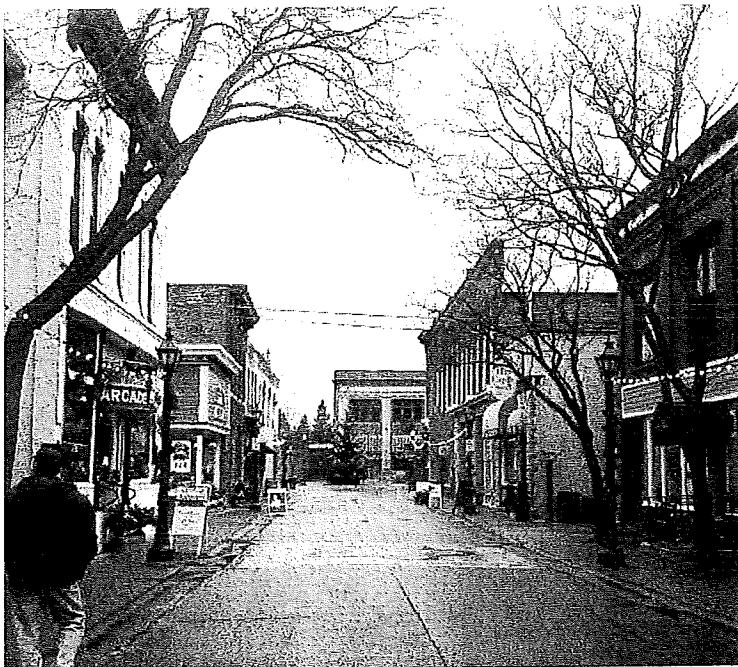
Oakland County Executive L. Brooks Patterson is calling on Oakland County, Michigan middle school, high school, and college students to create a short public service announcement video that highlights public health.

The contest is designed to raise awareness about National Public Health Week. For more information, visit <http://ow.ly/izhwj>.

Like · Comment · Share · Edit · March 6

Jackie Blake, Jenni Bouck Kirby and Trisha Zizumbo like this.

4 shares



Oakland County, Michigan Government

February 26 · 10

Happy Thursday, everyone! Here's this week's "Where In OC?"-- can you name which Oakland County, Michigan downtown is pictured? It may be a little difficult to recognize without a thick coat of snow covering everything, but we couldn't resist this great photo!

[Photo credit: @ginjah_snaap on Instagram]

Tag Photo · Add Location · Edit

Like · Comment · Share · Edit

Oakland County Veterans' Services and Angie Broegman-Sonde like this.

Alexis Shull [nordville?](#)
February 26 at 10:11am · Unlike · #31

Angie Broegman-Sonde [HOLLY - Battle Alley to be exact!](#)
February 26 at 10:11am · Unlike · #32

Deborah Varner [Rochester](#)
February 26 at 10:11am · Unlike · #33

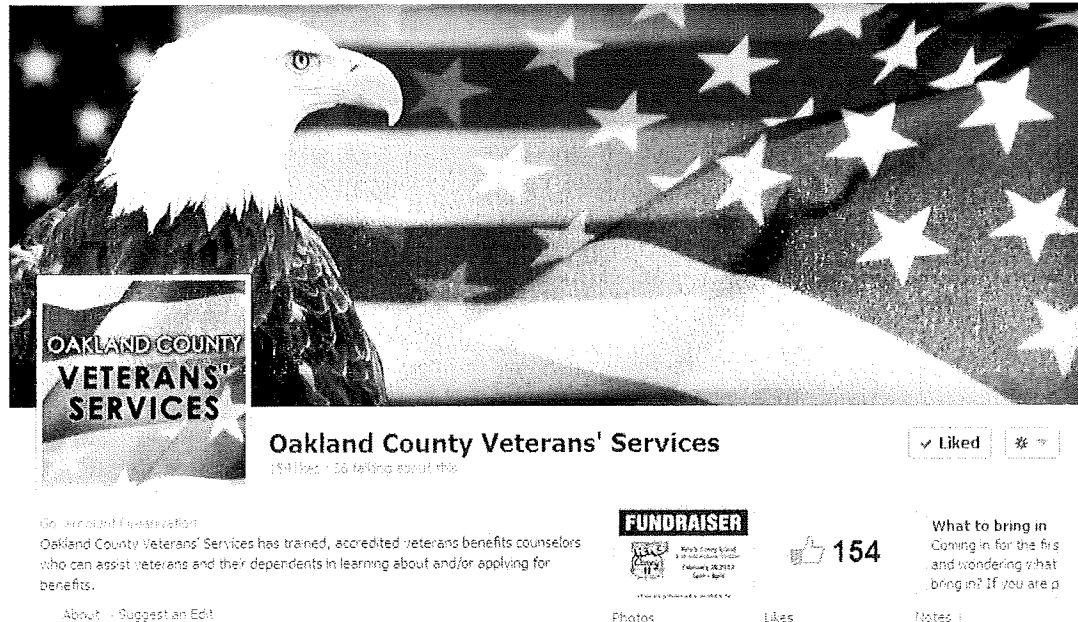
Lisa Schultz [Ardanowski Holly](#)
February 26 at 10:11am · Unlike · #34

Department and Division Pilots

Oakland County IT Department has worked with Veterans' Services and Homeland Security as pilot divisions for the integrated social media marketing strategy.

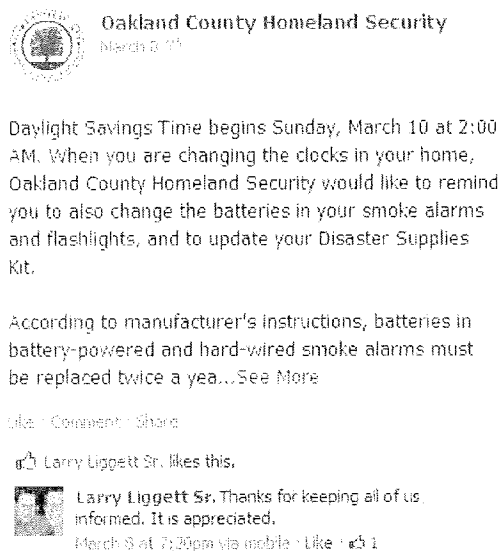
Oakland County Veterans' Services

A Facebook Page was created for Veterans' Services, that has an established brand identity, consistent messaging, great engagement rate, and consistently growing connections.



Oakland County Homeland Security

A Facebook Page was created for Homeland Security. After their initial kickoff meeting with IT, they created a year long content calendar with example content.



Implementation Plan

Proper implementation will ensure that the strategy is executed and established goals are met.

Timeline:

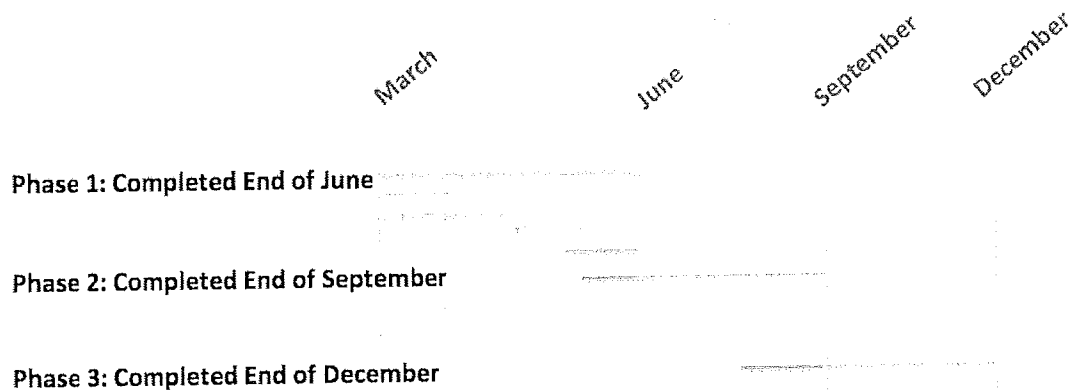
Phase One is on track to be finished by June 2013

Phase Two is scheduled for completion by September 2013

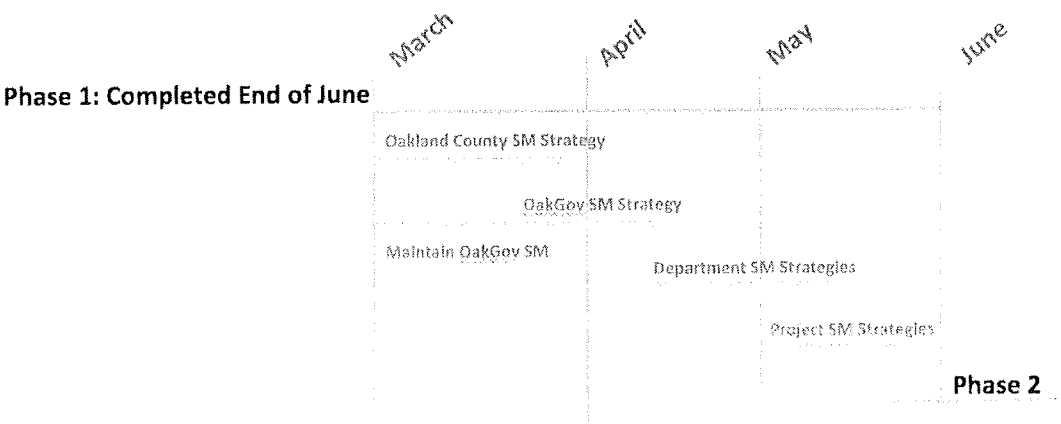
Phase Three is scheduled for completion by December 2013

The social media industry is changing so rapidly in the digital era—thus, it is vital for the timeline to remain fluid. A detailed Gantt chart and time line has been prepared for Phase One.

Three Phase Gantt Chart:



Phase One Detailed Gantt Chart:



APPENDIX

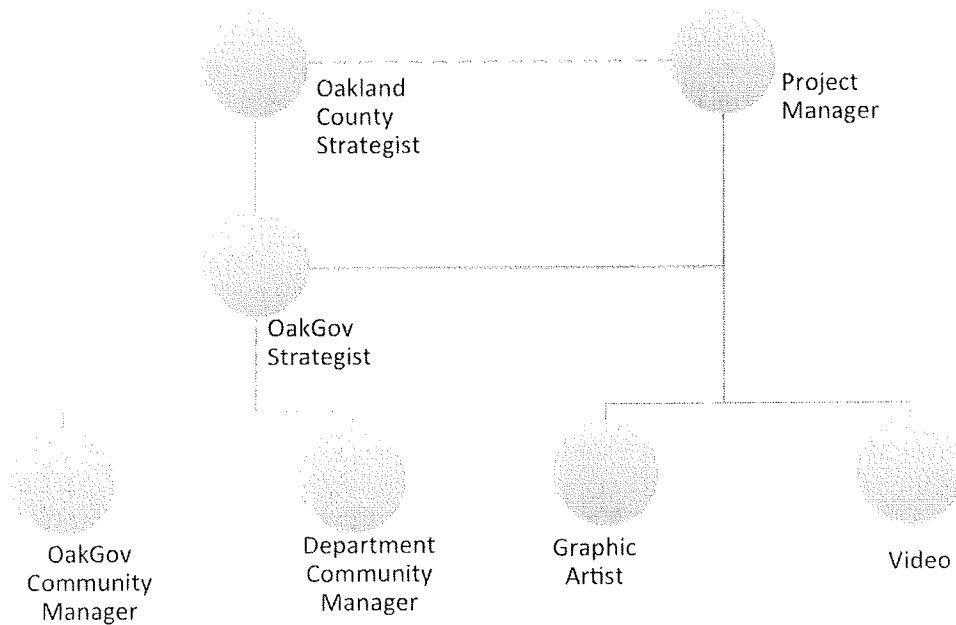
Recommended Resources, Organizational Chart, Roles, Hours
Three Phase Plan
Oakland County Digital Footprint Inventory
Government Social Media Inventory
Medical Main Street Storybook
Gantt Chart

Recommended Resources

The following resources are recommended to accomplish the Oakland County integrated social media marketing strategy. It is understood that some of these positions do not yet exist:

- 1 Project Manager
- 1 Oakland County Strategist
- 1 OakGov Strategist
- 2 Community Managers – 1 for OakGov, 1 for other Departments/Divisions
- 1 Graphic Artists
- 1 Video

Recommended Organizational Chart:



Recommended Roles:

Project Manager

- Hours needed: varies per week and scope of each project
- Works with Orchestrator to fill hours needed and manage resources

Oakland County Strategist

- Creates Oakland County Social Media Strategy, works with strategist to create individual department strategies to ensure they are all driven by the Oakland County Strategy and are effectively integrated with each other for maximum reach.
- Constantly monitors metrics and timeline to ensure the strategy is on track to complete all 3 phases, adjusts course as necessary
- Works with IT and County leadership to ensure the social media strategy always align with the marketing strategy and county priorities
- Works with Project Manager to ensure enough hours are allotted for the Social Media Team and to direct the Graphics Artists and Video resources when needed.
- Creates and orchestrates Oakland County Content Calendar and works with strategists to ensure that OakGov and the other Departments content calendars coordinate strategically and in accordance to the Oakland County integrated social media strategy with Strategist and Community Managers.
- Works with Strategist to drive Oakland County social media policy and toolkit.
- Attends kickoff meetings with Strategist and other departments, assesses the Departments' needs and goals to determine where and how they fit in the integrated social media umbrella
- Drives Department/Division strategies
- Leads quarterly committee
- Monitors social media marketing and digital trends, determines if action needs to be taken
- Conducts monthly refresh trainings with Strategist
- Hours needed: 20-30 hours per week

OakGov Strategist

- Takes direction from the Oakland County Social Strategist
- Drives the OakGov social media strategy, strategizes and creates blog content to be hyper syndicated throughout the OakGov social media channels and other departments/divisions
- Creates and orchestrates OakGov content calendar
- Creates Oakland County social media policy and toolkit
- Attends kickoff meeting and works with Departments to ensure they complete the toolkit, assesses the Departments' needs and goals to determine where and how they fit in the integrated social media umbrella with Oakland County Social Strategist
- Creates Strategies for individual departments/divisions as a part of the Oakland County strategy
- Assists Oakland County Social Strategist with quarterly committee
- Monitors social media marketing and digital trends
- Prepares and conducts monthly refresh trainings with Oakland County Social Strategist
- Hours needed: 30-40 hours per week

OakGov Community Manager

- Takes direction from the OakGov Strategist.
- Creates content for OakGov social media accounts
- Schedules and posts content for OakGov
- Monitors OakGov social media accounts
- Engages and answers questions with people who interact with the OakGov account
- Calculates analytics
- Prepares Oakgov status for quarterly committee meeting
- Collects content from divisions too small for their own social media presence and publishes on OakGov and/or coordinates with other Departments/Divisions for them to post or share it
- Hours needed: 40 hours per week

Department/Division Community Manager

- Takes direction from the Strategist and supports OakGov Community Manager
- Monitors all Oakland County social media accounts for compliance
- Collects analytics from each Department/Division on social media
- Supports the Departments/Divisions when needed, this may include:
 - Creating their social media platforms
 - Training
 - Optimizing content for social media
 - Coordinates graphics between department and IT Graphics Artists
 - Collects their content calendars for the Strategist/Orchestrator, etc.

- Coordinates with them to prepare for quarterly committee meetings
- Hours needed: 40 hours per week

Graphic Artist

- Works with Strategist to ensure that all social media platforms for OakGov and all other Oakland County Departments/Divisions are up to brand standards and comply with all social media regulations.
- Will create and provide any graphics needed for social media content for OakGov, the blogs, or other Departments/Divisions with out their own graphics artists.
- Hours needed: varies per week and scope of each project

Video

- Works with strategist to create videos for the blogs and OakGov YouTube account.
- Works with other Departments/Divisions that need video for their social media platform(s).
- Ensures videos are up to brand standards and are optimized to be shared via social media.
- Hours needed: varies per week and scope of each project