

Purpose of a Digital Strategy Plan

To effectively manage communications through a strategic, well-defined plan that will ensure the overall success of the Marketing and Communications Department here at the Museum of Contemporary Art Detroit (MOCAD).

The Digital Strategy Plan sets guidelines to efficiently aid the Communications Department in connecting with the public, increasing funding and participation, and outlining specific goals to be reached in a predetermined timeline. This includes external and internal communications. Externally, the museum maintains the www.mocadetroit.org website, fundraising through membership, and the Twitter, Tumblr, Facebook, Instagram, and YouTube social media platforms. Internally, MOCAD holds staff meetings, manages the museum-wide server, maintains the online archive, and regulates the donor perfect.

The following five areas are the main targets of the Digital Strategy Plan:

1. Social Media Engagement and Growth
2. Membership
3. Newsletter Communications
4. Website Enhancement
5. Archive Management and Accessibility

Using the Digital Strategy Plan

The objective of the Digital Strategy Plan is to increase social media followers and likes, website visits, memberships, and event turnout. The communications department is responsible for all internal and external outreach as specified in the above paragraphs. This plan will ensure the success of this objective, and do so in an organized, team involved setting.

The following information will address the specific audiences the communications targets in addition to the three marketing personas to be utilized in reaching each audience. It will define the five components earlier named and discuss various marketing plans that include particular divisions of labor as well as the responsibilities of each in various projects. It will state the guidelines to be followed in the process of all information sharing and release.

The appendix is as follows:

Purpose of the Digital Strategy

Plan.....1

Using the Digital Strategy	
Plan.....	1
Strategies and Tactics.....	2
Social Media.....	2
Membership and Newsletter.....	3
Website.....	5
Archive.....	7
Information	
Guidelines.....	7
Appendix-Editorial	
Guidelines.....	8

Strategies and Tactics

The Museum of Contemporary Art Detroit targets two audiences: members and the general public. The primary audience targets the regular MOCAD members who contribute greatly to the museum's funding. Members require extra benefits and therefore receive personalized MOCAD membership card, 10% discount on all items in the store, free admission to exhibition openings, complimentary or discounted admission to select Public Programs, 10% off Topsoil Cafe, and inclusion in our member newsletters. The secondary audience covers the general museum audience who range from local Detroit citizens to people around the globe. The general audience requires updates on upcoming events as well as relevant cultural news to continue to attract the public and suggested donations.

Marketing Personas

In order to address all the audiences MOCAD caters towards, three or four marketing personas are needed in order to draw members from each audience. In this regard, being aware of the cost level for each audience is necessary in constructing accurate personas that identify individually with members and the general public.

->Insert Personas Here

Social Media

Technological Infrastructure

MOCAD utilizes several social media platforms with the objective of marketing and maintaining a cultural presence in the online world. These accounts include Twitter, Facebook, Instagram, YouTube, Tumblr, and GooglePlus. Tactics include content that oscillates between upcoming event promotions, current campaigns taking place at the Museum, contemporary art culture, and Detroit culture. Currently, the museum's most active social media sites are Facebook with 22,714 likes/followers and Twitter with 11,666

likes/followers as of 7/29/14 before the August closing. These sites become the primary social media platforms as they attract the largest audiences. From the beginning of January 2014, the Facebook page saw an 18% increase of likes/followers and Twitter accumulated a 21% increase.

The additional social media platforms, including Tumblr, Instagram, and Youtube, act as the secondary platforms. The level of success, as of 7/29/14, rates Instagram at the highest with 1,258 followers, YouTube with 367 followers, and Tumblr with 166 followers. In accordance, from January 2014 to 7/29/14, Instagram saw a 202% increase, Youtube a 59% increase, and Tumblr a 137% increase.

In order to continue growth consistent management is needed.

Content Strategy

The responsibility of the social media posts falls to the current communications team with the division of labor dividing between the Web + Digital Media Manager, any additional communications staff, and the department's interns. Each team member should be assigned a specific task in the posting process with a clear objective.

The interns should be responsible for any research to be completed with the intention of collecting local Detroit news articles, news in the contemporary art world, articles detailing the works of upcoming or current artists being featured, and supporting materials for upcoming events such as artist talks, concerts, or family craft days. This information should then be received by any additional communications staff that collects the data and constructs posts for various social media platforms based on the communications calendar already approved by the Web + Digital Media Manager. Finally, the Web + Digital Media Manager should review all social media posts prior to publishing to the web.

The current objective of the communications team is to increase the number of followers and likes on each social media platform. Posts should follow the set frequency of twice a day during regular season, extra posts when needed, and a daily post when the museum is closed. The posting frequency may also be altered by the Web + Digital Media Manager and/or as needed.

Targets for Success

The final piece of the digital strategy plan assesses the target goal to be achieved, or the level of success. This confirms the progress put in place by the digital strategy plan and functions as a base for developing the social media platforms. Success for social media may be in the form of an increase of followers and likes, as well as event turnout due to online event promotions.

[Insert numbers for end of year if growth remains steady]

Membership and Newsletter

Technological Infrastructure

One of MOCAD's primary sources of funding comes from memberships as detailed in the Strategies and Tactics section. In this regard, membership is extremely important for the growth and upkeep of the museum. Membership growth comes from exhibition openings, special events, and the resident store that sells memberships [\[online store\]](#). The additional aids include the online archive that functions as the living exhibitions previously displayed at MOCAD, and the Mailchimp email account.

There are currently, as of 7/29/14, 416 members that receive special access to MOCAD events and benefits. From the beginning of January 2014 to 7/29/14, the membership saw a 7% increase. The email newsletter, the current number of subscribers is 6,881 on 7/29/14. From January 2014 to 7/29/14 the newsletter received a 9% increase. With the recent archive project to be published to the MOCAD website, the goal is that these stats will increase.

Content Strategy

As membership is classified as external communications while the newsletter remains part of the internal communications, separate strategies are needed.

An increase in membership can come from social media presence online, newsletters, and event promotion. It is up to the communications team to decide how to distribute the ratio of membership marketing across these three communications tools. Within the communications team of the Web + Digital Media Manager, additional communications staff, and interns, there should be a clear division of labor. The interns are assigned the responsibility of collecting research-based membership statistics, event success rates, and number of likes on membership social media posts. Any additional communications staff may take the gathered research and draft membership growths plans, and revisions for membership upcoming events pages and newsletters. These drafts should be proposed to the Web + Digital Media Manager to approve, discard, or make edits. Once a plan or revision has been approved for increased membership, the communications team should schedule a meeting to assign tasks that will execute the approved plan.

A large part of museum visits come from the newsletter that informs subscribers of upcoming exhibitions, concerts, family days, and other MOCAD sponsored events. Membership renewal comes from the special benefits the members receive when purchasing their package. These benefits are marketed through the newsletter which advertises special member events, free MOCAD events, and store discounts. All of these are important information that increases the external participation and funding for the museum. It is important that the newsletter success

rate continues to increase. Within the communications team of lead communications employee, additional communications staff, and interns, there should be a clear division of labor. The interns should collect data for upcoming events and share the calendar with additional communications staff. The staff should then draft the newsletter using the established writing style and design style set by the lead communications employee and approved by the MOCAD staff. Once the draft is complete, the document should be proposed to the lead communications employee who will approve, discard, or make edits to the newsletter. Once the newsletter is approved, it is up to the lead communications employee to send the newsletter to either subscribers or members based on the content.

Targets for Success

In accordance to the museum's objective, the targeted audiences, the external and internal communications, and the division of labor, the level of success can be measured by not only an increase in membership but a higher level of newsletter openings. The target increase in membership for the upcoming year defaults to 10% from the current 7%. In addition, the newsletter is assigned the reasonable target of 10% from the 9%. By assigning the two projects the same percent increase, the select external and internal communications tools can receive overall equal success rates.

Website

Technological Infrastructure

Properties of the MOCAD communications department include the museum's website, www.mocadetroit.org. The website is a huge part of the circulation of information about MOCAD on the web. The site hosts data about upcoming events, programs taking place, the store, the cafe, museum hours, and much more important information necessary to the public. Soon to be added is the extremely significant MOCAD archive completed by Wayne State University. This project will provide the history of the museum easily accessible to the public. The website functions as the constant, largest online presence the museum holds and attracts the most visitors.

During the past year, from 7/23/13 to 7/23/14, the website received 106,918 sessions, 74,350 users, and an average visit duration of 1:34. From the previous year of 7/23/12 to 7/23/13, the collected data shows a total of 116,203 sessions, 82,441 users, and an average duration of 1:21. This reveals an 8% decrease in the number of sessions, a 10% decrease in the number of users, and an 11% increase in the average duration of each session. However, the analytics shows that the duration has increased. Four years ago, from 7/23/10 to 7/23/11, the website collected 219,983 sessions, 183,086 users, and an average duration of 1:01. That

being said, from 7/23/10 to 7/23/14, the website saw a 52% decrease in sessions, a 60% decrease in users, and a 33% increase in the average duration.

Content Strategy

After analysing the objectives, audience, and success rates, a strategy should be followed in the form of increased website visits in an organized, efficient manner with clear objectives in mind. However, because there are two possible decisions for the website, two strategies are needed to represent each possible outcome.

Plan A addresses the strategy if the targeted outcome of the website remaining on the same host site with upgrades takes place. In this case, the website will keep the same domain but receive new designs and undergo rebuilding. Within the communications team of lead communications employee, additional communications staff, and interns, there should be a clear division of labor. The interns will be assigned the responsibility of researching other contemporary art museum websites and drafting design reports said sites use. In addition, the interns will create a work plan that will set the project completion date and set various deadlines for the communications team to follow. This information will aid the communications staff in drafting a new menu, color palette, new wireframes for each page, and other site tools that are to be reconstructed in a set timeframe. The drafts will then be reviewed by the lead communications employee who will select the best designs and revisions based on what the MOCAD staff decides the new site should look like. This information will need MOCAD staff approval.

Plan B accompanies the decision to create a whole new website. This means the museum's site will leave its current host and completely rebuild to website from the ground up. Within the communications team of lead communications employee, additional communications staff, and interns, there should be a clear division of labor. The interns will be assigned the task to complete research in the form of new web hosts, minimal layouts, website grants, and web building companies who donate sites to non-profit organizations. In addition, interns should complete a work plan to guide the rest of the team on a set timeline for completion. This information will aid the communications staff in drafting a homepage wireframe using layouts and host sites the interns researched. The drafts will then be sent to the lead communications employee who will select the desired host site and layout the new website will use. After the lead communications employee secures the approval of the MOCAD staff, the web designing can begin. The interns will be assigned the responsibility of researching other contemporary art museum sites and collecting design stats said websites use. In addition, a new work plan will be created to set the completion date for the new site to be followed by the entire communications team. This information will aid the communications staff in drafting a new menu, color pallet, new wireframes for each page, and other site tools that are to be reconstructed. The drafts will then be reviewed by the lead communications employee who will select the best designs and revisions based on what the MOCAD staff decides the new site should look like.

Targets for Success

In accordance to the museum's objective, the targeted audiences, the current website stats, and the division of labor, the level of success can be measured by an increase in website sessions and users. The overall objective for the site stats are to eliminate all decreases. Though the duration is on a steady increase, the number of sessions and users should also mirror the same increase. In addition, it is the overall goal that the website receives remodeling to attract more viewers, construct a responsive website with large image capacity and fast loading times.

Archive

Technological Infrastructure

Content Strategy

Targets for Success

Information Guidelines

Within the communications team, several policies must be followed in order to eliminate inefficiency and build a strong, reliable department. The following policies include:

- All information collected and drafted by the communications team should be easily accessible to each member
- Any content to be removed from any of the online platforms should receive approval directly from the lead communications employee and archived in an online document accessible by all communications members
- All archived items must include the date the information was archived in addition to the reason the content was removed
- In a crisis situation, the Communications Crisis Plan should be consulted before any action is put into place
- When constructing posts for the internet, a specific writing style should be practiced. This writing style will be established in advance according to the desires of the lead communications employee who follows set marketing personas
- The design style should also be established in advance by the museum as a whole in which case the communications team executes in each post and published document to the web
- The communications team must have a regular meeting in order to discuss upcoming posts, levels of success, projects to begin, and any other information pertaining to the communications of the museum

In addition, it is important to recognize when the communications team needs approval from either MOCAD staff or board members. Interns and any additional communications staff must always seek permission from the Web + Digital Media Manager on all projects, posts, and information. It is then the Web + Digital Media Manager who decides whether any actions need further approval before put in place. All content needing approval from MOCAD staff should be addressed during complete staff meetings. However, if an emergency situation ensues, the lead communications staff may decide an email, phone call, or emergency meeting is needed. If approval is necessary from the Board, the lead communications employee should request a formal meeting if the situation calls for it. In an emergency situation, an email may be drafted as well. Note that any permission required by the Museum of Contemporary Art Detroit Board may take time.