There are two parts to developing a strategy:

1. ACCUMULATING AN INFORMATION BASE (DISCOVERY)

Critical Insight:
What is the business environment and/or problems? What is the competitive framework the brand operates within - the gaps and opportunities? What is the competition offering and saying. What goals should be achieved? What is the problem and the ideal solution that the communication (advertising and/or web site) must solve for the brand?

Issues to deal with:
> Short term:
> - *Implementing CMS (content management solution and identifying key committeemebers who will be authorised to publish material to the site.*
> - *Web 2.0 site features which include Social networking, Video Sharing, etc.*
> - *Search Strategy Implementation. Organic and Paid. Ensure site communications and underlying structure are search engine friendly.*
> - *Evaluate all revenue generation features and processes for ease of use, and efficiency. Donations, new memberships, renewals, corporate development, Transactionalfeatures such as Maps and Published content. Evaluate need and/or implementation of Advertising model*
> Long term
> - *Integration of offline/online database systems.* **Long term issue.**
> - *Implementing Ad Model for future site sustainability. Increase site traffic. Identify web Analytics platform for site auditing. Should discuss 3rd party partner for outside auditing of traffic. Establish media kit for ad sales.*
> - *Identify partners and sponsorship opportunities.*

Consumer/Constituent needs:
Who is the consumer/target? What is the opportunity and/or problem the advertising must address? Determine what strong expectations/motivations the consumer has which represent a major opportunity for the category. Include where possible the consumer's/constituent's purchase/donation decision process
_____
Consumer/Constituent Decision Matrix:
Coupled with our strategic insight about the brand, the target and the opportunities,
what are the stages in the consumer's decision making process that we can identify to help us determine a positioning and focus for our message.

(Mode/Objective/Motivation).
The Matrix for the mode/objectve/motivation offers a clear timeless roadmap for a site organization that allows for segmentation of internal and external uses. By organijzing on what users want to do, instead of an organizational heirarchy that is displayed to the public, the site can be leveraged for ease of use for site/feature updates via a content management solution.

Mode- Primary Mindset/User Status and/or Relationship to the brand.
> *User Relationship-(New member, existing member, Media Contact, Volunteer, etc.,)*
> *Mode - (Learn, Buy, Get, Use, Purchase (process), Support)*

Objective- Task to acomplish
> *(Simple taks that can be categorized within each mode)*

Motivation- (Two-fold):
> ***Rational**-Issue that needs a resolution*
> ***Irrational**-Underlying emotional driver (empowerment, control, convenience, efficiency, competitive advantage, Trust, Asurance, Recognition, etc.*
_____
Already established, but should be populated in a concise document.

Current consumer/constituent belief:
What are the strong issues the consumer believes about the brand and category -their mindset, perceptions, behavior, pressures, etc - good or bad? What do they now think or feel about the brand or it's category?

Desired consumer/constituent belief:
A concise statement of what you want your consumers/constituents to believe about your brand?
How do you want them to consider your brand as the solution to their wants, needs or problems?

Brand Equity:
What are all the elements that are part of the brand's identity and character for consumers that give it value in their minds? What does it stand for? (Do they exist yet? If not, what should theyideally be?
What does the brand "own" or what should the brand "own" in the mind of the consumer?

Already established, but should be populated in a concise document.

2. THE BRAND STRATEGY:

A formalization of the thinking about the market and the opportunities and about the target and what attitude and behavior we want them to have about the product/brand. What do we have that can convince the target to act or feel about our brand the way we want them to? This should clearly lay out the key elements- not just a laundry list - to help focus the creative process on solving the consumer's needs/problems as well as the client's objectives. This is the platform upon which we build the brand. It consists of:

Brand Objectives:
What do we want to achieve for the brand? What do we want the industry and the consumer to think or do about it? What are the goals we want to meet? This must be achievable within the resources the brand is providing. (Is there an existing strategy?)

The Target:
The consumer(s) that the communication is intended to influence. The demographics, psychographics, geographics that help define the target and their attitudes.

Key benefits for target:
What does the product/brand have to offer the consumers to make them want to use or react or return(web) to it? What relevant and compelling promise can it make that will impact their behavior and beliefs? Choose what is most important to the consumer that the brand can deliver. Put yourself in the target's shoes and answer "What's in it for me?". Rank them in order of priority.

Support points for benefits:
The reasons why you can make the brand's promise that supports the benefits you claim. Specific product characteristics, **site features** or ideas which support and reinforce the benefits and make them believable and appealing and easy to visualize. This is important fodder for arriving at a positioning)

Brand Character or Personality:
The personality/image you want to create or which has already been successfully established for the product/brand. (Often helpful to think of a personality or a type of person the brand would be..if it were a person! and describe him/her with adjectives).

Tone of voice:
What is the attitude you wish to create for the brand in the consumer's mind?
(all of this leads to:)

Brand Positioning: (Already Established)
This is the insight gleaned from all of the above that uniquely states the brand/ product's reason for being... the long term benefit for the consumer that comes out of the brand/product itself and can be expressed in a distinct and competitive way? It must be relevant and identifiable to both the user and potential user. What does this brand offer that makes it different/better than it's competition?

3.THE COMMUNICATION STRATEGY
(Often used as a creative brief to guide Creative and Communications for different channels such as print, Direct Mail, broadcast, etc.

in this case it is utilized as a web site creative brief)

A more specific version of the thinking about the target and what attitude and behavior we want them to have about the product/brand experience. What do we have that can convince the target to act or feel about our brand the way we want them to? This should clearly lay out the key elements - not just a laundry list - to help focus the creative process on solving the consumer's needs/problems as well as the client's objectives. This consists of much of what the Brand Strategy has defined.

Positioning: (From the Brand Strategy)
This is the insight gleaned from all of the above that uniquely states the brand/ product's reason for being the long term benefit for the consumer that comes out of the brand/product itself and can be expressed in a distinct and competitive way? It must be relevant and identifiable to both the user and potential user. What does this brand offer that makes it different/better than it's competition?

The Target:
The consumer/constituent that the communication is intended to influence and the relationship to the orgnization. Demographics, psychographics, geographics that help define the target and their attitudes.

Brand Objectives:
The specific goals which the communication should fulfill.
What do we want to achieve for the brand with this communication?

Key consumer/constituent benefits:
What does the product/brand/site experience have to offer the consumers to make them want to use or react or return to it? What relevant and compelling promise can it make that will impact their behavior and beliefs? Choose what is most important to the consumer that the brand can deliver. Put yourself in the target's shoes and answer "What's in it for me?". Rank them in order of priority.

Support points for the benefits:
The reasons why you can make the brand's promise that supports the benefits you claim. Specific product characteristics or ideas which support and reinforce the benefits and make them believable and appealing and easy to visualize.
This is important fodder for creative use.

Brand Character or Personality:
The personality/image you want to create or which has already been successfully established for the product/brand. (Often helpful to think of a personality or a type of person the brand would be..if it were a person! and describe him/her with adjectives).

Tone of voice:
What is the attitude you wish to create for the brand/brand experience in the consumer's mind in this particular communication?

Focus of Message:
This should be the principal expression using all of the above to convince the consumer/constituent/volunteer to use the site donate or buy the brand/product. It is an easy to understand translation of the positioning. A multi-focus statement does not make for effective selling(and makes it difficult for memorable creative development).

Executional Considerations: (where applicable)
Any details, features or requirements that must be covered or addressedin the site development.
Can be timing, price, integration, identity, messaging, types of media, tech specs, etc.

Copy Strategy Development.
A document that should detail copy development and organization that will be search-engine friendly which is distributed across the oprganization for any publisher's of content that are authorized to create content that will live on the web.

Link strategy development
Develop standards and copy style for links. Those that link externally and those that interlink within the site.
Extremely useful for raising the prfile of a site amongs the major search engines.

Content MAnagement
Form-based approach for authorized content development that can be submitted to the web.

Revenue Generation
Future implementation of Advertising modules and location,

User Experience (Brand experience):
Based on the approved brand and communication strategies, the creative development of concepts for the site should express what the users should be made to feel when they visit the site.
Ultimately the site delivers the brand promise.