YMCA of San Diego County
ONLINE MARKETING AND MEDIA PLAN 2009 DRAFT

The Online Marketing and Media plan encompasses all present & future YMCA of San Diego County online properties including the ymca.org website & subdomains, email marketing (ExactTarget), SMM (Social Media Marketing), and SEM (Search Engine Marketing), as well as other online activities including blogs, wikis, social networks, mobile/SMS, virtual worlds, & other forms of online publishing or discussion. The plan's goal is to mirror the purpose and objectives of the Marketing and Communications Plan and intended for use in conjunction with the Social Computing Policy. This plan will continually evolve as new online & social media tools & practices emerge.

1. **Objectives**
   - Monitor & manage our online reputation, while collecting free market research.
   - Combine all online efforts to create a branded circular presence driving traffic to our website.
   - Initiate new relationships & strengthen current relationships by increasing a sense of interconnectedness.
   - Create channels for us to tell our story & for our advocates to tell our story for us.
   - Collect donations online through ymca.org and social networking sites.
   - Educate current and potential constituents about the YMCA of San Diego County.
   - Embrace new (and potentially younger) audiences.
   - Provide customer service communications.

2. **Messaging** - As addressed in the YMCA of San Diego County Marketing and Communications Plan, we will professionally communicate our Mission and values as reflected through our services and programs. Our messages will include:

   - The YMCA is for everybody. We share a common goal: to build strong kids, strong families and strong communities.
   - The YMCA serves more youth and families than any other organization in San Diego County.
   - The YMCA is the heart of San Diego serving the community for over 125 years.
   - The YMCA is a key partner for families and the community and makes an impact daily with programs and facilities that make a real difference in our way of life.
   - The YMCA cultivates strength, instills core values and brings balance to many lives in a fun and safe environment.
   - The YMCA provides over $9.6 million in financial assistance each year so that no child is turned away.
   - The YMCA is the largest child care provider, the leading swim instructor and largest camp provider.

- The YMCA originated many activities and invented basketball, volleyball and racquetball.
- The YMCA builds character through Character Development that teaches values of Caring, Honesty, Respect, and Responsibility.

3. **Strategies**
   - Strengthen relationships through active listening and moderation of forums, boards, blog comments.
   - Build community. Establish a presence where our community already exists & interacts. Fans will share with their friends.
   - Engage others through conversation, creation of relevant content, and asking the right questions.
   - Expand the conversation and react quickly to messages about our organization - both positive and negative.
   - Amplify the YMCA of San Diego County and our Mission.

4. **Tactics**

Flow of Corporate & Branch News & Event Information

- Create a flow of information from Corporate departments: Marketing, Development, & Human Resources, & branches to the Online Media Specialist for posting on the Corporate website & online media locations.
- Coordinate a calendar of Association & branch events for concurrent promotion.

Staff

- Empower staff to be part of the YMCA online community as "advocates" of the YMCA. Announce our presence via our Corporate intranet site (YSharePoint), our electronic staff newsletter (YSpirit!), and as a paycheck attachment for staff who do not have ymca.org email addresses.
- Give staff the ability to comment on YSpirit!. There could be value in the ideas that staff share while creating a sense of community throughout the Association.

Active Listening

- Daily monitoring of RSS feeds with Association, branch, & department keywords. Within Google Reader these items can be starred.
- Create a shared page, for internal use, that management can access of filtered items. (Google Reader's Starred items page).

Website

- The new incarnation of Association websites will be launched by December 2009.
- Create Corporate & branch website guidelines.
- Maintain websites with the most current information, since it is ultimately, where all web traffic will land.

- Add social sharing tools to pages & changing content areas on the homepages of the Corporate & branch websites. (AddThis)
- Using ExactTarget, add an email collection link on all websites triggering a text based email, acknowledging that the site visitor has signed up to receive eNews.

Email Marketing

- Build a content box for use in ExactTarget email marketing pieces that link to our social media properties.
- Create defined Online Registration links for certain promotions making them trackable to measure effectiveness & ROI.
- Simplify the ExactTarget Subscription Center by removing the address attributes as well as any other attributes.
- Examine how data collected from websites should be handled.
- Standardize tour codes in CCC & ask branches to record how new members heard about the YMCA for every membership.
- Evaluate Development's weekly Gift Legacy newsletter to see it's effectiveness & if there is benefit in moving it to ExactTarget.

Social Media

- Use social sharing tools on websites.
- Create & stick to a regular posting schedule being mindful of messaging.
- Employ contests, incentives, trivia and other creative implementations to grow our fan base.

- **Facebook**
  - Create a YMCA of San Diego County page to represent the branches & departments in the Association by promoting news & events. Create a YMCA of San Diego County Careers page for staff recruitment of college students.
  - Using ExactTarget, add link for email collect to both Pages.
  - Add a Facebook Fan Box to "where to find us online" page of the website.
  - Accept donations via the Paypal application, not Causes because administrative fees are too high.
  - Create Youth & Government & Caravans Group to encourage community & to connect with teens online.

- **YouTube**
  - Brand the YouTube site with a banner that clicks through to www.ymca.org & a background to match the website.
  - Post branch & Association videos & allow for rating & commenting. Stay in the conversation with comments & video responses.
  - Favorite videos that help tell our story & subscribe to channels with similar values.

- **LinkedIn**
  - Create a YMCA of San Diego County Group to include staff, community partners, and champions who contribute to our Mission for business networking and staff recruitment.
  - Post Discussion items, News, & Jobs for group members.

- **Blogging & Commenting**
  - The new Association websites will have blogging capabilities. A posting schedule will need to be created & maintained in a timely fashion. This can be used as a News Feed with no commenting by site visitors or used as a blog with commenting. Staff members in charge of blogging must demonstrate their experience & familiarity in the online space.
  - Blogs should include in the sidebar: Categories, Archives, & Tags.
  - Comment approval & registration for blog visitors who want to comment on posts will help to minimize spammer activity.

- **SEM**
  - Our new websites are built using HTML/CSS, which allows for better site optimization. We are eliminating the use of Flash in the site structure, which is not easily searchable by search engines.
  - Register Corporate, all branches, & all departments for Google Local.
  - Craft targeted descriptions, keywords, & tagging for new websites. Include keywords on homepage since it will be search first by search engines.

- **SMS/Mobile**
  - If the need arises, our email marketing service, ExactTarget, offers SMS/Mobile capabilities at the cost of roughly $20,000 per year.

- **Other Social Media sites**
  - If a need is recognized, there is the potential to venture into other social networking sites such as Twitter, Flickr, etc.

- **Branch Online Marketing & Media Plans**
  - Branch plans will parallel this plan.
  - Staff executing branch plans will need to complete a readiness survey as well as demonstrate their experience & familiarity in the online space.

5. **Standards**
   - Maintain a unified Association presence online through consistent branding (i.e. a common look & feel & message) of electronic & online properties.
   - Adhere to established Association graphics standards & use of the YMCA logo as noted in the YMCA of San Diego County graphic standards Manual.
   - Representation of the YMCA of San Diego County on rogue or outside websites will not be tolerated.

- Vendors & partners need prior YMCA approval before using any YMCA logo on their website. Link backs to the appropriate YMCA of San Diego County site are required.
- Refer to the YMCA of San Diego County Social Computing Policy for further information on guidelines & best practice.

6. Measurement

- Daily monitoring and utilization of listening tools, namely Google Reader RSS feed.
- Track fans/followers with relevant growth trends as well as engagement. (Facebook & YouTube)
- Number of clicks tracked from posts with URL shorteners. (bit.ly)
- Run monthly web analytics reports and include traffic to the website from social media venues in web analytics reports.
- Quantified sentiment ratings from the audience based on the joyful or dissentient content they produce.
- Evaluate & determine online media monitoring & measurement tools. (Radian6, Omniture, or ViralHeat)
- Aggregate all social media analytics in one area in a spreadsheet.
- Generate e-commerce click through links, identifiable URLs for online purchases.
- Standardize tour codes in CCC to measure ExactTarget ROI, especially for the annual Membership Drive.

7. Time & Resources

Social media does not cost that much to perform effectively. However, do not underestimate the amount of time it will take to develop a social media plan, create valuable content, manage communications amongst the audience, conduct active listening, and measure results accordingly.