

## **Marketing and Communications Strategy Priority Implementation Plan and Resource Requirements**

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**Purpose of Paper:** To outline the progress to date on the Marketing and Communications Strategy and Plan and request on-going and one-time additional resources to ensure it is successfully implemented (table below and details Appendix 1); to make resource proposals that would ensure long-term success of the goals of the Strategy for The Cochrane Collaboration (Appendices 2 & 3); and to facilitate formal communication of the implementation plan to entity executives.

**Urgency:** Urgent – this initiative aligns with several others and needs to be well underway. It also has several implications for the 20<sup>th</sup> Anniversary Year (2013).

**Access:** Open

### **Background**

Funds were approved at the Split mid-year meetings to hire a firm (Delta Media) to deliver their proposed activities to develop and help implement a Marketing and Communications Strategy and to hire a Marketing and Public Relations Officer (MPRO) for one year (to be reviewed for sustained funding- request in this paper). The purpose of the Strategy is to create and implement a polished and professional communications plan in order to further the mission and vision of The Cochrane Collaboration through messaging and brand refinement. This will allow the organisation to experience a higher level of recognition and comprehension globally, increasing its profile in the health care community. The Strategy was delivered to the CCSG at the Madrid meeting and was discussed and supported. It was recognised that full implementation of the plan would require a resource injection and the Project Board was asked to develop a prioritised implementation plan, with additional resource requirements.

The work plan in this document (Appendix 1) outlines what needs to be done, in what priority (per the Project Board) and what additional resources are required in order to fully implement and sustain the Marketing and Communication Strategy and Plan designed for The Cochrane Collaboration. The approved strategies have not been changed but detail around priority, resource needs, actions and people to implement have been fleshed out (for the full report see: <http://www.cochrane.org/intranet/development-projects/marketing-and-communications-Strategy>). It will not be implemented all at once and so the entire resource infusion will be spread over a couple of years. We already have in-house and approved resources for some of these and where this is the case, those personnel are beginning to work Strategy implementation into their plans.

To ensure the ongoing success of the investment in this work and the implementation of this Strategy, additional human resources will be required now and in the longer term as things ramp up (see Appendix 2). We

are pleased that Wiley has agreed to offer some of their expertise, in-kind, to assist in the development and implementation and so this may reduce the cost (see Appendix 3 for how we plan to work with Wiley). Where additional funding is required, it is clearly indicated.

### **Proposal**

The Strategy tactics that have resource needs are summarised in the two tables following (with details of every Strategy tactic in Appendix 1). As stated, please note that some resources already exist in the budget and some will be new; some are ongoing requests, some are one-time expenses invested into the Strategy. In order to see the total investment – all costs are included and any new expense requests are indicated (for approval). Implementation details of all tactics are in the pages that follow in Appendix 1.

### **Resource Implications**

Investment required for completion, maintenance and on-going evaluation of the Strategy:

*Ongoing:* £50,000 for dedicated personnel and associated costs ;  
Up to £20k per annum in consulting services if required; see table

*One-time expenditure:*

2012: £12,000 (plus additional web team expenses, as indicated in their budget)

2013: £25,000-46,000

**Review Period:** The Strategy and its effectiveness have built in review periods and key indicators of success, as outlined for each tactic. The lead project personnel will monitor these and ensure we are routinely evaluating what we are doing, modifying if there are issues, eliminating what is not working and investigating what should be done instead, if anything. Any additional resource requirements outside of existing approval limits will be presented to the CCSG as needed.

### **Decisions Required of the Steering Group**

1. Approve the request for an ongoing annual marketing and communications budget (including dedicated human resources, such as a full-time, permanent MPRO – or other lead position, if defined in a new organisational structure), as outlined in the table below.
2. To support the decision of the Project Board to take the Strategy forward and implement it within the approved budget(s) including associated budget requests (e.g. Web Team/CEU).
3. To approve maximum one-time expenses – for the Project Board/personnel responsible to use to ensure the elements required are developed professionally, effectively and efficiently (note, the total may not need to be spent, but parameters are requested) as indicated in the table below.

Acronym Key:

Marketing Communication Co-ordination Group (MCCG)

Marketing and Public Relations Officer (MPRO)

Project Board (PB)

Steering Group (SG)

First Priorities: Present to seven months (by end of 2012)– immediate approval sought			
<b>Tactic</b>	<b>Ongoing budget implications (\$CAD)</b>	<b>One-time budget implications (\$CAD)</b>	<b>Current status (February 2012)</b>
<b>Establish a Marketing Communication Co-ordination Group (MCCG)</b>	(costs covered in MPRO staff and running costs budget, below)		Costs covered in MPRO budget until June 2012 (Split) APPROVAL REQUIRED (as an ongoing budget item, rolled into cost (1) below)
<b>Increase the resources dedicated to marketing communication</b>	(1) \$78,700 CAD  (2)\$31,500 (annual consulting budget, PRN)		(1) Costs covered in MPRO budget until June 2012 (Split); ONGOING APPROVAL REQUIRED (2) This expenditure will be used PRN and may not be necessary if working with Wiley meets success ONGOING APPROVAL REQUIRED (PRN)
<b>Refine key messages and secondary supporting messages</b>		\$4000	FYI: Maybe reduced due to Wiley in-kind expertise; in-kind assistance of MCCG members FOR APPROVAL
<b>Create and distribute a new visual identity for the Collaboration and its entities</b>		\$3000	Underway (May be completed by this time – here as FYI)
<b>Develop and distribute a new style guide to govern use of the brand identity (and ensure implementation)</b>		\$3500	FOR APPROVAL
<b>Apply the new branding to all Cochrane vehicles and activities</b>		(\$10,000 total - \$5000 this period)	Not existing – will need approval for expenditure
<b>Develop a series of publication templates for reports and newsletters</b>		\$5000	FOR APPROVAL

Enhancement of the websites of The Cochrane Collaboration, <i>The Cochrane Library</i> and all entities		\$3000 (design)  Plus: Web Team costs	FOR APPROVAL  In Web team budget
Build a searchable database of newsletters on Cochrane.org		Web Team cost	In Web team budget
Build a searchable, online database of Cochrane events		Web Team cost	In web team budget
<b>Totals</b>	\$78-110,200 CAD (after 31 June) = approx. £50-70,000	\$23,500 CAD  = approx. £15,000	<b>In GBP:</b>  Total new spend (ongoing): £50,000-70,000  Total one-time spend: £15,000  <b>Total Spend Priorities 1:</b> £50,000 -85,000

**Second Priorities (completion expected by December 2013; approval and endorsement TBD):**

Tactic	Ongoing budget implications (\$CAD)	One-time budget implications (\$CAD)	Current status (Jan 2012)
Apply the new branding to all Cochrane vehicles and activities		(\$10,000 total - \$5000 this period)	Not existing – will need approval for expenditure
Build a bank of photos to accompany media releases		\$5000 (photographer hire)	Compiling existing photos; use of photographer not begun
Build a bank of high-quality videos for the YouTube channel		\$15,000 (NA) (videographer hire)	Video underway - footage in Madrid; enhancements in UK/Paris planned  Future – update as needed, since we'll have a big bank of footage on hand.
Co-ordinate media relations efforts with the Wiley team		\$5000 (in kind with Wiley; and as needed overtime)	In-kind support from Wiley; MPRO budget
Capitalise fully on Cochrane events		\$10,000	Not existing – will need approval for expenditure

<b>Capitalise on External Events</b>		\$5000	Not existing – may need approval for expenditure
<b>Secure opportunities to tell the Cochrane story at all events</b>	\$10,000 (printing of materials and display upkeep)	\$10,000 (exhibit display)	Not existing – will need approval for expenditure
<b>Trial advertising campaign</b>		\$12,500	Not existing – may need approval for expenditure
<b>Total Priorities 2</b>	\$10,000 CAD = approx. £6400  (plus staff costs year on year, as above)	\$67,500 (less \$5000 in-kind; less \$15,000 already in Video; potentially no ad campaign)  = approx. £43,400	<b>In GBP:</b>  Total new spend (ongoing): £6400  Total existing or uncertain one-time spend: £17,000  Total new one-time spend: £22,500  <b>Total Cost Priorities 2:</b> £45,900 (if all completed)

## Appendix 1: Marketing and Communications Strategy Priority Implementation Plan

### Summary of Tactics and Priorities

Priorities
<p>Increase resources dedicated to marketing and communication for Collaboration and entities (High)</p> <p>Use Collaboration's 20th anniversary to focus many of the tactics recommended in plan (High)</p> <p>Marketing and Communications</p> <ul style="list-style-type: none"> <li>• Establish Marketing Communication Co-ordination Group (MCCG) (High)</li> <li>• Refine key messages and secondary supporting messages (High)</li> <li>• Create and distribute new visual identity for Collaboration and entities (High)</li> <li>• Apply new branding to all Cochrane vehicles and activities (High)</li> <li>• Develop and distribute style guide to govern use of brand identity (High)</li> <li>• Develop policy to guide naming of new entities, programs and services (High)</li> <li>• Develop versions of visual identity for use by partners in publications and websites (High)</li> <li>• Develop series of publication templates for reports and newsletters (High)</li> <li>• Develop branded eNewsletter for Collaboration (High)</li> <li>• Develop branded email announcement for breaking news (High)</li> <li>• Develop media list of key reporters in key markets around world (High)</li> <li>• Create Media Release Strategy (High)</li> <li>• Co-ordinate media relations efforts with Wiley team (High)</li> <li>• Build comprehensive News section of Cochrane website (High)</li> <li>• Seek opportunities to express expert opinions on matters related to evidence-based decision-making in health care (Moderate)</li> <li>• Build bank of photos to accompany media releases (Moderate)</li> <li>• Research, develop and distribute stories of impact and human interest stories (Moderate)</li> <li>• Research and develop web content designed to tell Cochrane story (High)</li> <li>• Build bank of high-quality videos for YouTube channel (Moderate)</li> </ul> <p>Web</p> <ul style="list-style-type: none"> <li>• Enhancement of The Cochrane Collaboration, <i>The Cochrane Library</i> and all entity websites (High)</li> <li>• Build searchable database of newsletters on Cochrane.org (High)</li> <li>• Build searchable, online database of Cochrane events (High)</li> </ul>

## Social Media

- Enhance Twitter feed (High)
- Use Facebook channel to engage members of Cochrane Community (High)
- Focus and enhance LinkedIn presence (High)
- Develop new Cochrane Blog (High)
- Develop social media Strategy for each major Cochrane event (High)

## Events

- Capitalise fully on Cochrane events (Moderate)
- Secure opportunities to tell full Cochrane story at Cochrane events (High)
- Capture video footage of major presentations and speeches (High)
- Capitalise on External Events (Moderate)

Enhance Annual Report (High)

Develop timely process for developing position statements (High)

Trial advertising campaign (Low)

## Detailed tactics, action items and performance indicators

### MARKETING AND COMMUNICATIONS RESOURCES

Priority: High		
<b>Tactic: Establish a Marketing Communication Co-ordination Group (MCCG): CONVENED</b>		<b>Audience:</b> Centres and other entities
<p><b>Action Item:</b> MPRO to develop MCCG description and terms of reference for PB approval.</p> <p><b>Action Item:</b> PB to compose list of those working in communications throughout Collaboration who are appropriate for membership on MCCG. Mary Ellen Schaafsma, as Centre Executive member, to circulate to Centre and Branch Directors asking for additional names.</p> <p><b>Action Item:</b> PB to circulate description, terms of reference and invitation to those identified as valuable to MCCG.</p> <p><b>See Appendix 2 for initial list, terms of reference and membership request email.</b></p>		<p><b>Completed:</b> Yes</p> <p><b>Date:</b> 22 February 2012</p>
<p>Include representatives who are responsible for communication from Centres and other entities</p> <p>Include staff and volunteers, as appropriate for the group</p>		

<p>Use teleconferences, meetings and virtual workspaces to plan together, collaborate on key vehicles and activities, share resources and promote best practices</p> <p>Rotate the chair duties of the group among members – MPRO will chair group for consistency</p> <p>Develop and secure the approval of formal terms of reference for the MCCG</p> <p>Focus initial efforts on co-ordinating the gathering and exchange of news, newsletters and potential stories for media relations efforts</p> <p>Develop and agree to an editorial policy of what news and information will be published by whom and in what channels; review the policy annually</p>	
<p><b>Budget (ongoing cost):</b></p> <p>Infrastructure and operations (teleconferences, face-to-face meetings, shipping) – incorporated into running costs of MPRO</p> <p>Current implications: None until 1 July – already budgeted in MPRO and running costs approval (Split)</p>	<p><b>Timing:</b></p> <p>Q4 2011 to recruit</p> <p>Q1 2012 for inaugural meeting</p> <p>Ongoing thereafter</p>
<p><b>Performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of members actively participating</li> <li>• Number of meetings</li> <li>• Number of initiatives on which members are actively collaborating</li> </ul>	

Priority: High		
Tactic: Increase the resources dedicated to marketing communication for the Collaboration and its entities	Audience: NA	
<u>Action Item:</u> MPRO to create organisational chart of ideal communications team. <u>Action Item:</u> PB to submit proposal to (SG) for approval of continuous, full-time MPRO, and any other staff deemed appropriate. As well as \$20,000 annually for ongoing communications consultations. <b>See Appendix 2 for MPRO’s current roles and future communications team including job descriptions.</b>		<b>Completed:</b> <b>Date:</b>
Ensure one full-time marketing communication professional is in place at the Collaboration Ensure funds are in place to retain marketing communication consultants in peak periods of activity Encourage Centres to also ensure (one) full-time marketing communication professionals are in place Secure adequate budgets with which to implement the recommended tactics in this plan over the next three years After three years, evaluate the impact and ROI of the plan and reset the budget accordingly		



<p>Budget (ongoing cost):</p> <p>£50,000 (GBP) annually for marketing communication staff (salary, benefits, running costs, etc.)</p> <p>Current implications: none until 1 July when current MPRO approval expires</p> <p>\$20,000 annually for consultants (ongoing cost; may be provided in-kind by Wiley)</p> <p>Current implications: None until budget for current approved consulting with Delta expires (Split)</p>	<p>Timing:</p> <p>Q1 2012 for marketing communication staff</p> <p>Ongoing for consultants</p>
<p><b>Performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Allocated budget per year</li> <li>• Combined number of impressions created per year via all channels</li> <li>• All other performance indicators indicated in sections below</li> </ul>	

Priority: High		
Tactic: Use the occasion of the Collaboration’s 20th anniversary to focus many of the tactics recommended in this plan		Audience: All
Action Item: Incorporate new key messages and branding into all 2013 communications materials. MPRO to liaise with Anniversary Taskforce to ensure members have tools/information to implement messages and branding.		Completed: Date:
Time the release of the new branding, templates, web interface and to capitalise on the excitement of the celebration and mark the anniversary		
Budget: NA	Timing: Q1 – Q4 2012 for preparations Q1 2013 for launch Ongoing throughout 2013	
Performance indicators: <ul style="list-style-type: none"><li>• Number of deliverables ready and distributed to coincide with the anniversary</li><li>• Overall level of internal support for, and adoption of new branding, templates and web interface</li></ul>		

## MEDIA

<b>Priority: High</b>	
<b>Tactic: Develop a media list of key reporters in key</b>	<b>Audience: News reporters and their audiences</b>

<b>markets around the world: UNDERWAY</b>	
<b>Action Item:</b> MCCG to develop - MPRO to co-ordinate. Circulate to Centre and Branch directors and Wiley-Blackwell for additional contacts.	<b>Completed:</b> <b>Date:</b>
<p>Work with Cochrane Centres and other entities to build and maintain the list</p> <p>Use the list for distribution of releases, op-ed submissions and letters to the editor</p> <p>Include reporters, editors and producers who are focused on health, health research and health policy</p> <p>Focus on outlets more likely to reach key health policy-makers and key opinion leaders among practitioners</p>	
<b>Budget:</b> NA – to be completed by staff and volunteers	<b>Timing:</b> 2012 for research and development 2013 and thereafter for maintenance
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of reporters on the media list</li> <li>• Number of contributions to the list from Cochrane Centres</li> <li>• Overall effectiveness rate of the list (i.e., number of media hits divided by number of reporters on the list)</li> </ul>	

<b>Priority: Moderate</b>	
<b>Tactic:</b> Seek opportunities to express expert opinions on matters related to evidence-based decision-making in health care	<b>Audience:</b> Editors and their audiences
<b>Action Item:</b> Ongoing when media lists are established and high priorities are implemented.	<b>Completed:</b> <b>Date:</b>
<p>Develop timely letters to the editor and op-ed submissions and present these to key newspapers</p> <p>Tie these letters and op-ed submissions to the approved position papers and to current events</p> <p>Develop and present speeches on similar key issues and position papers</p> <p>Post letters, op-ed submissions and speeches to the News section of the website</p> <p>Aim for quality of materials, not quantity</p>	
<b>Budget:</b> N/A	<b>Timing:</b> Q4 2012 for research and deployment Ongoing deployment thereafter
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of opinion pieces developed and distributed per year</li> <li>• Number of media hits generated by these</li> <li>• Total audience reached by these</li> </ul>	

Priority: High		
Tactic: Create Media Release Strategy		Audience: Editors, reporters and their audiences
Action Item: MPRO to create and submit to MCCG for comments.		Completed: Yes. Date: November 2011
Identify key personnel with the Collaboration that must be notified of media releases (web team, social media person, etc.) Create an approval process Prepare web and social media content in advance for rapid deployment Provide media training and support (i.e., media lines, Q&As) to spokespeople associated with each release		
Budget: N/A	Timing: Q4 2011 Ongoing thereafter	
Performance indicators: <ul style="list-style-type: none"><li>Completion of the list of personnel and approval process</li><li>Number of web and social media articles created</li><li>Number of individuals trained to act as media spokespeople</li></ul>		
Priority: Moderate		
Tactic: Build a bank of photos to accompany media releases		Audience: Editors, reporters and their audiences
Action Item: MPRO to liaise with photographers. Action item: MPRO to work with MCCG to establish list of desired photos. Action item: MPRO to create inventory of photos already available.		Completed: Date:
Hire professional photographer to take stock photos under the ownership of the Collaboration to be used with media release distribution When appropriate photos cannot be taken, liaise with photographer to purchase rights of photos from other sources		
Budget (one-off cost): \$5,000 10 days at \$500 each = \$5,000 Current implications: non-urgent prior to request at next face-to-face CCSG	Timing: Q1 2013	
Performance indicators: <ul style="list-style-type: none"><li>Number of photos added to a photo bank</li><li>Number of times photos were used in presentations, print or online</li></ul>		

<b>Priority: High</b>	
<b>Tactic: Co-ordinate media relations efforts with the Wiley team: UNDERWAY</b>	<b>Audience:</b> Editors, reporters and their audiences
<b>Action Item:</b> MPRO/MCCG to liaise with Wiley-Blackwell to create a co-ordinated media Strategy [clarify Wiley's role; Collaboration's role; Collaboration's role when there is <i>Library</i> news, Collaboration news; and when we have stories to tell (and what those stories are)].	<b>Completed:</b> <b>Date:</b>
<p>Ensure greater visibility to information on the Collaboration, its people and principles in the Wiley media releases (i.e., more detailed boilerplates and backgrounders)</p> <p>Identify spokespeople for major announcements of new reviews and indicate their availability for interviews on media materials and on the Cochrane.org website (News section)</p> <p>Prepare web and social media content in advance for rapid deployment in sync with Wiley</p> <p>Provide media training and support (i.e., media lines, Q&amp;As) to spokespeople associated with each release</p>	
Budget (one-off cost, and at turn-over): \$5,000 for media training of key spokespeople (trainer fees plus training materials) <b>TBD</b> Current implications: None	Timing: 2012 for preparation Ongoing deployment thereafter
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of people trained</li> <li>• Evaluations of the individuals trained</li> <li>• Effectiveness of the individuals in media interviews, as judged by the MCCG</li> </ul>	

<b>Tactic: Media Review</b>	<b>Audience: All</b>
<p>Undertake a review of all media coverage of the Collaboration and its entities in the three years</p> <p>Assess a random sample of articles for the consistency of the branding and the extent to which key messages are being communicated</p> <p>Work back to note the most effective efforts to generate media coverage</p> <p>Prepare a report of findings and share widely with all entities, Collaboration staff and leadership</p>	
Budget: NA – To be completed by Collaboration staff with the MCCG	Timing: Q3 2013 for design and coding Q4 2013 for deployment

**BRANDING**

Priority: High		
Tactic: Create and distribute a new visual identity for the Collaboration and its entities		Audience: All
Action item: MCCG to work with professional communications firm to decide new visual identity and branding of The Cochrane Collaboration, its entities, and <i>The Cochrane Library</i> . To be put to Steering Group for approval.		Completed: Date:
Refine the existing visual identity, while respecting the history of the organisation and those features of the current visual identity (esp., logo) which have been used consistently and are well known in the community Adopt a consistent approach to the word “Cochrane,” the logo and the name of the entity Allow for some minor customisation (e.g., replacing the diamond in the logo) by individual entities		
Budget (one-off cost): \$3,000 for development, design and refinement Current implications: None until budget for current approved consulting with Delta expires (Split)		Timing: Q1 – Q3 of 2012 for design and approval Q4 2012 for internal launch Q1 2013 for external launch
Performance indicators: <ul style="list-style-type: none"><li>• Completion and consistent application of the new branding</li><li>• Overall support for the new visual identity, as determined by a survey of internal and external audiences</li></ul>		

<b>Priority: High</b>		
<b>Tactic: Apply the new branding to all Cochrane vehicles and activities</b>	<b>Audience: All</b>	
<b>Action Item:</b> Ongoing after branding is approved		<b>Completed:</b> <b>Date:</b>
<p>Secure SG approval of the new visual identity at Paris (if development completed in time)</p> <p>Once approved, proceed to prepare to apply the new identity to all Cochrane vehicles and activities</p> <p>Instruct all entities to exhaust their current supplies of printed materials between now and Q4 2012</p> <p>Build printing costs for the new visual identity into the normal costs of replenishing supplies</p> <p>Set a firm launch date for the new visual identity in late Q4 2012 and prepare to switch all electronic vehicles and templates on that day</p> <p>Have a modest budget available to assist those entities who will face reprinting charges to meet the launch date</p>		
<b>Budget (one-off cost):</b> \$10,000 for assistance to entities who face reprinting	<b>Timing:</b> Q4 2012 and Q1 2013 for application of new	

charges in order to meet the launch date for the new visual identity Current implications: non-urgent as design and guide development are needed first	branding
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Completion and consistent application of the new branding on time and on budget</li> <li>• Consistent application of the new visual identity on 100% of Cochrane vehicles, as determined in a review of Cochrane Collaboration vehicles</li> <li>• Effective and timely distribution of funds to assist entities with reprinting costs</li> </ul>	

<b>Priority: High</b>	
<b>Tactic: Develop and distribute a new style guide to govern use of the brand identity</b>	<b>Audience:</b> Staff, entities and partners
<b>Action Item:</b> MPRO to create (with input from MCCG) and seek approval from SG (designers may be able to provide best practices regarding a style guide/brand manual). <b>Action Item:</b> MCCG to distribute to Collaboration and monitor implementation.	<b>Completed:</b> <b>Date:</b>
Include rules for how to use the new visual identity and guidelines for how not to use it Include guidelines for when it is appropriate to use the new visual identity Post to the intranet and distribute to all entities and partners Host webinars to launch the new visual identity and style guide and deliver training to communicators Continually monitor use of the Cochrane visual identity against the guidelines in the style guide – take corrective measures when necessary	
Budget (one-off cost): \$3,500 for design and development Current implications: None until budget for current approved consulting with Delta expires (Split) [(webinar development and hosting) This may not carry a cost as content can be developed internally and the Collaboration has platforms to host such webinars].	Timing: Q3 2012 for development and design Q4 2012 for internal launch 2013 and beyond for monitoring
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Completion of the style guide</li> <li>• Number of times the style guide is downloaded</li> <li>• Consistent application of the new visual identity, as determined in a review of Collaboration vehicles</li> </ul>	

Priority: High		
Tactic: Develop a new policy to guide the naming of new entities, programs and services		Audience: All
Action Item: MPRO to create (with input from MCCG) and seek approval from SG.		Completed: Date:
<p>Secure SG approval for a new policy that guides the development of names for new entities and other groups within the Collaboration</p> <p>Ensure a more consistent use of “The” and “Cochrane” followed by the name of the particular group or activity (i.e., “Consumer Network,” “Colloquium” or “Library”</p> <p>Discourage the use of any acronyms in place of full names, to preserve the use of the word “Cochrane” as the unifying factor</p> <p>Once the policy is approved, proceed to the renaming of those groups that do not currently adhere to this standard</p> <p>Continually monitor names of entities to ensure compliance</p>		
Budget: NA		Timing: Q3 2012 to consult with entities and develop policy Q4 2012 to secure approval Ongoing thereafter to rename and monitor
Performance indicators: <ul style="list-style-type: none"><li>• Adoption of a new naming policy</li><li>• Consistent application of the policy as determined in a review of Cochrane entities and how they are presented</li></ul>		

<b>Priority: High</b>		
<b>Tactic: Develop versions of the visual identity for use by partners in their publications and websites</b>	<b>Audience:</b> Partners and their audiences	
<b>Action Item:</b> MCCG to create and seek approval from SG.		<b>Completed:</b>
<b>Action Item:</b> Once approved, MPRO to distribute to all identified partners.		<b>Date:</b>
<p>As part of the style guide, develop firm guidelines for all partner organisations that wish to display the Cochrane visual identity as part of their work</p> <p>Appoint individuals throughout the Collaboration to contact partner organisations, share the appropriate section of the new style guide and encourage adherence to the new guidelines</p> <p>Prepare electronic files to make it easy for partners to act quickly and consistently in applying the new guidelines as of the launch date</p>		
<b>Budget:</b> NA (see budget for style guide)	<b>Timing:</b> Q4 2012 for distribution to partners	

**Performance indicators:**

- Completion and distribution of the files to partners
- Consistent application of the new brand by partners, as determined by a review of their vehicles

**Priority: High**

**Tactic:** Develop a series of publication templates for reports and newsletters

**Audience:** Publishers within the Cochrane community and their audiences

**Action Item:** MCCG to identify designer to create (likely branding designer).

**Action Item:** MCCG to discuss with Web Team as there will likely be cross-over.

**Action Item:** MCCG to distribute to Collaboration.

**Completed:**

**Date:**

Enable and require entities to prepare and publish eNewsletters or newsletters that are consistent in their look and branding

Save the entities time and money in the process

Facilitate the gathering of all publications onto the Cochrane.org site by ensuring consistency in file formats

Distribute the templates to entities, including editorial guidelines, working through the MCCG

Offer training and encouragement to newsletter publishers via webinar

**Budget (one-off cost):**

\$5,000 for design

Current implications: None until budget for current approved consulting with Delta expires (Split)

\$2,500 for webinar development and hosting (There may not be a cost as the content can be developed internally and the Collaboration has platforms to host such webinars. The cost would be staff time.)

**Timing:**

Q4 2012 for development

Q1 2013 for distribution and training

Q1 2013 for deployment

**Performance indicators:**

- Number of templates designed and distributed
- Consistent application of the new templates as determined by a review of Cochrane publications

**Priority: High**

**Tactic:** Develop a branded eNewsletter for the Collaboration

**Audience:** Cochrane community

**Action Item:** MCCG to identify designer to create (likely branding designer).

**Action Item:** MCCG to discuss with Web Team as there will likely be cross-over.

**Action Item:** MCCG to distribute to Collaboration.

**Completed:**

**Date:**



<p>Replace the current blog with a quarterly newsletter sent via email (similar to the former 'Cochrane News')</p> <p>Ensure the eNewsletter is mobile friendly and includes visuals and links to more detailed, online information</p> <p>Focus on stories of people (e.g., staff changes, awards), values (e.g., new position statements and why they were adopted) and impacts (e.g., how the findings of Cochrane Reviews are being taken up and used to develop policy and influence practice)</p>	
<p><b>Budget:</b></p> <p>NA- part of publication template design</p>	<p><b>Timing:</b></p> <p>Q4 2012 for initial design</p> <p>Q1 2013 for launch</p>
<p><b>Performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Completion of the new eNewsletter</li> <li>• Content analysis of the newsletter to determine if content matches Strategy</li> <li>• Readership statistics for the newsletter as determined by the email management system used (e.g., Constant Contact)</li> </ul>	

Priority: High		
Tactic: Develop a branded email announcement for breaking news	Audience: Cochrane core and community	
Action Item: MCCG to identify designer to create (likely branding designer).		Completed:  Date:
Action Item: MCCG to discuss with Web Team as there will likely be cross-over.		
Action Item: MCCG to provide to CEU and COU.		
Use this channel sparingly to avoid audience fatigue (i.e., when the news cannot wait for the next scheduled newsletter)  Keep announcements brief, mobile-friendly and linked to the News section of the site  Where appropriate, include visuals to back up the story and draw interest		
Budget:  NA- part of publication template design	Timing:  Q4 2012 for initial design and deployment  Q1 2013 for ongoing deployment	
Performance Indicators: <ul style="list-style-type: none"><li>Completion of the new branded email template</li><li>Number of email messages issued</li><li>Readership statistics from the emails as determined by the email management system used</li></ul>		

<b>Tactic: Message and Branding Review</b>	<b>Audience: All</b>
<p>Undertake a review of all marketing communication vehicles by the Collaboration and its entities</p> <p>Assess each for the consistency of the visual identity, the alignment with the style guide and the extent to which key messages are being communicated</p> <p>Assess the extent to which the new nomenclature policy is being adhered to</p> <p>Prepare a report of findings and share widely with all entities, Collaboration staff and leadership</p>	
<b>Budget:</b> NA – To be completed by Collaboration staff with the Marketing Communication Co-ordination Group	<b>Timing:</b> Q3 2013 for design and coding (online survey) Q4 2013 for deployment

<b>Tactic: Publications Review</b>	<b>Audience: All</b>
<p>Develop and implement an online readership survey and invite all audiences to participate</p> <p>Assess the frequency with which various marketing communication vehicles (e.g., newsletters, annual report, emails, blog, etc.) are read and the thoroughness with which they are read</p> <p>Assess traffic and downloads on the publications database</p> <p>Seek suggestions for how better to meet the audiences' needs and expectations</p>	
<b>Budget:</b> NA – To be completed by Collaboration staff using web-based survey system	<b>Timing:</b> Q3 2013 for design and coding Q4 2013 for deployment

## WEBSITE

Priority: High		
Tactic: Enhancement of the websites of The Cochrane Collaboration, <i>The Cochrane Library</i> and all entities: UNDERWAY		Audience: All
Action Item: MCCG to identify professional web designers (preferably designers used for other branding initiatives) to design web appearance , but Web Team for implementation (MCCG and Project Board to be kept informed ongoing)		Completed: Date:
Ensure full alignment with the new branding Strategy Bring about greater consistency in design and navigation across all sites Develop a new navigation bar and menu structure for the site Organise content around the key areas of activity of the Collaboration and its entities Ensure a consistent set of navigation bars across all of the websites Introduce the new designs and train people to work with the templates using webinars		
Budget (one-off costs): \$3,000 for design and \$10,000 for coding of the new		Timing: Q4 2012 – Q1 2013 for development and design

<p>main page for the site and the template for the new entity main pages</p> <p>– professional web designers to design web appearance</p> <p>Current implications: None until budget for current approved consulting with Delta expires (Split)</p> <p>Web Team to implement. Initiative to be led by Collaboration, but implemented with Wiley so the <i>Library</i> can be adjusted accordingly.</p> <p>Current implications: none, until after design elements delivered</p> <p>\$5,000 to develop and host webinars (There may not be a cost as the content can be developed internally and the Collaboration has platforms to host such webinar. The cost would be staff time.)</p>	<p>Q2 2013 for internal launch and training</p> <p>Q3 2013 for launch</p>
<p><b>Performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Completion of the new site on time and on budget</li> <li>• Survey of visitors to determine reaction to the new design</li> <li>• Increase in traffic to the website, as measured using Google Analytics</li> </ul>	

<b>Priority: High</b>		
<b>Tactic: Build a comprehensive News section of the Cochrane website: UNDERWAY</b>		<b>Audience:</b> All, but primarily editors, reporters and their audiences
<b>Action Item:</b> MPRO to research good media sections of other websites for reference (include an 'Ask the Expert' section) <b>Action Item:</b> MPRO to draft and send to MCCG and Web Team for consideration. <b>Action Item:</b> Web Team to build		<b>Completed:</b> <b>Date:</b>
Include all items listed above as well as contact information for key media contacts around the world Ensure the section is current at all times Include the URL to the section (e.g., <a href="http://Cochrane.org/news">Cochrane.org/news</a> ) on all media materials		
<b>Budget:</b> NA – to be integrated into the site using existing staff	<b>Timing:</b> Q2 2012 for development, design and coding Q3 2012 for initial launch Ongoing maintenance thereafter	
<b>Performance indicators:</b>		

- Completion of the news section on time and on budget
- Traffic to the section, as determined by Google Analytics
- Feedback on the section as determined by an online survey for visitors to the section

Priority: High		
<b>Tactic: Build a searchable database of newsletters on Cochrane.org</b>		<b>Audience:</b> All
<b>Action Items:</b> Pass to Web Team for implementation.		<b>Completed:</b> <b>Date:</b>
<p>Allow visitors to search for articles by topic, author, entity and date</p> <p>Make the database available in the News/newsletter section of the Cochrane.org site</p> <p>Develop a process through which newsletter publishers in all entities post their newsletters to the News/newsletters section of the site and make them available for searching and browsing</p> <p>Establish a process for regularly maintaining the Newsletters section by moving past editions to an archive (also accessible on the site) and discontinuing any newsletter that has not published in 24 months</p>		
<b>Budget (one-off cost):</b> \$2,500 for database programming and coding (There may not be a cost as the Web Team may have this within existing budget (consulting with them now. The cost would be staff time.)		<b>Timing:</b> Q2 2012 for development and coding Q3 2012 for deployment Ongoing maintenance thereafter
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Completion of the database and user interface on time and on budget</li> <li>• Per cent of all newsletters entered into the database at the start</li> <li>• Number of complaints over the functionality of the database</li> <li>• Number of downloads of newsletters from the database, as determined by Google Analytics</li> <li>• Per cent of all newsletters published by Cochrane and its entities entered into the database after 1 year</li> </ul>		

Priority: High		
<b>Tactic: Build a searchable, online database of Cochrane events</b>		<b>Audience:</b> All but primarily the health research community
<b>Action Item:</b> Pass onto Web Team for implementation.		<b>Completed:</b> <b>Date:</b>
<p>Include events both large and small, with links to event websites, presentations, documents and videos when available</p>		

<p>Work closely with the Marketing Communication Co-ordination Group to ensure as many events are included as possible</p> <p>Allow visitors to search by location, date and topics</p> <p>Use the database to create the Calendar of Events section of Cochrane.org</p>	
<p><b>Budget (one-off cost):</b></p> <p>\$2,500 for database programming and coding (There may not be a cost as the Web Team may have this within existing budget (consulting with them now) The cost would be staff time.)</p>	<p><b>Timing:</b></p> <p>Q3 2012 for development and coding</p> <p>Ongoing maintenance thereafter</p>
<p><b>Performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Completion of the database and user interface on time and on budget</li> <li>• Per cent of all events entered into the database at the start</li> <li>• Number of complaints over the functionality of the database</li> <li>• Number of links to event pages from the database, as determined by Google Analytics</li> <li>• Per cent of all events hosted by Cochrane and its entities entered into the database after one year</li> </ul>	

<b>Priority: High</b>		
<b>Tactic: Research and develop web content designed to tell the Cochrane story: UNDERWAY</b>	<b>Audience: All</b>	
<p><b>Action Items:</b> Cochrane members and Wiley members have formed a messaging taskforce to begin processes of building a bank of Cochrane stories. Wiley intends on using this throughout <i>The Cochrane Library</i> web design to be launched in March 2012. Cochrane will ultimately decide which stories to use/promote.</p> <p><b>Action Item:</b> MPRO to co-ordinate from Cochrane end.</p> <p><b>Action Item:</b> Read Madrid interview transcripts to identify potential stories.</p> <p><b>Action Item:</b> Ask Web Team to create online submission form on Cochrane.org for individuals to submit their 'Cochrane' stories.</p> <p><b>Action Item:</b> Advertise through CCInfo, web news page, Facebook, Twitter, once form is completed.</p>		<p><b>Completed:</b></p> <p><b>Date:</b></p>
<p>Tell the stories of values, people and impact</p> <p>Tell stories in a variety of ways throughout the website and in particular in the section entitled "The Cochrane Collaboration"</p> <p>Include text, video and podcasts</p> <p>Liaise regularly with those responsible for communication in each entity to gather news stories – make this a shared task for the MCCG</p>		
<p><b>Budget:</b></p> <p>NA – To be completed by staff and volunteers on the</p>	<p><b>Timing:</b></p> <p>Q1 2012 and ongoing</p>	

MCCG	
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of stories (in video, text or audio) researched and published to the web</li> <li>• Total traffic to stories as determined by Google Analytics</li> </ul>	

## SOCIAL MEDIA

<b>Priority: High</b>		
<b>Tactic: Enhance the Twitter feed: UNDERWAY</b>	<b>Audience: All</b>	
<b>Action Item:</b> Pass to Nancy Owens (social media personnel) for implementation. Nancy to provide updates as appropriate.		<b>Completed:</b> <b>Date:</b>
<p>Add items to the Twitter feed more oriented to telling the Cochrane story</p> <p>Include links to blog postings, videos and newsletter articles that deal with people, values and impact</p> <p>Aim to use only one Twitter feed for the Collaboration and its entities, while still allowing for individuals to set up personal feeds for personal and professional purposes</p>		
<b>Budget:</b> NA - To be completed by Nancy Owens		<b>Timing:</b> Q1 2012 and ongoing
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of tweets completed that tell the Cochrane story</li> <li>• Number of click-throughs of content contained in links</li> <li>• Number of re-tweets of these</li> <li>• Total number of people reached by these</li> </ul>		

<b>Priority: High</b>		
<b>Tactic: Use the Facebook channel to engage members of the Cochrane Community: UNDERWAY</b>	<b>Audience: Cochrane Community</b>	
<b>Action Item:</b> Pass to Nancy Owens for implementation. Nancy to provide updates as appropriate.		<b>Completed:</b> <b>Date:</b>
<p>Spark conversations by posting provocative questions linked to new content on the website and new events</p> <p>Monitor the site regularly and participate in the conversations</p> <p>Invite entities to host their own Facebook pages and ensure strong links between the Collaboration's page and the entity pages</p>		
<b>Budget:</b> NA – to be completed by Nancy Owens		<b>Timing:</b> Q1 2012 and ongoing

**Performance indicators:**

- Number of provocative posts created
- Number of comments and “shares” received from these
- Number of entity Facebook pages created

**Priority: High**

**Tactic: Focus and enhance the LinkedIn presence:**  
**UNDERWAY**

**Audience:** All, but primarily policy-makers and researchers

**Action Item:** Pass to Nancy Owens for implementation. Nancy to provide updates as appropriate.

**Completed:**  
**Date:**

Use LinkedIn primarily as a channel to reach senior policy-makers and researchers  
 Appoint key individuals to lead the group and begin new discussions on a regular basis; focus the discussion topics on the interests of the target audience  
 Form a small number of discussion groups to help target specific communities of interest within the core (e.g., policy, methods, education)

**Budget:**

NA – To be completed by Nancy Owens

**Timing:**

Q1 2012 and ongoing

**Performance indicators:**

- Number of discussion groups created
- Number of participating members in the groups
- Number of individual comments and questions received
- Number of messages received through LinkedIn

**Priority: High**

**Tactic: Develop a new Cochrane Blog**

**Audience:** All, but primarily the Cochrane community

**Action Items:** Nancy Owens to manage new Blog as discussed at Blog Meeting in Madrid. Nancy to provide updates as appropriate

**Completed:**  
**Date:**

Discontinue the current Cochrane Blog and replace it with an eNewsletter  
 Secure submissions from a small group of diverse individuals within the core and community  
 Ensure the blog is focused more on personal storytelling and reflection, rather than news

**Budget:**

NA – To be completed by Nancy Owens

**Timing:**

Q1 2012 for development  
 Q2 2012 and ongoing for deployment

**Performance indicators:**

- Completion of the Blog on time and on budget
- Number of posts
- Number of comments
- Number of shares using other social media channels
- Total traffic on the site as determined by Google Analytics

<b>Tactic: Web and Social Media Review</b>	<b>Audience: All</b>
<p>Undertake a review of traffic on Cochrane.org</p> <p>Undertake a review of traffic and relationships (i.e., Likes, connections, followers) on Cochrane social media channels</p> <p>Track patterns by quarter and note significant trends</p> <p>Work back to determine the most effective catalysts for growth in traffic</p>	
<b>Budget:</b> NA – To be completed by Collaboration staff with Marketing Communication Co-ordination Group	<b>Timing:</b> Q3 2013 for design and coding Q4 2013 for deployment

## TELLING THE COCHRANE STORY

Priority: High		
<b>Tactic: Refine key messages and secondary supporting messages to become key text on websites, in publications and for use by Cochrane representatives UNDERWAY</b>	<b>Audience:</b> Health consumers, healthcare workers, policy-makers, <i>Library</i> users, etc.	
<b>Action Items:</b> Work with Delta Media and Wiley to refine our messages and present ourselves to our audiences in a refined, clear and concise manner. MCCG to vet proposed messages, provide feedback for refinement Broader consultation of refined messaging MPRO to obtain approval for final messages via Project Board and/or Marketing and Comms lead (if applicable) Apply key messaging to all public arenas representing Cochrane (websites (all), publications, Annual Report, Videos developed, etc.)		<b>Completed:</b> <b>Date:</b>
Ensure messages are clear, concise and accurate Make sure they reach all audiences – tailored to their information needs and starting point Drill down deeper as user gains more understanding of who we are, what we do, and why it matters Ensure all Cochrane websites and materials ‘stay on message’		
Budget:	Timing:	



<p>\$4000 (+ in-kind from Wiley)</p> <p>Current implications: None until budget for current approved consulting with Delta expires (Split); in-kind support and expertise from Wiley; existing MPRO and MCGG</p>	<p>Q1 2012 and ongoing for planning and deployment</p>
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<b>Priority: Moderate</b>		
<b>Tactic: Build a bank of high-quality videos for the YouTube channel UNDERWAY</b>		<b>Audience:</b> Cochrane Community, health care practitioners and policy-makers
<b>Action Item:</b> Anniversary Taskforce is completing two-three videos for the 20 <sup>th</sup> anniversary. <b>Action Item:</b> This footage should be reviewed for other possible videos. <b>Action Item:</b> Review current YouTube videos for Quality Control. Ask Web Team for Cochrane YouTube channel links and passwords. MPRO to review and flag videos for removal; approval by MCCG.		<b>Completed:</b> <b>Date:</b>
Look for opportunities to produce videos at major events, including presentations and interviews Focus on telling the full Cochrane story Ensure appropriate level of production quality Look to regularly update the YouTube channel, supported by Tweets, Facebook posts and links on Cochrane.org		
Budget (one-off cost): \$15,000 Collaboration hired video production professional to shoot and produce high-quality video Current implications: None – funds were approved for Video in Madrid; ongoing updates as needed		Timing: Q1 2012 and ongoing
<b>Performance indicators:</b> <ul style="list-style-type: none"><li>• Number of videos produced and posted</li><li>• Number of views of the video on online channels</li><li>• Number of people reached by showings of the videos at events</li></ul>		

<b>Priority: Moderate</b>		
<b>Tactic: Research, develop and distribute stories of impact and human interest stories UNDERWAY</b>	<b>Audience:</b> News reporters and their audiences	
<b>Action Item:</b> MPRO to do when media lists are established and high priorities have		<b>Completed:</b>

been implemented.		<b>Date:</b>
Distribute stories to select health care reporters as they are prepared (via email, with telephone follow-up) Make this an ongoing process within the Collaboration so that outlets can be approached on a regular basis (i.e., once per every three months) Where possible, ensure stories are timely and related to current media coverage or special events Approach journalism schools to secure student volunteers to research and develop draft stories		
<b>Budget:</b> NA – To be completed by staff and volunteers		<b>Timing:</b> 2012 for research and development Q1 2013 for initial distribution Ongoing deployment thereafter
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of volunteer hours secured</li> <li>• Number of stories created and distributed</li> <li>• Number of media hits generated by the stories</li> </ul>		

## EVENTS

<b>Priority: Moderate</b>		
<b>Tactic: Capitalise fully on Cochrane events</b>		<b>Audience:</b> News reporters and their audiences
<b>Action Item:</b> MPRO to draft event guide and send to MCCG for discussion.		<b>Completed:</b>
		<b>Date:</b>
Work early with local organising committees to identify the chief media opportunities for each event Include provocative keynote speeches on matters of policy and draw the attention of the news media to these Generate media coverage by crafting and distributing media advisories early, focusing on keynote speeches and key research findings to be revealed at the event Invite key reporters to attend the events and specific sessions Where reporters cannot travel, have teleconference or webinar connectivity to allow them to cover the event remotely and ask questions remotely Have media relations staff on site to co-ordinate interviews between reporters and presenters Have a media room available for interviews		
<b>Budget (ongoing cost):</b> \$10,000 for additional A/V costs and media room rental at Cochrane Colloquia Current implications: none; non-urgent and on-track if approved before Auckland Colloquium		<b>Timing:</b> Q3 and Q4 2012 for initial development and deployment Ongoing deployment thereafter

**Performance indicators:**

- Number of speeches and presentations that deal with the Cochrane story
- Number of reporters who attend
- Number of media hits generated
- Total reach of these media hits

Priority: High		
<b>Tactic: Develop a social media Strategy for each major Cochrane event</b>		<b>Audience:</b> All but primarily the Cochrane community
<b>Action Item:</b> Nancy Owens to develop and submit to MCCG for commentary.		<b>Completed:</b> <b>Date:</b>
<p>Ensure the local organising committee appoints one or more volunteers to implement the Strategy</p> <p>Support the volunteers with Collaboration communication staff to ensure the plan is implemented fully and consistently</p> <p>Promote the events on Facebook and LinkedIn and encourage friends and connections to signal if they are attending</p> <p>Include Twitter hash tags, a Twitter Lounge onsite</p>		
<b>Budget:</b> NA – To be completed by staff and volunteers		<b>Timing:</b> Q3 2012 and ongoing for planning and deployment
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Completion of a social media Strategy for events</li> <li>• Total reach of the social media activity (i.e., followers, re-tweets, Likes, shares, etc.)</li> <li>• Growth in number of followers, friends and contacts after each event</li> </ul>		

Priority: High		
<b>Tactic: Secure opportunities to tell the full Cochrane story at Cochrane events</b>		<b>Audience:</b> Cochrane community and event delegates
<b>Action Item:</b> MPRO to ensure this is included in the event guide.		<b>Completed:</b> <b>Date:</b>
<p>Secure opportunities to tell the story during opening remarks, in video presentations and exhibits</p> <p>Focus on stories of people, values and impact</p> <p>Develop a new exhibit display featuring the new visual identity and with emphasis on people, values and impact</p> <p>Develop a corresponding information sheet to distribute at events</p> <p>Develop a high-impact video presentation to celebrate the 20<sup>th</sup> anniversary and tell the Cochrane story</p>		

<b>Budget (blend):</b> \$10,000 (one-time) for exhibit display \$5,000 annually for design and printing of information sheets Video production is already taking place	<b>Timing:</b> Q3 and Q4 2012 for preparation and design Q1 2013 for deployment
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• # of speeches and presentations that tell the Cochrane story</li> <li>• Evaluation of those speeches and presentations by delegates</li> </ul>	

Priority: High		
Tactic: Capture video footage of major presentations and speeches		Audience: All
Action Item: MPRO to ensure this is included in event guide.		Completed: Date:
Include presentations and speeches on the topic of the Collaboration, Cochrane Reviews, <i>The Cochrane Library</i> , and the impact of the Collaboration work Make videos available on the website and YouTube channel Include links to the videos on any web pages or sites dedicated to specific events Ensure an appropriate level of production quality for all videos used		
Budget: TBD – To be completed by professionals hired to do so		Timing: Q4 2011 and ongoing
Performance indicators: <ul style="list-style-type: none"><li>• Number of videos created and posted</li><li>• Total views of those videos</li></ul>		

<b>Priority: High</b>		
<b>Tactic: Capitalise on External Events</b>	<b>Audience:</b> Practitioners, policy-makers and consumers	
<b>Action Item:</b> MCCG to identify pool of great Cochrane speakers.		<b>Completed:</b> <b>Date:</b>
Recruit a team of motivated and talented presenters who can reach out through various events around the globe to tell the Cochrane story Provide speakers with training, presentation materials and lists of key events to approach on behalf of the		

<b>Collaboration</b> Create a system through which individuals who will be speaking on behalf of the Collaboration can post their plans to the website, creating a comprehensive, global calendar of upcoming presentations	
<b>Budget (ongoing PRN):</b> \$5,000 for presentation skills training Current implications: non-urgent; presenter identification needs doing first, and then identify presentation skills training needs from the pool.	<b>Timing:</b> Q3 2012 for recruiting Q4 2012 for training Ongoing deployment thereafter
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Number of individuals recruited to speak</li> <li>• Presentation materials created and shared on time and on budget</li> <li>• Number of individuals trained</li> <li>• Number of events at which individuals speak and reach of those events</li> <li>• Evaluation of the training and materials by speakers</li> </ul>	

<b>Tactic: Event Review</b>	<b>Audience: All</b>
Survey delegates at Cochrane Colloquia and other major Cochrane events and assess the extent to which they learned more about the organisation, its people, its values and the impact of its work Assess recall of key speeches, videos and exhibits Assess traffic in social media channels specifically related to events Assess traffic on the events database, including downloads of presentations, documents and videos Prepare a report of findings and share widely with all entities, Collaboration staff and leadership	
<b>Budget:</b> NA – To be completed by Collaboration staff with MCCG	<b>Timing:</b> Q3 2013 for design and coding Q4 2014 for deployment

## ANNUAL REPORT

<b>Priority: High</b>		
<b>Tactic: Enhance the Annual Report UNDERWAY</b>	<b>Audience: All</b> (primarily funders and partners)	
<b>Action Item: Pass onto Lucie Jones.</b>	<b>Completed:</b>	<b>Date:</b>
Adjust the annual report to be more focused on the information needs of funders and partners Use the publication to demonstrate impact and encourage continued investment of time, money and resources on the part of current and potential funders and partners		

Adopt a more holistic approach rather than focusing too much on each entity as a “silo” Send printed reports to key audiences only; make an electronic edition more widely available (promoted by social media and the newsletter)	
<b>Budget:</b> NA – No additional budget over 2010 report	<b>Timing:</b> Q4 2011 and ongoing
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Review of the annual report content to determine to what extent it is on Strategy</li> <li>• Total number of downloads of the annual report</li> <li>• Increase in web traffic on Cochrane.org after the distribution of the annual report</li> <li>• Feedback received on the annual report as part of an overall readership survey for The Cochrane Collaboration</li> </ul>	

### ADVERTISING (Optional and under review)

<b>Priority: Low</b>	
<b>Tactic:</b> Trial advertising campaign	<b>Audience:</b> Practitioners and policy-makers
<b>Action Item:</b> None at the moment.	<b>Completed:</b> <b>Date:</b>
<p>Create and place an advertising campaign on the website of a credible organisation or journal that reaches one or more key audiences of the Collaboration</p> <p>Focus on an action-oriented campaign that can realistically generate a positive return on investment (i.e., promoting subscriptions to <i>The Cochrane Library</i> or promoting attendance at a Cochrane Colloquium) in markets with a high potential for growth</p> <p>Look for partners to help defray the costs of the campaign</p> <p>Assess the ROI and make a decision on future campaigns based on a positive return</p>	
<b>Budget (ongoing PRN):</b> \$2,500 for creative and design \$10,000 for media buy Current implications: non; non-urgent	<b>Timing:</b> Q1 2013 for development and design Q2 – Q3 2013 for deployment Q4 2013 for evaluation
<b>Performance indicators:</b> <ul style="list-style-type: none"> <li>• Advertising created and placed on time and on budget</li> <li>• Total audience reached by the advertising</li> <li>• Growth in either subscriptions to the <i>Library</i> or registrations for the Colloquium</li> <li>• ROI generated by the growth</li> </ul>	

<b>Tactic: Advertising Review</b>	<b>Audience: All</b>
Undertake a review of the online advertising campaign Work with site publisher to track views and click-throughs Assess the action (i.e., registration for event, subscriptions) by the campaign Prepare a report of findings and share widely with all entities, Collaboration staff and leadership	
<b>Budget:</b> NA – To be completed by Collaboration staff with the MCCG	<b>Timing:</b> Q3 2013 for design and coding Q4 2014 for deployment

## POSITION STATEMENTS

<b>Priority: High</b>		
<b>Tactic: Develop a timely process for developing position statements UNDERWAY</b>		<b>Audience:</b> All
<b>Action item:</b> Co-Chairs and CEO/EiC are working on this.		<b>Completed:</b> <b>Date:</b>
Develop a reliable and timely process for securing board approval of position statements Where appropriate, issue media releases and make spokespeople available for interviews in support of the position statements Select topics that are closely related to the mission and vision of The Cochrane Collaboration and aim for quality of position statements, not just quantity Establish a process to regularly review position statements and, when required, update them Post all position statements to the Cochrane.org website (i.e., under “About Us” and/or the “News” section		
<b>Budget:</b> NA – To be completed by staff and volunteers	<b>Timing:</b> Q4 2011 to develop and refine the process Ongoing deployment thereafter	
<b>Performance indicators:</b> <ul style="list-style-type: none"><li>• Process completed on time</li><li>• Number of position statements issued</li><li>• Total media coverage and reach generated by the statements</li><li>• Total downloads of the statements from Cochrane.org</li></ul>		

## Appendix 2

### Marketing Communication Co-ordination Group membership:

- Lori Tarbett, Chair, Marketing and Public Relations Officer, The Cochrane Collaboration
- Vanessa Jordan, New Zealand Branch of the Australasian Cochrane CentreBridget Jones, Communications Specialist, International Health Group
- Lucie Jones, Project Support and Business Communication Officer, Cochrane Operations Unit
- Karsten Juhl Jørgensen, Postdoc, Nordic Cochrane Centre
- Simon Ledinek, Executive Assistant, Austrian Branch of the German Cochrane Centre
- Rachel Marshall, Editor, Cochrane Editorial Unit
- Chris Mavergames, Web Operations Manager/Information Architect, Web Team, German Cochrane Centre
- Nancy Owens, Content & Social Media Editor for cochrane.org, Web Team
- Sarah Rosenbaum, Designer/Researcher, Norwegian branch of the Nordic Cochrane Centre
- Jane Rowley, Acting Corporate Services Director, UK Cochrane CentreRob Scholten, Director, Dutch Cochrane Centre

### Marketing Communication Co-ordination Group – Terms of Reference

The Cochrane Collaboration Marketing Communication Co-ordination Group (MCCG) will aid the Collaboration's Marketing and Public Relations Officer (MPRO) with implementing action items as outlined in the Priority Work plan derived from the Marketing Communications Strategy and Plan created for The Cochrane Collaboration.

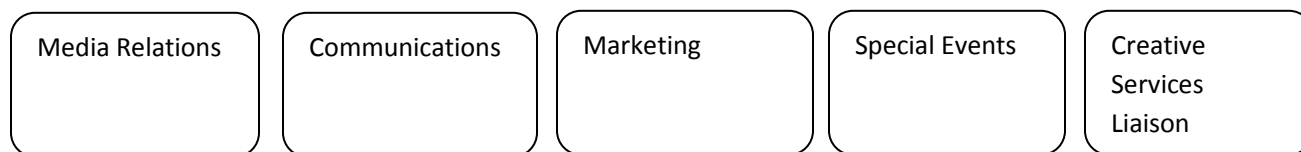
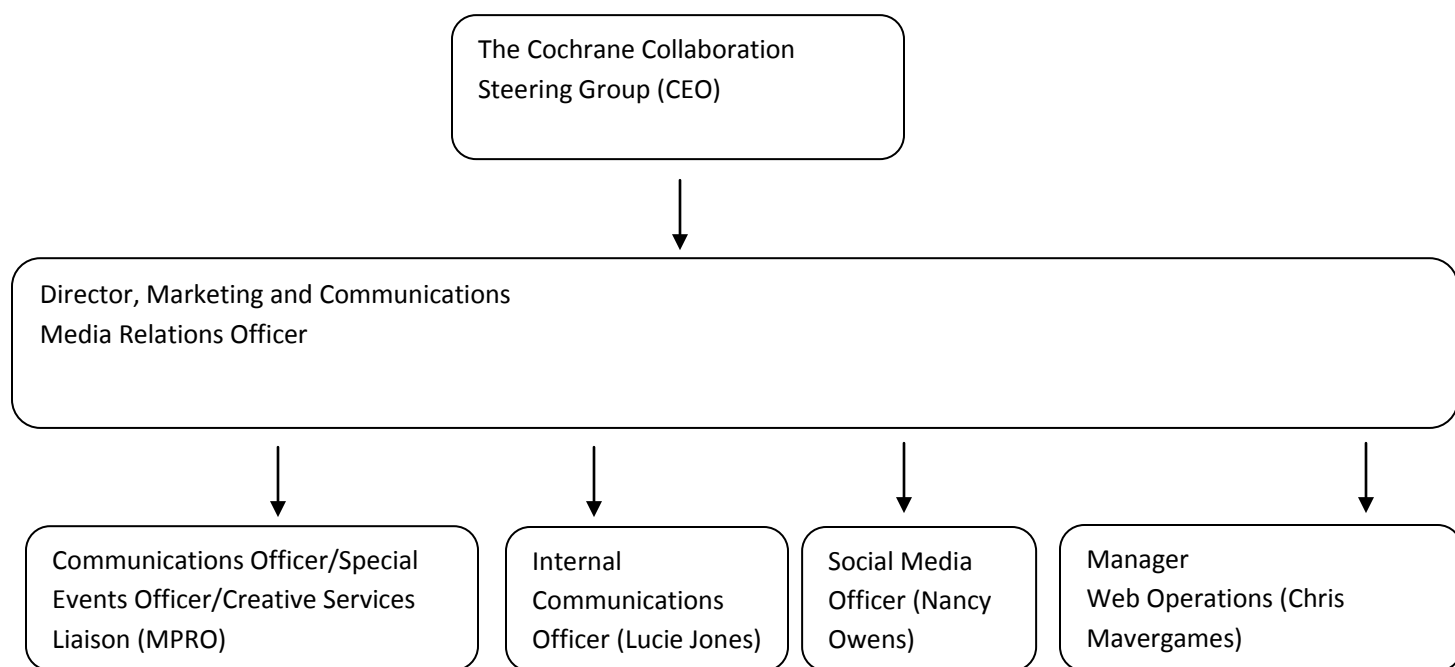
The MCCG will not serve an advisory or strategic function, but aid in the production of deliverables outlined in the Strategy and tasks associated with the Strategy. The MCCG will be instrumental in this important initiative and the MPRO will draw on the specialised communications skills its members bring to the Group. Some of the Group's functions will include, but are not limited to:

- aiding in the creation of a Collaboration-wide media distribution list
- providing feedback on the finessed branding and visual identity of The Cochrane Collaboration
- aiding in the creation of a Style Guide for the finessed branding and visual identity
- aiding in the application of new branding to all Cochrane vehicles and activities
- aiding in the creation and application of other communication-related activities as needed

The role and capacity of the MCCG will be reviewed annually.

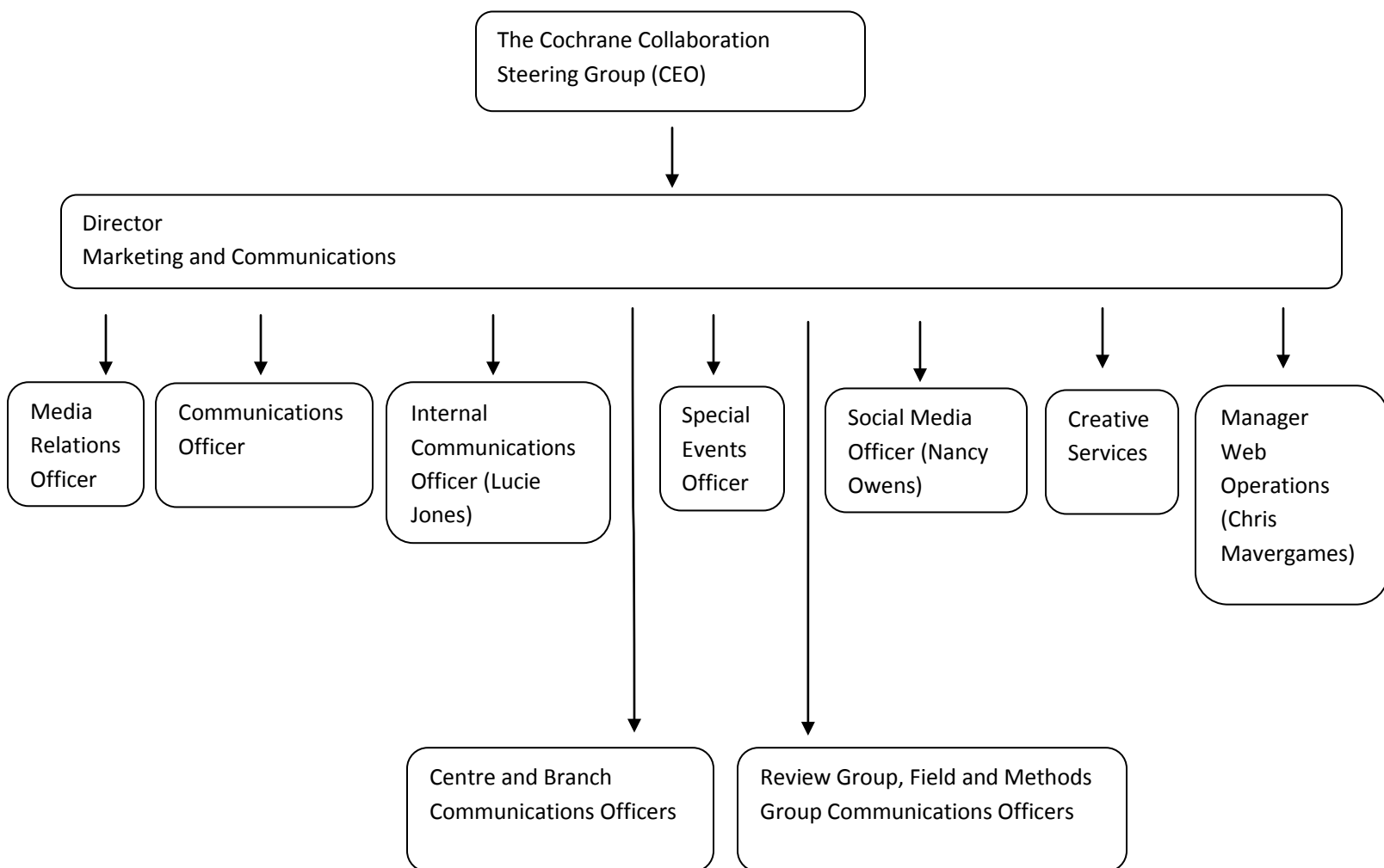
The MCCG will begin working with the MPRO in January 2012 and agree to continue working in this capacity until the MPRO's term is served at the end of June 2012. A decision will be made at this time as how to guide communications in the future. The role MCCG may still be required after this time.



**Current roles of the Marketing and Public Relations Officer (one person)****Proposed Marketing and Communications Organisation Chart (implement as soon as possible)**

### Ideal Marketing and Communications Organisation Chart

This is the framework the Collaboration should work towards in order to establish a fully-operational communications department.



## **Key Roles for Proposed Marketing and Communications Organisation Chart**

The following is not intended to reflect full job descriptions for each of these roles. Each bullet point indicates tasks, derived from the Marketing and Communication Strategy and Plan.

### **Director/Media Relations Officer**

- Oversees strategic marketing and communications
- Oversees all marketing and communications personnel
- Maintains media list of key reporters in key markets around the world
- Seeks opportunities to express expert opinions on matters related to evidence-based decision-making in health care
- Utilises Media Release Strategy
- Maintains bank of photos which accompany media releases
- Co-ordinates media relations efforts with the Wiley team
- Maintains a comprehensive News section of the Cochrane website
- Researches, develops and distributes stories of impact and human interest stories
- Secures opportunities to tell the full Cochrane story at Cochrane events

### **Communications Officer**

- Oversees use of new visual identity by Collaboration and entities
- Ensures new branding is applied to all Cochrane vehicles and activities
- Maintains style guide to govern use of brand identity
- Maintains and ensures adherence to naming policy (new entities, programs and services)
- Ensures partners use approved versions of visual identity in publications and websites
- Maintains and ensures use of series of publication templates for reports and newsletters
- Maintains and ensures use of branded eNewsletter for the Collaboration
- Maintains and ensures use of branded email announcement for breaking news
- Maintains searchable database of newsletters on Cochrane.org
- Researches and develops web content designed to tell the Cochrane story
- Maintains and continues to build bank of high-quality videos for YouTube channel
- Ensures video footage of major presentations and speeches is captured
- Capitalises on external events
- Oversees trial advertising campaign
- Maintains searchable, online database of Cochrane events
- Capitalises fully on Cochrane events
- Secures opportunities to tell the full Cochrane story at Cochrane events
- Ensures video footage of major presentations and speeches is captured
- Updates publication templates for reports and newsletters as needed
- Updates branded eNewsletter for the Collaboration as needed
- Updates branded email announcement for breaking news as needed
- Creates all communications/publications materials as needed

**Internal Communications Officer**

- Completes tasks assigned to current Project Support and Business Communication Officer
- Enhances Annual Report

**Manager, Web Operations**

- Completes tasks assigned to current Web Operations Manager
- Ensures Collaboration, *Library* and all entity websites are streamlined with the same navigation and appearance for enhanced user experience
- Maintains searchable database of newsletters on Cochrane.org
- Maintains searchable, online database of Cochrane events

**Social Media Officer**

- Completes tasks assigned to current Content & Social Media Editor for cochrane.org
- Enhances Twitter feed
- Uses Facebook channel to engage members of Cochrane Community
- Focuses and enhances LinkedIn presence
- Develops and maintains new Cochrane Blog
- Maintains and implements social media Strategy for each major Cochrane event

## Cochrane Strategic Communication: Proposal from Wiley to Maximise Joint Strength

### Partnership Resources

We have been considering how a joint team from Wiley and The Cochrane Collaboration could best build a strategic communication programme. Wiley is currently supporting the development of a core message framework and has offered to provide additional support through the appointment of a Cochrane Communication Project Manager. The chart that follows overleaf suggests how the Wiley and Cochrane communication resource would fit together, with a jig saw of complementary skills and expertise giving us optimum partnership working.

### Strategic Communication Programme

This proposal splits the strategic communication programme into three parts:

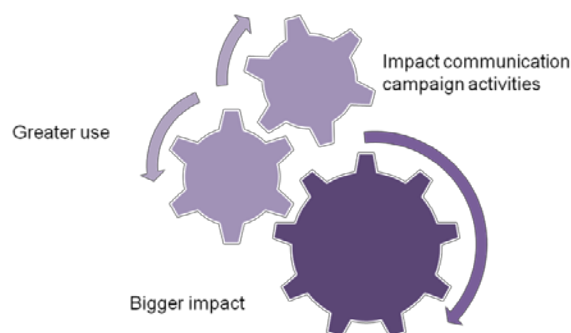
1. Brand/core message development (underway)
2. Regular communication activities (covered well in the existing marketing and communication plan)
3. Themed campaign activity linked to strategic objectives

The proposal suggests a joint strategic group drawn from Wiley and The Cochrane Collaboration to set and prioritise overarching communication goals linked to strategic objectives. Examples of these strategic communication goals could include:

- To increase awareness and understanding of the work of The Cochrane Collaboration and its impact in order to generate additional funding commitments
- To increase awareness, understanding and usage of systematic reviews in policy-making and practice

### Increasing Impact and Meeting Strategic Objectives through Themed Campaign Activity

Strengthening The Cochrane Collaboration's brand, reach and engagement through coherent and strategic communication will increase impact and accelerate progress. In particular, communicating the impact of The Cochrane Collaboration's work through specific themed campaign activity will lead to greater awareness, understanding and therefore use in policy-making and practice. Effective and strategic communication will create a virtuous circle, further extending this impact and furthering the goals of the organization and its contributors.



**STRATEGIC DIRECTION:**

Cochrane group sets and prioritises overarching communication goals linked to strategic objectives with Wiley support

<b>Cochrane Communication Officer</b> Areas of responsibility	<b>Wiley Cochrane Communication Project Manager</b> Areas of responsibility
<b>Brand/core message development</b>	
Collection of case studies, examples	Messaging framework
Liaison with entities and contributors	Toolkits for entities to support internal brand building with contributors
Brand hierarchy, style guide, visual identity	Tone of voice guidance
Implementation of brand tools and evaluation	
<b>Regular communication activities embedding brand messages</b>	
Development, management and evaluation of Cochrane communication vehicles (see Delta plan) <ul style="list-style-type: none"> <li>Web, social media, publications, Cochrane events, image &amp; video bank</li> </ul>	Liaison with Wiley marketing and web teams to ensure brand messages embedded through Wiley marketing and web activities to readers & societies
Development and management of Cochrane internal communication with contributors and entities	
Templates for entities and contributors	
Collaboration and feedback	Press office management, maintaining media lists, developing media contacts, managing contact with journalists, embedding core messages into press activity
Message training	Media and message training
<b>Themed campaign activity linked to strategic objectives</b>	
Collaboration and feedback during creation and planning stage	Ideas generation for centrally driven themed campaigns linked to strategic objectives
	Research and planning for themed campaigns
Support for implementation of planned themed campaign programme eg events, media, white papers, position statements, conference and spokespeople opportunities	
Liaison with entities and contributors	Toolkits for entities and contributors
Budget responsibility	Budget monitoring and reporting
Evaluation	Evaluation