ITMA XVI Marketing Plan

1.0 Executive Summary

The Information Technology Managers Academy (ITMA) is an intensive, year-long program for state IT managers that focuses on developing the skills and knowledge that effective IT executives need to succeed in the 21st Century.

The goal of each session is to develop today's state IT managers to be future state IT executives by offering a unique opportunity to gain the skills necessary to more effectively manage information technology operations and information systems development. To this end, each class develops a class project unique to that academy.

The ITMA XVI class project, "California IT – A Commitment to Green," will – through improved energy efficiency – help reduce state government's (California's) environmental impact and realize operational cost savings.   California is leading by example on energy efficiency and conservation, sustainability, green building and green purchasing practices.   Our project seeks to leverage the current social, governmental, and business focus on cost savings and the environment by helping California become even more green.

Our marketing focus, made explicit in this plan, concentrates on both our class project and our academy.

1.1 Vision

"Going green" can offer a wide range of benefits for everyone. Some choose to go green to reduce their impact on the environment; others want to reduce operating costs through improved energy efficiency. The IT sector is currently focusing in on the environmental and financial impact of issues such as increased power consumption, data center cooling issues, and e-waste from IT operations. Green efforts such as the ITMA XVI project help to further improve energy efficiencies and broaden the environmental movement through education and partnerships that can reduce operational costs and effect positive change in state government. For example, as noted in the California Information Technology Strategic Plan published January 15, 2009, the state could reduce an estimated 402,500 tons of air pollutants if state employees telework just one day a week.

It is imperative that we consider how we might better care for the planet that sustains us. Our class commitment to Green IT is to broaden and educate state departments on green initiatives that contribute to a clean and healthy environment and at the same time realize cost savings.   Our legacy will be: when you think of green, you will remember ITMA XVI.

1.2 Objectives and Goals

The focus of the ITMA XVI marketing efforts will be to:

1. Educate state agencies and state workers on how to become more green.
2. Promote ITMA as an excellent program for IT managers to develop executive skills and knowledge.
3. Help promote California's reputation as a desirable Green employer.

2.0 Target Markets

The target market for the ITMA XVI project message is current California IT managers and staff as well as prospective new IT employees. Although the Green message is relevant to all state employees and prospective staff, the resources and time constraints of this project necessitate a more focused target market.

2.1 Market Definition and Segmentation

California employs thousands of IT professionals and managers. Many of these employees are involved with IT purchases, and they are also more likely to benefit from telework tools and information. This is also the demographic of state employees that is eligible to attend ITMA.

According to Statewide Information Technology Survey conducted by the Office of the State Chief Information Officer (OCIO) of California in May 2008:

- Respondents reported 8,009 statewide IT staff out of 217,418 general staff.
    - o The OCIO believes there are closer to 10,000 IT staff based on personnel data from the Department of Personnel Administration (DPA).
- Respondents to the survey reported statewide IT expenditures of about $1.3 billion.
    - o The OCIO believes this number is closer to $3 billion when considering staffing costs and IT contract data available from the Department of General Services (DGS). Many departments do not track IT costs as a budget line item.

2.2 Target Market Segment Strategy

ITMA XVI must own the promotion of our project deliverables and our academy. We cannot assume people will find our messages without some direction, which means we must focus on the specific market segments whose needs match our offerings.

Focus on targeted segments is one key to our project success. Therefore, we need to focus our marketing message and our project offerings. We need to develop our message, communicate it, and ensure our target audiences receive it.

2.3 Needs and Requirements

Now more than ever, IT staff in California state government is concerned about cost/benefit ratios and how money can be saved in both the short and long term. IT staff has heavy workloads and multiple responsibilities, which lead to little time to review exhaustive documentation or buried messages and/or information.

Our target audience is very dependent on reliable information technology. Computers are used for a complete range of job-related functions as well as for internal and external communications.

2.3.1 Distribution Channels/Communications

The Internet is the most wide-reaching, green, long term, and cost-effective distribution channel for the types of information we plan to disseminate. In addition, developing partnerships with other State green efforts will help to facilitate the longevity of the project deliverables.

A short-term communication channel is the 2009 Government Technology Conference (GTC) West, which is billed as "the nation's largest and most respected technology conference for state and local government." GTC event planners anticipate that over 10,000 people – including the Governor's Office, Legislature, City/County and State managers – will participate in this year's unique forum, entitled "The Conference on California's Future."

2.3.2 Keys to Success

The main key to success is making the project deliverables easy to locate and use. We must also positively promote our Academy to help ensure the continued enrollment and development of future state IT leaders. And we must ensure that our marketing efforts mirror the message of our project, which is Green.

3.0 Marketing Plan Strategies

Following are four marketing strategies, which align with the goals and objectives outlined previously in this plan:

1. Publicize the tools to effectively manage a mobile workforce to state IT managers.
2. Champion the incorporation of Green best practices into current and proposed state IT operations.
3. Educate state IT managers and staff on the benefits of ITMA.
4. Provide information about our Green efforts to state IT recruiters.
5. Highlight the cost savings that our project deliverables can help IT staff achieve.

3.1 Marketing 101

- All marketing efforts (including all types of communication) must :
  - o Contain a clear, consistent message and design.

- o Have a clear purpose and meet the marketing objectives.
- o Be professional and appropriate.
- o Be easy to locate and easy to understand.
- o Be Green to the extent possible.
- At events, all ITMA representatives must have a clear understanding of the marketing message and be able to articulate that message.

4.0 Dependencies

- The most critical dependency to marketing success is the completion of our project deliverables (tasked to the Telework and Green IT teams).
- Another key factor to the marketing success of the ITMA project is establishing relationships with partners who will take ownership of the project deliverables and communication channels after the completion of the ITMA XVI academy on June 19, 2009 (assigned to the Green Integration Team).
- Finally, the success of this plan is dependent on the active participation of our class members and their willingness to follow the plan (a responsibility of all ITMA XVI members).

5.0 Marketing Organization

ITMA XVI established a Design, Marketing, and Outreach team (DMO) that is responsible for the goals, objectives, strategies, and deliverables outlined in this plan. The DMO is responsible for the following:

1. Maintain the marketing plan and ensure all ITMA XVI efforts are consistent with the plan.
2. Package and design all project deliverables.
3. Maintain and update presentation slides.
4. Plan and execute participation at GTC.
5. Create and maintain the ITMA XVI project web presence.
6. Disseminate the long-term online location(s) of the project deliverables.
7. Provide regular updates regarding our project plans and milestones to the PMO.
8. Submit all completed deliverables to the PMO for review.

6.0 Specific DMO Deliverables

The deliverables expected of the DMO should align with the goals, objectives, and strategies outlined in this plan. By the end of the project, the DMO will have completed the following:

1. A detailed marketing plan and associated work breakdown structure.
2. An academy logo.
3. A presentation for use at speaking engagements.
4. Consistently packaged deliverables for all project teams.
   - o Telework team deliverables:
     - ▪ Policy and procedures
     - ▪ Resource and training listing

- Compatible IT roles for telework
- Keys to success
    - o Green IT team deliverables:
        - IT Asset Life Cycle Best Practices
        - IT Energy Efficiency Best Practices
            - Virtualization Best Practices Document
            - PC Power Management Best Practices Document
            - Data Center power reduction Best Practices Document
            - Printer energy saving Best Practices Document
            - Organizational Policy Best Practices Document
        - Enabling Green Practices through IT Solutions

5. A project web site, which will become static on June 19, 2009.
6. A publicity campaign (email or otherwise) to notify state IT professionals about our project and the long-term online location of our deliverables.
7. Participation in the 2009 Government Technology Conference.
8. An information packet for state recruiters that describes our green efforts for use in recruiting new IT workers.

7.0 Critical Issues

1. Tracking and follow-up: we need to have the discipline, as a group, to track results of the marketing plan and make sure that we implement.
2. Saying no: we need to be able to say no to special events that take us away from the target marketing focus as well as say no to scope creep or participating in events solely because they are perceived as 'fun'.
3. We need to package all of our project and marketing deliverables in a green fashion consistent with our message.
4. We need to be sure our project deliverables and related messages will be sustained after June.
5. We need to ensure that our efforts meet the expectations of our class managers and sponsors as well as the state CIO.

8.0 Implementation Tactics

The implementation tactics for our marketing plan are contained in the marketing team's work breakdown structure (WBS). That document is a dynamic companion to this marketing plan and will be updated separately and owned by the PMO.