

# Strategic Plan

Open Days for the 30th Anniversary of the Sappers of Navy on 23 and 24 June 2007

**Customer: "6eme Regiment du Genie" (6RG)  
It is an engineering regiment of the Land Forces.**

**Kurumae - World Wide Web**

## CONTEXT

“6eme Regiment du Genie” is an integral part of the life of Angers (Anjou, France) for approximately one century and supported its population during dark moments. So the opening of doors of the regiment to the civilians is natural.

The Open Days are intended for the persons living in Angers and its suburb, whatever their knowledge of the military environment. Their aim is to transmit the image of a professional regiment turned to the inhabitants of its city.

Write a communication strategic plan for the communication of these Open Days.

*“Strategic planning is making choices. It is a process designed to support leaders in being intentional about their goals and methods. Simply stated, strategic planning is a management tool, and like any management tool, it is used for one purpose only - to help an organization do a better job.”*

(Michael Allison, 2005, pp.23)

Indeed, the strategic plan allows encircling the various parameters of the environment of an organization, to define the target of the project and to create tools and messages adapted to these expectations. This work of preparation allows to avoid traps and to respect a clear procedure which will conclude by a successful event. Leadership guru Warren Bennis writes in his book, *On Becoming a Leader*: “Managers are people who do things right and leaders are people who do the right thing.” The strategic plan is as well as a tool of leadership than a tool of management. It allows setting up the good means in the good schedule and in the best way.

## OBJECTIVES

Through this event, 6RG has for objective to:

To show it: so that the population knows where the regiment is situated. It is important that 6RG is not forgotten and it is present in its city.

To be known and recognized: it is essential that the population made the difference between 6RG and another army institute based on Angers. For several years, “6eme Regiment du Genie” is identified by the term “Sapeur de Marine” (Sappers of Navy). It is a way of acquiring an identity and of differing from the other regiments. This name is not gone into the customs that is why Open Days contribute to its memorization.

To be liked and facilitated the recruitment. Open Days are going to give a less formal and distant image, and to allow the citizens to discover Sapper of Navy's profession.

The definition of objectives is an inescapable stage during the drafting of the strategic plan. Indeed, targets, tools, media are chosen to achieve objectives. It is important to never forget the purpose of the event and Broom and Dozier (1990, pp. 44) assert that an objective «must specify a) the target public to be affected, b) the nature of the intended change, c) the specific, knowledge, attitude or behaviour to be achieved, d) the amount of change desired and e) a target date for achieving the objective»

## AUDIENCE ANALYSIS

All these targets are not acquired and have not the same expectations of Open Days. We can segment targets in four categories:

Relay of opinions: investors, Council of Angers, financial partners

Families of militaries

Citizens of Angers and its neighbourhoods (Heart of target: 12-35 years)

*“Public relations is managed strategically it identifies stakeholders, segments active publics from stakeholder categories, and resolves issues created by the interaction of organization and publics through symmetrical communication programs (interactive or catalytic strategies) early in the development of issues.”*

(James E. Gruning, 1992, pp. 150)

Indeed, it is imperative to segment its audience to adapt the communications and the messages to every target. 6RG segmented its audience according to the socio-professional category, the age, and the social and family situation of targets.

Relays of opinions and families of the committed will be invited. These targets, directly implied with the regiment, are in favour of Open Days. They will not be difficult to convince.

Citizens can be segmented with regard to their age. 12-35 years will be the most difficult to attract to Open Days. They lose interest generally in military events and are not influenced by the family. It is thus necessary to propose animations adapted by their needs and their interests.

Persons who are not in this age bracket are more interesting in this kind of animation. Indeed it is the occasion for the children to have a first contact with the military environment.

Communication strategy

Approach the population by:

- A varied and present communication on a wide perimeter
- Animations adapted to targets
- Supports of communication having a legitimacy
- Promotional objects which will leave a track in their memory

Support the communication by actions before Open Days. The regiment must be present in Angers before the event to announce Open Days and increase the interest of citizens for the environment of the Sappers of Navy. Furthermore, the distribution of leaflets will be more justifiable.

Feed the interest of population by repeating the message and by linking the actions between them to obtain a high rate of sensitization. Furthermore, actions led this year must reproduce in 2008 to go into the customs of Angers.

*“Given that actors of a network have different goals and perceptions, there is a need to create some degree of alignment between the perception of different actors in relation to what needs to be done, which resources can be used, and circumstances in which certain actions are acceptable.”*

(Tony Bovaird and Elke Löffler, 2006, pp. 171)

It is important to use several tools of communication to slow down the chances to touch the target. A guideline and a graphic charter must be kept to permit the population to remember the message and to identify easily the transmitter on the various supports. Supports have to be in adequacy with the target and the objectives. Tools of communications have to allow the good understanding of the message, its memorization and make citizens act.

Audience	Key messages	Tools	Calendar
Relay of opinions: investors, city council of Angers, financial partners	<ul style="list-style-type: none"> <li>⇒ The 6RG has a strong and stable image.</li> <li>⇒ It is justifiable that the actors of Angers join to this image.</li> </ul>	<ul style="list-style-type: none"> <li>- City council supports</li> <li>- Internal magazines of 6RG</li> <li>- Website</li> <li>- Posters</li> <li>- Animations just before Open Days</li> <li>- Feast of music</li> <li>- Press</li> <li>- Promotional objects</li> </ul>	<ul style="list-style-type: none"> <li>→ 1st semester of 2007</li> <li>→ 1st semester of 2007</li> <li>→ End of March</li> <li>→ June 13 - 26th</li> <li>→ June 20th and 22nd</li> <li>→ June 21st</li> <li>→ just before/after Open Days</li> <li>→ Open Days</li> </ul>
Families of militaries	<ul style="list-style-type: none"> <li>⇒ It is important to support his family and to discover the environment in which its close evolves.</li> </ul>	<ul style="list-style-type: none"> <li>- Feast of music</li> <li>- Internal magazine of 6RG</li> <li>- Website</li> <li>- Animations just before Open Days</li> <li>- Press</li> <li>- Promotional objects</li> </ul>	<ul style="list-style-type: none"> <li>→ June 21st</li> <li>→ 1st semester of 2007</li> <li>→ End of March</li> <li>→ June 20<sup>th</sup> and 22<sup>nd</sup></li> <li>→ just before/after Open Days</li> <li>→ Open Days</li> </ul>
12-35 years	<ul style="list-style-type: none"> <li>⇒ Open Days permits to discover the military environment without that is in the form of lecture (entertainment of sounds and lights).</li> <li>⇒ The army is a part of French institutions, it is a civil due to know it. It protects France and helps countries in crisis. Militaries transmit the image of France and its policy.</li> <li>⇒ Playful and funny activities are organized (bungee jumping, climbing).</li> <li>⇒ Stands were set up to reconstitute the life of the militaries in operations and discover their materials (shooting, vehicles, bivouac).</li> <li>⇒ A meeting in face to face with militaries permit to obtain information and alive testimonies.</li> </ul>	<ul style="list-style-type: none"> <li>- Website</li> <li>- Visiobus</li> <li>- Competition</li> <li>- Posters</li> <li>- Animation in city centre</li> <li>- Leaflets</li> <li>- Bookmarks</li> <li>- Animations just before Open Days</li> <li>- Feast of music</li> <li>- Press</li> <li>- Promotional objects</li> </ul>	<ul style="list-style-type: none"> <li>→ End of March</li> <li>→ May 7th</li> <li>→ June 1st</li> <li>→ June 13 - 26<sup>th</sup></li> <li>→ June 15 - 17<sup>th</sup></li> <li>→ June 15 - 23rd, 20<sup>th</sup>, 22<sup>nd</sup></li> <li>→ June 15 - 23rd, 20<sup>th</sup>, 22<sup>nd</sup></li> <li>→ June 20<sup>th</sup> and 22<sup>nd</sup></li> <li>→ June 21st</li> <li>→ just before/after Open Days</li> <li>→ Open Days</li> </ul>
Parents	<ul style="list-style-type: none"> <li>⇒ Open Days permit to discover the army by playing.</li> <li>⇒ Playful and funny activities will be proposed.</li> </ul>	<ul style="list-style-type: none"> <li>- City centre supports</li> <li>- Website</li> <li>- Posters</li> <li>- Leaflets</li> <li>- Animation in city centre</li> <li>- Animations just before Open Days</li> <li>- Feast of music</li> <li>- Press</li> <li>- Promotional objects</li> </ul>	<ul style="list-style-type: none"> <li>→ 1st semester of 2007</li> <li>→ End of March</li> <li>→ June 15 - 26th</li> <li>→ June 15 - 23rd</li> <li>→ June 15 - 17th</li> <li>→ June 20th and 22nd</li> <li>→ June 21st</li> <li>→ just before/after Open Days</li> <li>→ Open Days</li> </ul>

## SHORT TERM COMMUNICATION

The communication should not stop at the end of Open Days. It is important to mark the spirits. The promotional objects are perfected to serve as reminder. These objects, rather functional, can skip into the daily life. By these daily reminders, Sappers of Navy will integrate naturally the environment of the population.

These promotional objects will be present under various forms:

- Programs
- Caps
- Pencils
- Stickers
- Playmobils (famous brand toys)

Through figurines Playmobil, children discover very early the profession of Sappers of Navy. It is often from this age that is born vocations. These figurines are still only projects but can be true assets to approach the children and their circle of acquaintances.

### Analysis of Open Days

It is also very important to analyze the effects from the communication. A questionnaire must be distributed during Open Days at the exit to know expectations of the visitors:

- to know how they had knowledge of these days
- which stands they visited ...

It will permit to know which supports of communication are carriers and which are expectations of the visitors. This questionnaire will also permit to identify exactly the present population during Open Days. A system of counting must be set up to see the progress of the attendance over several years. These informations will be goods arguments during the prospecting of the partners for the futures Open Days.

## COMMUNICATION PLAN

The communication plan is built in function of:

- The variety of the profiles of the target
- The geographical cover
- The places frequented by the population

The communication plan foresees specific actions, according to targets:

- Towards intermunicipal structures, associations
- Towards direct targets
- Towards Internet users
- Towards the local general public press

*"A critical test of a good strategic plan is that the operational implications are clear. Without a practical operating plan that articulates short-term priorities - and clearly identifies who is responsible for implementation - a strategic plan will rarely be implemented."*

(Michael Allison, 2005, pp. 27)

Indeed, the communication plan is an operational tool. It must include the specification sheets of every operation. To be correctly used every form has to mention the objectives, the message, targets, a detailed description, the responsible person, contacts and the necessary logistics for every mission.

Projected calendar

1st semester	Publish on internal magazines
End of March	Contact with the service Cultural Action to prepare the feast of the music
	Contact with the public road network for stands
	Contact with Cotra (urban transport) to finalize the agreement
	Opening of the web site
In May 7th	The beginning of the promotion by the channel of Visiobus (TV on urban transport)
In June 1st	The beginning of the competition in partner school

In June 8th	Send the description of Open Days to the council for the supports of communication of the city
In June 11th	Contact with journalists
In June 15th	Implementation of posters in the selling points of the city centre
In June 15 - 17th	Animation of the city centre
In June 15 - 23rd	Distribution of leaflet in the city centre during the rush hours
In June 13-19th	Campaign of posting "Privilege n°1" (type of service) with JC Decaux
In June 20th	Distribution of leaflets at the exit of schools
In June 20-26th	Campaign of posting "Privilege n°2" (type of service) Campaign of display(posting) "Audience"
In June 21st	Representation of the brass band from 6:00 pm till 00:00 am on the feast of music
In June 22nd	Distribution of leaflets at the exit of schools Day VIP Announces results of the competition of schools during a reception in the regiment
In June 23 – 24th	OPEN DAYS

## MEASURE AND IMPACT

To measure the success of these Open Days and to observe their impact on the population, it is necessary to analyse the behaviour of the population and the image of 6RG. For that, the perusal and the analysis of the visitors survey can give essential information about the efficiency of the strategic plan, about the population attracted by Open Days and their behaviour. However, it is difficult to measure effects from this event otherwise than by the media coverage. An observation is thus indispensable until next Open Days to confirm the obtained results.



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