

# MMA: Getting an Industry Initiative Started and Completed

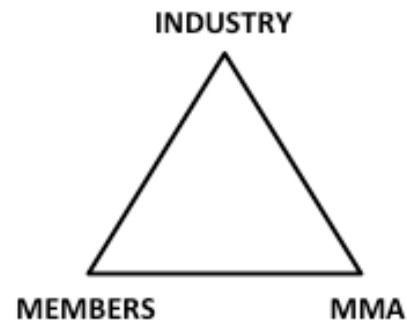


## PREPARING THE STRATEGIC FRAMEWORK:

Every MMA initiative needs a context in order to attract support. Remember, the MMA goal is to make mobile an indispensable part of a brand's marketing mix, so every initiative has to end up being relevant to brands and their partners. This usually starts with a **Background Statement** and a description of the **Central Issue** that represents an opportunity to be exploited or a challenge that must be overcome. Start with these two items to build the **Strategic Framework**.

### Outline of the Strategic Framework

- 1) Background Statement
- 2) Central Issue
- 3) Mission – the very broad *raison d'être*, the approach needed to address the **Central Issue**, with an eye towards helping brand marketers understand why this is important to them.
- 4) Definition of the Initiative – i.e., what is Push Messaging, or Mobile Video
- 5) Describe the **Industry Landscape** – who are the key players that should care. This should be carefully crafted to include all the relevant component parts of the ecosystem with as many specific company names as possible
  - a. This becomes a self-standing part of the Initiative, one that conveys the important players and also serves as a sales tool to bring members into the effort. It can look like a LUMAscape or merely be a listing of companies by industry segment
- 6) Goals – Any MMA initiative should ideally address 2 or 3 of the 3 points of the triangle (right). We should be helping the **industry** grow by eliminating friction or spurring growth; we should be helping **members** grow their business and engagement with the MMA; and we should be helping the **MMA** grow and improve its service to members and the industry. Any of these could be our potential outputs.
  - a. Deliverables – market update, white paper, best practices, guidelines, standards
- 7) Strategic execution elements – what high level strategies do you need execute to meet your goals? Remember that as more players join the initiative the strategies and tactics can be better articulated so don't be too precise
  - a. Multiple constituents within the Committee might be affected here so don't try to be too narrow at the onset. i.e., Mobile Video found that two tracks, technical and marketing, needed special but different attention
- 8) High-level tactical schedule – recognize that issuing the **Strategic Framework** and **Industry Landscape** serves as the opening salvo to other MMA members and prospects, so this schedule needs to be both broad and flexible. i.e., look at Months and Quarters as opposed to days and dates. However, some targets could be events, like the MMA NY Forum in May or others like it.



## GETTING BROADER SUPPORT - PRESS RELEASE and BEYOND

Once the initial draft of the **Strategic Framework** and the **Industry Landscape** is complete, and we have identified a core nucleus of players (3-6 companies) then we can **announce publicly, first to MMA members, then more broadly**, that we are starting the initiative. This is why it is so critical to have a tight and focused initial working group that can see the bigger picture and help bring in the other relevant participants. After the MMA member team is assembled, can other trade groups be brought in to align support? Will any such groups object to our position? Will this be newsworthy? Is it a first step to making

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the industry move, grow, get safer? Who benefits most from this initiative? Does anyone get hurt?

## PROCESS CONSIDERATIONS:

Again, the above points are typically written down as a 1 - 3 page strategic document, no more. Note that we really have two stages – the first fueled by the Strategic Framework and Industry Landscape, led by a core group, followed by a broader group that adds to the framework and gets working on the deliverables. While any MMA member can join a Committee, any working group or Task Force should be a smaller group (4-5 members) dedicated to completing their deliverable and is representative of the leading industry thinking. To this end, whom do you recommend, e.g. do you have any clients, partners or competitors you can bring to the table (keep in mind they need to be members, if they're not lets get them on board – we can help).

## PROTOTYPICAL SCHEDULE:

- 1) MMA Member(s) draft **Strategic Framework** for the MMA to review in an initial session with core group
- 2) MMA Members (core group) create the **Industry Landscape** so that MMA can track down other key members/prospects
- 3) MMA announces the initiative, seeking added participation
- 4) MMA and Committee/Task Force meet to agree to the Mission, Definition and overall Goals, Strategies and Tactical plan
- 5) Committee/Task Force forms around work streams and agrees to division of responsibilities among members and timing of meetings/progress (MMA recommends every 2 - 4 week cycles.)
- 6) MMA monitors progress, offers direction on content, timing and progress
- 7) When deliverables are nearing completion, MMA finalizes documentation.
  - A. If the deliverable is based on the *committee expertise and perspective*, such as a marketing update or a white paper, we can release these when ready and supported by the entire committee.
  - B. If the deliverable is a series of *recommended best practices or guidelines* then we usually release first for “public comment” so we can learn of any contrary or alternate viewpoints, from members and non-members alike. Public Comment periods run for 30-45 days, after which we consider the inputs and then move to phase 8.
    - a) *If the best practices or guidelines require prior trials and testing, the MMA does not promote these “baby steps” but instead waits for complete results before announcing anything publicly*
- 8) MMA releases FINAL document
- 9) MMA **always and exclusively** promotes any release (e.g. webinar, create how to PPTs, etc.). Any added support from members must be based on MMA agreed to plan and must link back to the MMA website for document downloads. Here is some additional guidance regarding promotion of efforts:
  - A. MMA press release on any deliverable has to come out **first and before** any member releases any PR materials of their own
  - B. MMA needs to be properly referenced and potentially quoted in any member release with a link to the MMA press release
  - C. MMA may need to extend the same courtesy to other sponsors or member participants
- 10) *IF CALLED FOR*: 6~8 months later, gather input and continue to update