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MARKETING STRATEGY: Brand Positioning & Recommendations

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Background

WHAT WE LEARNED:

- Highly-engaged security professionals who are interested in growing and/or nurturing their skills, staying engaged in the web security and programming community and being able to access relevant, timely and educational tools and resources easily and “free,” preferably.
- Projected growth in high-tech jobs. Most jobs center around information security and online web application security. This growth will only see an increase in entry-level positions.
- Members are needed at all stages of their career; however, the organization seems to be of most interest to entry-level to mid-level professionals who are looking to network and share with others, expanding the field.
- OWASP doesn’t view other organizations with similar missions as competitors but as valued “partners” in the “community” work.
- This audience prefers a direct, in-your-face approach rather than “fluff” and/or “cutesy” pieces.

This marketing strategy helps define our target audience, how OWASP might reposition itself in the security market for membership growth, and how it can be rebranded to reach more funders, sponsors, companies, etc., in key marketing channels.

Recommendations

Priorities, Goals & Terms

PRIORITIES

Security

Open

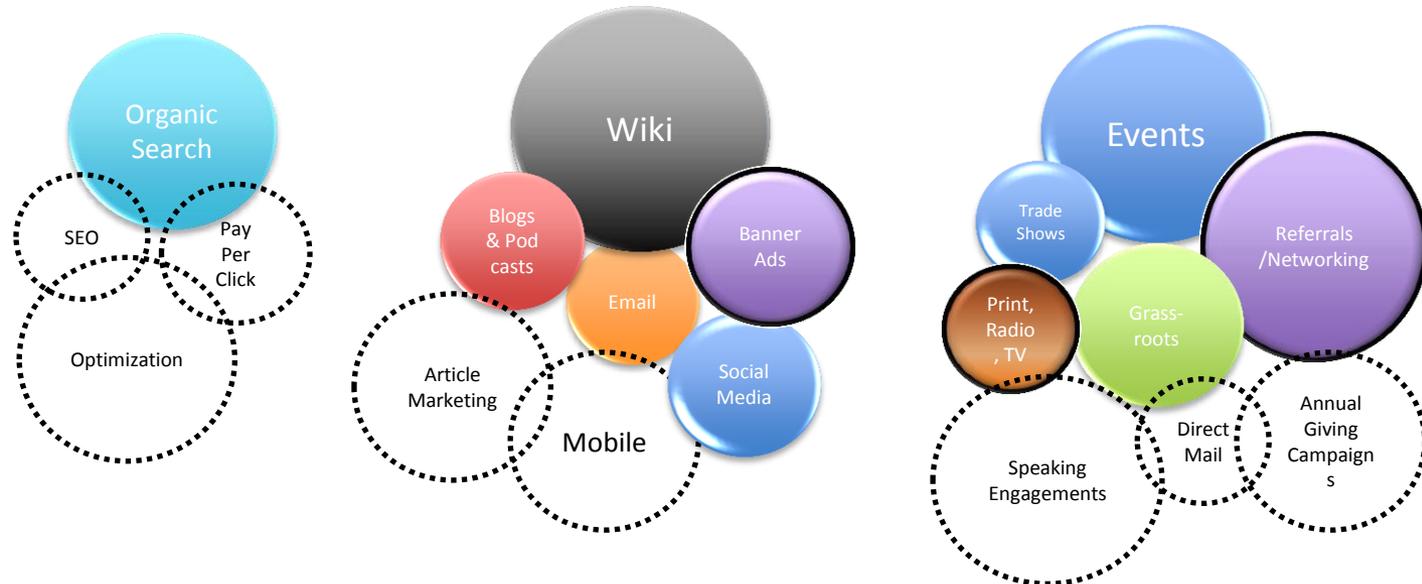
Membership

Global/
Community

GOALS

1. Educate members about the value of open, security-related resources
2. Engage new audiences to drive membership growth and retention
3. Encourage global collaboration and marketing synergy across the OWASP community

Short-Term
Mid-Term &
Long-Term
**MARKETING
STRATEGIES**
By Channel



Short-Term Recommendations

Short-Term

PRIORITIES

Security

Open

Membership

Global/
Community

GOAL

1. Educate members about the value of free, open, security-related resources

TACTICS

- Highlight/update membership content in blog and wiki
- Create segmented “join us” membership emails highlighting the benefits of membership to registered users of the wiki
- Create membership module in wiki that can be utilized across most highly-trafficked pages; communicating the value of membership, new content, etc.
- Evaluate updating the membership experience. Are there opportunities to improve how a person joins online?
- Create retention email marketing strategy, prioritizing why it matters to stay a member

Short-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

2. Engage new audiences to drive membership growth and retention

Tactics

1 Create printed recruitment brochure, add related Web page, and content to use in social media

2 Group project content by subject matter on wiki (pages for industries)

3 Supplement Twitter and LinkedIn presence with Facebook page; encourage fans, friends and followers to link to OWASP sites and share information; increasing engagements

- Highlight most highly-viewed content on wiki; send out to members and ask them to share in all channels

- Keep content up-to-date

- Create recruitment email

- Create branded collateral: pop-up banners for tradeshow and conferences, business cards, etc...; share collateral so your chapters can use (print and online specs); supported by the creative brief

Short-Term

PRIORITIES

Security

Open

Membership

Global/
Community

GOAL

3. Encourage global collaboration across the OWASP community

TACTICS

- Share the style guide across all chapters; monitor any misuse and correct, as needed
- Sharing plan: collaborate online with your chapters (e.g.: On Twitter—talk about the chapter in Latin America and use their Twitter handle)
- Find out if your membership is collaborating globally (survey or general email); highlight any work that is already being done

Mid-Term Recommendations

Mid-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

1. Educate members about the value of free, open, security-related resources

Tactics

- Automate a renewal campaign every 6 months
- Build sharing of information among current membership—highlighting why membership matters
- Use Hootsuite Pro (\$9.99/month) to manage social accounts and start enabling the sharing of content across multiple social platforms
- Create digital communication guidelines for OWASP chapters
- Offer premiums when members join

Mid-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

2. Engage new audiences to drive membership growth and retention

TACTICS

4 Create marketing “microsite.” Monitor analytics monthly.

- Create editorial calendar where you can push content out to your current members in social media, encouraging knowledge sharing about OWASP
- Update site and wiki to be mobile friendly, allowing content to be easily found when people are searching
- Create branded assets (images, ads, etc...) and encourage sharing within members organizations, on social sites for chapters and across partner sites; ensure consistency
- Use google analytics when having member drives to learn what was successful and what didn't work. Include tracking in social links shared with your membership.

5 Review membership options with your membership committee to review adding other levels of membership, encouraging higher engagement and retention

- Link share with corporate partners; provide banner or placement for corporate intranets and internal communication portals highlighting the free tools and resources from OWASP

Mid-Term

PRIORITIES

Security

Open

Membership

Global/
Community

GOAL

3. Encourage global collaboration across the OWASP community

TACTICS

- As part of an OWASP editorial calendar, create a section for community sharing—highlight a highly-engaged chapter, regularly

6 Create a landing page that highlights all social communities with their social interactions

7 Create yearly innovation fund (\$500 to \$1000) to award to 3 volunteer groups that show cross collaboration and are supporting the OWASP mission—updating the Top 10, creating new projects, etc.

Long-Term Recommendations

Long-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

1. Educate members about the value of free, open, security-related resources

Tactics

- Expand email platform to allow groups to send emails under same list; offer to more active groups
- Expand premiums to include tracking of high engagers in your chapters and reward them for collaborating and communicating the value of membership

Long-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

2. Engage new audiences to drive membership growth and retention

Tactics

- Host an online marketing sweepstakes or innovation drive to build email lists—build into social tools; target educational institutions
- Distribute brand assets across all digital properties, encourage sharing within members organizations, on social sites for chapters and across partner sites
- Add membership card with incentives for joining
- Provide discounts and/or savings to those who become members
- 2 Update education roadmap and test feasibility of partnerships and badge programs per industry

Long-Term

PRIORITIES

Security

Open

Membership

Global/
Community

Goal

3. Encourage global collaboration across the OWASP community

Tactics

- Integrate social tools via a social management tool like Spredfast. The OWASP community is active but disparate across Facebook, YouTube, etc. A tool would increase sharing opportunities, collaboration among community members and increase relevance, engagements and awareness for OWASP

More Information By the Numbers



Recruitment Materials

PRIORITIES

Security

Open

Membership

Global/
Community

1

Add a multi-use, marketing folder that's customizable for various uses (foundation, community and recruitment and awareness efforts)

Overview

- Create a multi-use folder that's on-brand for OWASP to use across the organization; prioritize “new member” and “corporate” inserts:

- Inserts to include, but are but not limited to:
 - ✓ Welcome Message
 - ✓ Membership Benefits Sheet
 - ✓ About Us Page
 - ✓ 2013 Key App Project Highlights
 - ✓ Top 10 Quick Reference Sheets—customize to fit key audiences
 - ✓ Annual Event Registration Information
 - ✓ **Event Appeal/Sponsorship Opportunities—*corporate insert***
 - ✓ **Sponsorship Registration Form—*corporate insert***

Education Roadmap

PRIORITIES

Security

Open

Membership

Global/
Community

2

Update education roadmap and test feasibility of partnerships and badge programs per industry

Test Industry Model

Attract membership in specific industries and build on current education model:

Outcomes

- Membership Growth
- Enhanced corporate knowledge of OWASP

Why?

- Badge programs are a growing industry and seen as College 2.0 – <http://chronicle.com/article/Badges-Earned-Online-Pose/130241/>

How?

- Target mobile industry and use Mobile Security Project as a test and learn – https://www.owasp.org/index.php/OWASP_Mobile_Security_Project
- Target mobile developers through other global communities like MoDev, Social and Membership
- Measure interest and increase in membership from the mobile community
 - How many new members? Increase in page views?



Education Roadmap Continued

PRIORITIES

Security

Open

Membership

Global/
Community

2

Update education roadmap and test feasibility of partnerships and badge programs per industry

Launch

If test of mobile industry demonstrates an interest:

1. Work with OWASP Industry and Education committees to create updated roadmap for education (last updated in 2009).
 - As part of roadmap, review feasibility of partnerships with Mozilla (Mozilla Open Badges) and Massachusetts Institute of Technology (MITx) to offer free education on a robust platform—give industry badges, thereby giving your brand a unique offering in the landscape
2. Measure and Learn
 - How many additional members joined in the industries you targeted?
 - Any new corporation partners?

Social Media

Priorities

Security

Open

Membership

Global/
Community

3

Supplement Twitter and LinkedIn presence with Facebook page; encourage your community to link to your sites and share information with you

Best Practices

1. Always reserve brand on recently released social networks—you never know what will take off
2. Use analytics to tell you where your content should be
3. Create branded assets: video intro/exit, headers and footers, imagery icons for social, etc...
4. Invite guest contributors to help build audience
5. Limited budget and resources = tie social sites together. There are ways to market content across sites with feeds. Should only be interim solution as the same content is not always suited for all sites, but builds your brand and distributes your content
6. Allow multiple contributors: Create Style Guide for all channels so multiple authors have a guide; Create Editorial Calendar to lessen confusion and allow multiple content contributors; Create Digital Communication Guidelines for social—i.e. what do you want people to highlight and what keywords would you like them to use?
7. Complete an annual update of Wikipedia page: <http://en.wikipedia.org/wiki/OWASP> (Last updated on Feb. 21, 2013! Good job.)
8. Use FREE tools such as www.socialmention.com, to tailor messages and see what's working and/or not
9. Foster engagers—give those that are talking about you some though—retweets, promotional material, etc... For example uwebd gave out mugs for signing up and talking about their new site
10. Measure, measure, measure---know what is happening with your analytics and respond

Social Media Continued

PRIORITIES

Security

Open

Collaborative
Community

Global

3

Supplement Twitter and LinkedIn presence with Facebook page; encourage your community to link to your sites and share information with you

Social Mention

socialmention*

3%
strength

6:1
sentiment

39%
passion

20%
reach

1 hours avg. per mention

last mention 3 hours ago

79 unique authors

43 retweets

Sentiment

positive 30
neutral 205
negative 5

Top Keywords

security	57
appsecusa	54
hacking	24
appsec	24
mantra	24
application	22
development	20
photo	20
tools	16
framework	15

Top Users

ChRiStlaAn008	27
OWASP Mantra	8
AppsecTutorialS	4
KT	3
Getmantra	3
dvsseed	2
Ajin Abraham	2
corris	2
PresseBox	2
Egypt Job Club	2

- Who is a high engager? What keywords engage your audience?
- Opportunity
 - 54 Groups on Facebook—7,660 Likes
 - 93 Groups on LinkedIn—20,443 Members
- When updating content, keep in mind the top keywords and use them in relevant areas
- If high engagers are groups or members in your community, target them for sharing information and kick starting more engagements
- Measure over time as you build out your content in all social settings
- Start targeting your strengths in order to grow
- Measure your success via Facebook Insights, etc.

Marketing Microsite

Priorities

Security

Open

Membership

Global/
Community

4

Create marketing microsite that allows for enhanced design and can be targeted and optimized to engage people who are not aware of the OWASP brand

Overview

- The most successful recruitment sites make it simple for prospects to know what they are signing-up for and why it's important for them to do so.
- Sometimes, it's worth giving your audiences a "microsite" where the content is separate from your primary website. Your story can be told concisely and cohesively. Your headers and footers can be focused on recruitment and lessen the noise to your visitors.

Example:

Performance marketing makes £9bn for UK brands in 2012

Join FREE as a Bronze member to get:

Free market research on digital marketing

Daily Pulse: award winning newsletter

Careers guides, jobs boards and alerts

It takes 30 seconds to join us

JOIN FOR FREE

Membership Options and Audiences

PRIORITIES

Security

Open

Collaborative
Community

Global

5

Review membership options to add levels that could encourage higher engagement and retention

Overview

- There is a huge gap between the basic membership fee of \$50 and corporate membership of \$5,000.
- Let's consider adding additional levels that target key audiences for growth, for example:
 - Student Membership
 - Non-profit/Government Membership
 - Professional Membership (for those working in the web application security field)
- Tie these new membership levels to incentives, premiums, etc.

Social Hub

Priorities

Security

Open

Membership

Global/
Community

6 Create landing page that highlights all social communities with their social interactions

Overview

- Many large communities create “social hubs” to highlight how to reach each chapter or group within the larger community. SisterWorks recommends the same for OWASP. Here are some good examples:

- ✓ **U.S. Department of Health & Human Services:** <http://www.hhs.gov/socialhub/>
- ✓ **Georgetown University:** <http://www.georgetown.edu/connect-with-us/index.html>

The screenshot shows a 'CONNECT WITH US' section with a grid of social media icons for various Georgetown University entities. The icons are arranged in rows and columns, with each row representing a different group and each column representing a different social media platform.

	TWITTER	FACEBOOK	GOOGLE +	LINKEDIN	FLICKR	YOUTUBE	WEIBO
Georgetown University							
President John J. DeGioia							
ALUMNI AND ALUMNAE							
Georgetown Alumni Association							
ATHLETICS							
Athletic Department							
CAMPUSES AND SCHOOLS							
Georgetown College							

Innovation Fund

Priorities

Security

Open

Membership

Global/
Community

7

Create yearly innovation fund (\$500 to \$1000) to award to 3 volunteer groups that show cross collaboration and are supporting the OWASP mission—updating the Top 10, creating new projects, etc.

Overview

- Innovation is not always easy to drive within a volunteer-supported organization with limited resources. With that in mind, SisterWorks is recommending that OWASP start an innovation fund where groups of volunteers can receive funding for specific projects that meet the criteria.

High-level criteria:

1. Shows cross collaboration from different OWASP Chapters
2. Supports OWASP's mission, values and strategic priorities
3. Has clearly-defined outcomes and a timeline for its project(s)

CHANNELS	EMAIL	BLOG	WIKI	SOLOMO	SEO	EDUCATION	MEMBER RELATIONS	OFFLINE/PUBS
SHORT-TERM (1 TO 6 MONTHS)	<ul style="list-style-type: none"> •Email Templates for various uses •Segment target audiences, using a tool like Constant Contact •New-Member Welcome E-mail that outlines benefits of membership •Bi-Monthly What's New E-newsletter 	<ul style="list-style-type: none"> •Integrate into Twitter •Tie design to other digital properties 	<ul style="list-style-type: none"> •Create membership Toolbox, call out on homepage •Edit membership landing page to reflect more value •Update Top 5 most visited pages, call out on homepage •Integrate social •Update header and footer design 	<ul style="list-style-type: none"> •Create Facebook page and integrate with other OWASP FB sites •Enforce style guide rules for social •Use HootSuite Pro to manage social accounts (\$9.99, monthly) 	<ul style="list-style-type: none"> •Set tagging strategy and incorporate into content •Integrate Google web developer tools •Create link exchange page with opportunities to share OWASP 	<ul style="list-style-type: none"> •Group related content items by subject matter •Update and highlight Top 10 on all marketing channels, encouraging sharing 	<ul style="list-style-type: none"> •Continue surveying membership for engagement and relevance; include non-members •Send a branded e-mail to members, reminding them of what they get for being a member. Offer an incentive for renewing. 	<ul style="list-style-type: none"> •Revamp basic brand identity materials, including business cards, letterhead and logo, giving brand a consistent image to promote nationally, locally and internationally •Create co-branded materials, to include the e-brochure for use in offline and online •Create pop-up banners for conferences and trade shows •Create multi-use marketing folder with inserts for various needs; membership and corporate/sponsor outreach
MID-TERM (6 TO 12 MONTHS)	<ul style="list-style-type: none"> •Automate emails based on members segments (new member, renewal reminder, etc.) 	<ul style="list-style-type: none"> •Integrate throughout all social tools •Create editorial calendar with guest bloggers 	<ul style="list-style-type: none"> •Add a listing of all social sites and localities, encouraging members/no n-member to join •Create marketing microsite 	<ul style="list-style-type: none"> •Create mobile-friendly site •Create intro and exit for all OWASP videos with appropriate branding •Respond to 	<ul style="list-style-type: none"> •Integrate analytics into wiki search tool and optimize content •Add campaign tracking to specific marketing 		<ul style="list-style-type: none"> •Review membership options and look at other membership levels that could increase transactions •Offer premiums/incentives to join and renew 	<ul style="list-style-type: none"> •PDF of communication guidelines sent to all chapters

CHANNELS	EMAIL	BLOG	WIKI	SOLOMO	SEO	EDUCATION	MEMBER RELATIONS	OFFLINE/PUBS
LONG-TERM (12+ MONTHS)	<ul style="list-style-type: none"> •Create local segments working with OWASP Local groups to further integrate and build out email list 		<ul style="list-style-type: none"> •Content Audit and Content Refresh 	<ul style="list-style-type: none"> •Brand presence across all social drivers •Integrate social tool that can coordinate messaging and monitor social reach – Spredfast 		<ul style="list-style-type: none"> •Create badge program by industry 	Identify discounts that can be offered to members (e.g. – savings on software, etc.)	<ul style="list-style-type: none"> •Create a membership card; identify ways it can be tied to membership

Final Thoughts

Return on Investment

 Search Ranking
  Traffic
  Community
  Brand

Cost	Marketing Service	Form of Return			Information	
\$	Email Marketing					Great way to communicate, build relationships, build membership and information sharing.
\$	Guest Blogging					Finding industry relevant blogs where your membership can guest post and vice versa will engage your audience, build your brand and enhance quality in your content and linking strategies.
\$\$	Press Releases					Optimize your releases and wording in them via online media channels (including twitter) to increase your visibility and keyword links to your site.
\$\$	Collateral Materials					Building brand recognition and communicating your mission across all collateral will increase awareness.
\$\$	Communication and Style Guides					Clearly defining expectations to your volunteers and chapters will enhance the quality of your communications and support all of your strategies.
\$\$\$	Marketing Microsite					Creating a segmented audience experience for potential members and unaware audiences will help engage new corporate partners, volunteers and members.
\$\$\$	Link Building					Continuing to find and contact relevant, high quality websites to suggest your site and share links will benefit your SEO, as well as drive high quality traffic to you. Ensuring that the content is maintained an up-to-date will be key to the strategy.
\$\$\$	Viral Content					Sharing your interesting content via social media and blogs is increasing your brand exposure and building towards high quality engagers. Continuing this strategy and enhancing some of your tactics will only continue to show a return in this area.

Return on Investment Continued

 Search Ranking
  Traffic
  Community
  Brand

Cost	Marketing Service	Form of Return			Information	
\$\$\$	Integrated Social Media					Building upon the current OWASP community across your social media platforms and driving the collaboration and integration of those communities supports your mission and will build your brand and engagers.
\$\$\$	Integrated Digital Design					Integrating your brand and design across all digital properties will increase awareness of your brand.
\$\$\$	Online Content Refresh					Using your analytics to remove any content that is old and building new content will help support all of your initiatives. This would have to be an ongoing commitment.
\$\$\$\$	Badge Program					The badge program would take more resources and investment to build, but could show a high return for OWASP as online education grows.
\$\$\$\$	Paid Search					Paid search can be successful to increase brand awareness and drive membership growth. There is typically no "one size fits all" rule of thumb. You should evaluate individual bidding decisions daily through the lens of your overall financial goal. It is fact-based data tied to one's goal that drives better performance for paid-search.

Conclusion

- **OWASP's advantages:**
 - Successful ongoing initiatives
 - Engaged and loyal volunteers and chapters, local and global
 - Groundwork ready for future growth
- **Prioritize, approve and implement the recommendations**
 - These will enhance your foundation's brand awareness, helping to educate, extend reach and engage your target audiences
 - Analytics play a key role in the recommendations, helping you measure success
- **Next steps: Get Creative**
 - Use local internships to jumpstart your digital initiatives (emails, website, etc.)
 - Target graduate degree programs for more experienced students that are trained to your specific needs. For example:
 - Georgetown University Communication, Culture and Technology Masters Program Internships (<http://cct.georgetown.edu/mycct/alumni/jobs/>)
 - American University (<http://www.american.edu/soc/admissions/graduate-internships.cfm>)
 - University of Maryland (http://www.careers.umd.edu/section.cfm?section_id=5)
 - George Washington University (<http://smpa.gwu.edu/internships.php>)
 - Launch campaign initiatives. A few of the recommendations would be good test-and-learn opportunities for offline and online. For example:
 - Marketing Microsite: If launched a marketing microsite, we would recommend you use LinkedIn to advertise the site and measure the initiative prior to broadening the campaign across other platforms
 - Conferences: We would suggest that you add to your offline marketing of conferences and try some test and learn campaigns on LinkedIn for your conferences
 - Once recruitment materials are created, socialize them offline and online