

2010 - 2013 Strategic Plan by Programs

Key Result	Education & Information			
	COMPOSITES - Education	CCT	Academic Outreach	Webinars
Description of accomplishments by 6/30/13	Provide forum for top notch education and information exchange for entire Composites Industry value chain and end users (see attendance), which focuses on topics that are innovative and stretch the industry to prepare for the future, as well as manage their current business and operations effectively, and provide solutions.	Increase the number of CCTs in the industry and the recognition of CCT by strengthening the certification program, engaging community colleges and technical schools so they use CCT in their programs; and providing a forum for CCTs to share experiences. To create a CCT-2 program, a certified practitioner windmill blade "Repair" program, increasing demand from the industry to "pull" the program through the system, and partner with at least 4 academic institutions.	By working with technical schools, colleges and universities, ACMA will gain a better understanding of their needs and will have a better way to utilize the skills of academia to promote and teach composites education to those currently in the industry, and potentially generate funding in key composites education areas. Encourage and recruit academics to be involved with ACMA programs and committees.	Develop a comprehensive event schedule comprised of in person and online events focused to all levels of professionals within the industry; and that provides both innovative, cutting edge education on expanding markets, materials, processes, and technology; and more basic composites education.
Priority Level within Key Result	1	3	1	2
Performance Indicators				
Milestone Year 1 (June 2011)	<ol style="list-style-type: none"> 1. Identify key new areas of education needed at the Show 2. Partner with 1-2 other groups to provide education 3. Increase the variety of speakers 4. Hold select presentations as online events (either live or after the fact) 5. Increase positive feedback on education and tech. paper sessions 	<ol style="list-style-type: none"> 1. Develop measures for success. Increase perceived value. 2. Review/Revise Policies and Procedures 3. Increase communications to CCT to create a community and increase the number of recertifications 4. Create 3 year plan of CCT 5. Revise/update 3 CCT Programs 6. Create Repair CCT 7. Form partnerships with 2 new academic members 	<ol style="list-style-type: none"> 1. Form Academic Group to share information between its members and ACMA 2. Solidify way to use these companies to help develop and ID CCT tutorials 3. Increase the amount and quality of technical papers 	<ol style="list-style-type: none"> 1. Review software for webinars 2. Conduct 8-10 webinars a year 3. Conduct 4 webinars for members only 4. increase use of outside speakers 5. Improve online registration 6. Improve collection of demographic information for better marketing
Milestone Year 2 (June 2012)	<ol style="list-style-type: none"> 1. Increase in number of full conference registrations and Show Sampler registrations 2. Increased positive feedback on education and tech paper sessions 	<ol style="list-style-type: none"> 1. Revise/update 3 CCT Programs 2. Identify if new CCT are needed 3. Form 4 new academic partnership 4. Work toward accreditation of CCT from a leading group 5. Develop hands-on CCT 6. Develop "level 2/next level" CCT through a revised recertification program that enhances original area of CCT 	<p>Increase the amount and quality of technical papers</p>	<ol style="list-style-type: none"> 1. Conduct 8-10 webinars a year 2. Conduct 4 webinars for members only 3. increase use of outside speakers 4. conduct education survey on overarching needs
Membership	Yes - through providing a touch point for all current members at least once each year. Provides opportunity to attract new members as well	Yes	No	Yes - By providing easy to obtain and cost effective education. Also provides value to members only by providing access to information not available to others.
Value to Industry	Provides avenue for education to the industry to increase the overall knowledge in the industry	Provides a common tool that all in the industry can use to demonstrate a baseline of knowledge in specific composites manufacturing activity.	Research, funding, and education can all be provided through academia. ACMA can leverage this for a win-win for both ACMA and the industry; and Academia.	Provides easy to obtain and cost effective education to members and nonmembers.
Key Result: 1. Education & Information 2. Legislative & Regulatory 3. Member Company Prosperity	1. Education and Information	1. Education and Information	1. Education and Information	1. Education and Information 3. Member Company Prosperity
Goals	<p>#1-2 Provide resources that membership finds useful in education and training their employees Also: 1-4</p> <p>#3-1 Provide business management and leadership training programs for business owners and leaders that are used by a significant number of the membership #3-2 Provide resources for managing and growing businesses that are utilized by a significant number of the membership Also: 3-3, 3-5</p>	<p>#1 Provide resources that prepare young people to enter the industry #2 Provide resources that a significant number of membership find useful in educating and training their employees</p>	<p>#1 Provide resources that prepare young people to enter the industry Also 1-2</p>	<p>#1-2 Provide resources that the membership finds useful in educating and training their employees; Also 1-4</p> <p>#3-1 Provide business management and leadership training programs for business owners and leaders that are used by a significant number of the membership Also: 3-2</p>
Committee	Convention Committee	CCT Steering Committee	Education Committee	GAC, Education, ICPA, DACs
Program Owner/Staff	Heather Rhoderick	Heather Rhoderick	Heather Rhoderick	Heather Rhoderick

Education & Information Cont.

COMPOSITES - Business Opportunities	COMPOSITES - Innovation and Awards	COMPOSITES - Attendance	COMPOSITES - Reputation and Brand
Facilitate business opportunities for composites industry professionals from manufacturing, suppliers, distributors, end users and engineers through a diversified exhibit hall and networking opportunities, including a focus on composite FRP, equipment, thermoplastics, high performance, materials, and cast polymer	Recognize composites innovations and growth in product development, research, processes, materials, and end use markets through the ACE/Pinnacle program, and recognize key contributors to the industry to inspire others and provide gratitude to leaders through a membership Awards program	Grow Attendance through the entire industry value chain and in all different types of composite materials and products, including a focus on FRP, high performance, end users and engineers, as well as by attracting different experience levels and demographics.	Increase the reputation and recognition of COMPOSITES as the industry leader trade show and convention in the Americas through stronger education, speaker selection, exhibit hall, and an increased presence in other group's publications and materials.
1	1	1	1
1. Increase the number of high performance companies (for example companies not using stronger reinforcements than E-glass and nonpolyester resin systems) 2. Increase the number of equipment/tooling suppliers 3. explore feasibility of virtual tradeshow	1. Revise ACE/Pinnacle Awards so they recognize the direction of the industry 2. Increase the amount of post event recognition of Awards	1. Identify key audiences to focus on (end users and manufacturers) 2. Partner with 2-3 other groups to increase attendance 3. Review survey data from 2007 and compare with recent conference surveys. To determine whether we are meeting the needs of members and the industry	1. Identify key strengths and potential strengths of Show, as well as the different strengths of this Show vs. other shows/events 2. Create plan to capitalize on these strengths and communicate them to key audiences 3. Increase Social Media presence 4. Increase pick ups and outside reporting on the Show
1. Increase number of exhibitors in 2 additional key market areas 2. ID companies who have product launches	1. Increase the amount of Award submissions 2. Increase the stature of the Awards display onsite	1. Identify key individuals needed at show and invite them specifically 2. Grow attendance in 2 key market segments 3. Grow attendance in younger generation	1. Increase exhibitors, sponsors and attendees 2. Increase pick ups and outside reporting on the Show, specifically in the key target areas
Yes - through providing a touch point for all current members at least once each year. Provides opportunity to attract new members as well	Yes- Potential to recognize current members and to grow markets by communicating to end use markets information about the award winners	Yes - through providing a touch point for all current members at least once each year. Provides opportunity to attract new members as well	Yes - through providing a touch point for all current members at least once each year. Provides opportunity to attract new members as well
Provides marketplace for companies to launch products and to visit with multiple customers/potential customers at once. Provide manufacturers an opportunity to visit with current/potential vendors and see new innovations. Provides oppt. To network and learn from each other.	Helps with CGI; Identifies new Innovations	The greater the attendance, the more revenue is provided to ACMA. It also allows for greater exchange of ideas and knowledge.	The better the reputation of COMPOSITES, the greater the ability for ACMA to identify new members, new participants at ACMA, etc. Also protects revenue and position for ACMA as the industry association as the cost of entry for a possible competing show becomes greater
1. Education and Information 3. Member Company Prosperity	3. Member Company Prosperity	1. Education and Information 3. Member Company Prosperity	1. Education and Information 3. Member Company Prosperity
#1-2 Provide resources that membership finds useful in education and training their employees Also: 1-4 #3-2 Provide resources for managing and growing businesses that are utilized by a significant number of the membership #3-3 Increase awareness of potential market advantages of utilizing composite materials Also: 3-1, 3-5	#3 Increase awareness of potential market advantages of utilizing composite materials #5 Strengthen ACMA	#1-2; 1-4 #3-5 Strengthen ACMA. Also 3-1, 3-2, 3-3	#1-2; 1-4 #3-5 Strengthen ACMA. Also 3-1, 3-2, 3-4
Convention Committee	Convention Committee, DACS	Convention Committee	Convention Committee
Heather Rhoderick	John Busel/Heather Rhoderick	Heather Rhoderick/Gabrielle Hampson	Heather Rhoderick/Gabrielle Hampson

Education & Information Cont.			
Conferences/Workshops	Industry-Wide Communications	Members-Only Communications	Legislative/Regulatory Communications
Develop a comprehensive event schedule comprised of in person and online events focused to all levels of professionals within the industry; and that provides both innovative, cutting edge education on expanding markets, materials, processes, and technology; and more basic composites education.	<ol style="list-style-type: none"> 1. Broaden Composites Manufacturing's audience by increasing the number and type of readers who rely on the print and online publications for information. Accomplish this by increasing the breadth, depth and quality of industry coverage. 2. Become ACMA's most frequent and valuable connection to members and nonmembers and, therefore, an important first step in the sales pipeline to COMPOSITES attendance and ACMA membership recruitment and retention. 3. Establish systematic subscription and advertising marketing campaigns to support these accomplishments. 	<ol style="list-style-type: none"> 1. Develop effective, easily accessed means to communicate current and rapidly evolving news to ACMA membership. 2. Improve member engagement with existing publications such as the Insider and Annual Report. 3. Launch targeted communications vehicles for CGI Committees. 	Translate in-house expertise and programs (GAC, CAP) into publishable content that advances ACMA's legislative and regulatory agenda: Launch a must-read legislative/regulatory publication for the composites industry.
4	2	2	2
<ol style="list-style-type: none"> 1. Leadership Forum 2. Construction, Corrosion and Infrastructure conference 3. Emerging Markets/Composites Growth Conference 4. Demos and CCT workshops held 5. Review software for hosting online events and posting information online after the event 6. Improve collection of demographic information for better marketing 7. Improve online registration 	<ol style="list-style-type: none"> 1. Increase the frequency of CM Magazine to 6x per year, generate at least \$80,000 in additional advertising revenue 2. Develop a consolidated plan for all internal and external audiences 	<ol style="list-style-type: none"> 1. Develop business plan for CGI Committee publications 2. Develop a consolidated plan for all internal and external audiences 	Develop a business plan that supports this project.
<ol style="list-style-type: none"> 1. Conduct 2 conferences/workshops on timely topics (tad, e.g.. Green) 2. Improve the variety and expertise of speakers 3. Demo's and CCT workshops held 4. conduct education survey on overarching needs 	Set and achieve strategic goals for increasing circulation and advertising revenue.	Launch publications for individual CGI Committees.	Launch a legislative/regulatory publication.
Yes - By providing expert education and networking. Provides a good touch point to ACMA for nonmembers.	Establish CM publications as the first step in a sales strategy designed to convert nonmembers to COMPOSITES attendees and ACMA members. Support ACMA member retention. Accomplish both these goals by communicating ACMA accomplishments and activities.	Provide content-rich publications that support membership recruitment and retention efforts.	Increase number of members who actively engage in legislative/regulatory committees and activities.
Provides information on innovations, best practices, and other information sharing though the industry. Provides time for face to face discussion and learning.	Reader Surveys by email, personal interviews, polling of members and nonmembers at convention.	Reader Surveys by email, personal interviews, polling of members and nonmembers at convention.	Reader Surveys by email, personal interviews, polling of members and nonmembers at convention.
<ol style="list-style-type: none"> 1. Education and Information 3. Member Company Prosperity 	<ol style="list-style-type: none"> 1. Education and Information 	<ol style="list-style-type: none"> 1. Education and Information 	<ol style="list-style-type: none"> 1. Education and Information
<p>#1-2 Provide resources that the membership finds useful in educating and training their employees; Also: 1-3</p> <p>#3-1 Provide business management and leadership training programs for business owners and leaders that are used by a significant number of the membership Also: 3-2, 3-3</p>	#4 Develop multiple communication channels to disseminate information to the greatest number of member companies and other stakeholders.	#4 Develop multiple communication channels to disseminate information to the greatest number of member companies and other stakeholders.	#4 Develop multiple communication channels to disseminate information to the greatest number of member companies and other stakeholders.
GAC, Education, ICPA, DACs, CCT, ACMA Board, Western Board	Communications	Communications	Communications
Heather Rhoderick	Andy Brown	Andy Brown	Andy Brown