

# Vision 2025 Strategic Plan

## Process Pillar

AAM streamlines operations to facilitate goal-driven action plans and organizational success.

**Strategy One:** *Continue to refine AAM's processes and structure to align and maximize contributions of volunteers.*

### Action Items:

- Document processes and annualized committee goals and develop action plans
- Reassess operating structure and responsibilities for committees, executive director and HQ
- Enhance database to capture member interest/expertise areas to better target communications
- Develop process to repurpose work better across multiple channels for maximum exposure

**Responsible parties:** President-Elect, Committee Chairs, Board Liaisons, Headquarters

**Strategy Two:** *Offer members new ways to build relationships and share ideas in a virtual environment through Circles.*

### Action Items:

- Build Circle/chapter task force
- Develop Circle program
- Develop marketing plan for Circles

**Responsible parties:** Circle/Chapter task force, Strategic Communications, HQ

**Strategy Three:** *Develop a strategic technology plan that transforms the organization and uses technology to drive us forward.*

### Action Items:

- Develop technology advisory group to regularly evaluate technology needs and make deployment recommendations to board and executive director within scope of annualized board-approved budget
- Consider ways to use technology to make our organization and content accessible for all, including image captions, closed captions on video, etc.

**Responsible parties:** Board, Executive Director, Technology Advisory Group, Website Committee, Headquarters/AMR participants, DEI Committee

## Growth Pillar

AAM generates revenue to build financial sustainability and facilitate organizational growth.

**Strategy One:** *Increase member satisfaction and retention.*

**KPIs:** Achieve NPS of 75% and retention rate of 82%

**Action Items:**

- Continue bi-annual member satisfaction survey
- Continue to identify ways to add value to members
- Conduct membership retention analysis by level and membership type
- Conduct regular member outreach to uncover opinions and needs of our members
- Develop member benefit training guides and reintroduce content channels throughout the year to keep interest fresh and continually raise awareness

**Responsible parties:** Board, Member Growth, HQ

**Strategy Two:** *Develop innovative sponsorship, advertising and packaged industry-relevant resources and programs that are collaborative and deliver value to the industry.*

**KPI:** For now, the goal is to maintain status quo. KPI will be revisited in 2022 or 2023 once things normalize again

**Action Items:**

- Form task force
- Set sales goals

**Responsible parties:** Samantha Bowerman, Sales task force, HQ

**Strategy Three:** *Deploy growth strategies for each of the target personas to achieve annual membership forecast.*

**KPI:** Annual membership goals are achieved (20 to 25% increase in members by 2025, from roughly 800)

**Action Items:**

- Develop membership goals for experience level, membership tenure, membership type, and function (including growing our membership base of BD professionals)
- Develop membership goals to ensure a diverse organization
- Use member satisfaction survey data to evaluate and improve member experience

**Responsible parties:** Board, Member Growth, DEI Committee

**Strategy Four:** *Deploy growth strategies expansion into international markets.*

**KPI:** Increase number of international members by 25 to 30 percent (from 20-22)

**Action Items:**

- Establish target membership numbers for international members
- Focus initially on Canada and continue to build relationship with CPA Canada

**Responsible parties:** Board, Strategic Communications

### Position Pillar

AAM delivers targeted messaging to communicate our value proposition to members, firms and supporting organizations.

**Strategy One:** *Position AAM as the primary resource for marketing, business development and growth in the accounting industry.*

**Action Items:**

- Develop and execute outreach plan with multiple touchpoints and interactions throughout the year
- Evaluate and create one new award program (for MP, BD, growth leaders, etc.)
- Continue to strengthen relationship with AICPA and increase AAM's visibility with their members.

**Responsible parties:** Executive committee, Board, AAM-MAA sub-committee, Blog sub-committee, partnership taskforce

**Strategy Two:** *Become the leading aggregator and redistributor of growth and sustainability resources, co-branded with alliance partners and industry leaders using the AAM brand.*

**KPI:** Develop three new industry resources or programs that include industry leaders and partners.

**Action Items:**

- Expand membership and alliances
- Improve use of AAM and aggregated resources delivered through the AAM pipeline
- Set goal for media activity/results
- Create DEI programming within AAM to improve our own diversity, equity & inclusion.

**Responsible parties:** Executive committee, Board, Strategic communications, Knowledge-sharing/thought leadership committees, DEI taskforce/committee

## Knowledge Pillar

AAM is the authority on CPA growth, providing thought leadership and process to key target markets.

**Strategy One:** *Create educational curricula for different AAM member personas in order to address their needs*

### **Action Items:**

- Develop editorial calendar and slate of curricula
- Complete content plan and gap analysis, considering what niched and specialty content is needed for specific personas, and including new voices from within the industry and outside of public accounting to share best practices
- Develop resources for members and non-members to develop and promote Diversity, Equity & Inclusion programs within their firms
- Develop more on-demand content to meet members where they are

**Responsible parties:** Executive director, Content task force, Executive committee, Knowledge-sharing/thought leadership committees, DEI taskforce/committee

**Strategy Two:** *Create, aggregate and distribute top level thought leadership to target markets*

### **Action Items:**

- Update and maintain content catalog
- Establish new research product and sales/revenue goal
- Develop annual trends/forecast report

**Responsible parties:** Executive committee, Content taskforce, Environmental Scanning Council, Major Firms Growth Council, Knowledge-sharing/thought leadership committees

**Strategy Three:** *Enhance & maintain robust thought leadership library for members and accounting industry*

### **Action Items:**

- Complete comprehensive content tagging system
- Assess technology recommendation/report (see Process pillar, Strategy 3)
- Execute process for tagging new content documentation
- Revamp Marketer's Library to house more templates and resources

**Responsible parties:** Board, HQ, Content taskforce, Website committee, Technology taskforce

**Strategy Four:** *Partner with industry leaders and build alliances with industry groups in order to create, curate, distribute, and co-brand valuable content*

**Action Items:**

- Develop distribution agreements with partners
- Increase in co-branded content, including partnering with the AICPA
- Explore new channels for AAM content, such as guest blogging
- Increase web traffic and social media mentions

**Responsible parties:** Executive committee, Board, Knowledge-sharing/thought leadership committees, Partnership task force, HQ, Executive Director, Social media committee, Website committee

**Key 2020/2021 Action Steps:**

- Prove value to membership for renewal in order to achieve 80% member retention
- Develop Circles for 2021 rollout
- Reassess operating structure assuming no Executive Director hire is made until mid-2021
- Continue to focus on DEI initiatives and messaging