

Vision 2025 Strategic Plan

Process Pillar

AAM optimizes operations and implements innovative strategies to ensure the viability of the organization.

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

Objective 1 – In 2022, develop new processes and procedures for AAM committees to be more effective and productive, and retain volunteers.

Tactics:

- Reassess operating structure and responsibilities for committees, Board and executive director
- Develop and present annual orientation to committee chair/co-chairs
- Create term limits for Committee Chairs to be included in committee handbooks
- Require committee chair to develop action plan addressing assigned strategies from the annual operating plan
- Require committees to have and update handbook annually by March 1
- Perform two annual committee chair check-ins to make sure committee is running well, identify issues or needs.

Responsible parties: Board and Committee Chairs

Objective 2 – In 2022, develop a survey that determines volunteer satisfaction with a goal to achieve a 70% satisfaction rate and 35% participation rate.

Tactics:

- Develop and deploy a survey to volunteers currently serving on committees to measure volunteer satisfaction
- Compile and analyze data
- Develop a plan to address gaps and issues

Responsible parties: HQ, Committee Chairs, Volunteer Ambassador

Strategy Two: Create a data strategy and strategic technology plan that transforms the organization to drive us forward.

Objective 1 – By the end of 2024, create a data roadmap to bring AAM from where it is to where it wants to go by identifying and analyzing key data points and how to use this information to our advantage.

Tactics:

- Identify or create a committee to manage AAM's data
- Create a data inventory - sources, where it exists, how it's gathered, gaps
- Identify data types and how the information can be used
- Identify what data we want to collect on our members and how we can use it
- Analyze marketing data from social, constant contact, etc to see how we are performing

Responsible parties: HQ, New Data Committee, Technology Advisory Group (TAG)

Objective 2 – Annually assess and evaluate the association’s tech stack.

Tactics:

- 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.
- Launch redesigned website by June 2022

Responsible parties: HQ, TAG

Strategy Three: *Identify industry trends, events or issues that could impact the success of the association.*

Objective 1: By the fall of 2022, identify the top two to three trends or issues that could impact the future of the association and outline a plan to address.

Tactics:

- Gather insight from the ESC and Major Firms
- Gather information from industry publications, blogs, etc
- Analyze and assess information
- Develop a plan to address/manage the issues

Responsible parties: HQ, ESC, Major Firms, Partnership Task Force

Strategy Four: *Develop a vision for future programs and services offered by AAM funded by AAM’s investment account.*

Objective 1 – By the end of 2023, develop a plan on how to invest funds from AAM’s investment account back into the association.

Tactics:

- Identify programs deemed worthy of pursuit by the BOD
 - CPE Program
 - Program targeting college marketing programs

Responsible parties: HQ, Board, Finance

Growth Pillar

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

Strategy One: *Explore and review membership models that would contribute to growth, engagement and the overall member experience.*

Objective 1: In 2022, explore optional membership models.

Tactics:

- Explore the why – why a new membership model?
- Create focus group(s)
- Track member engagement – create scorecard for members to see value received
- Explore optional modes:
 - Explore enterprise membership pricing model for Top 100 and organizational
 - Multi-member participation who see the benefit to cross-sell AAM products
 - A la carte model for just webinars, circles, etc.

Responsible parties: HQ, Board, Finance

Strategy Two: Analyze renewal and survey data to better understand the member experience to improve member satisfaction and retention.

Objective 1: Achieve a retention rate of 82% in 2022.

Tactics:

- Compile and analyze renewal to determine members with lowest retention
- Perform outreach to members with lowest retention rate
- Analyze data from member types - surveys and outreach - to identify ways to add value and improve member experience for both executive and affiliate
- Develop member benefit guides to create awareness and access to member benefits to improve the member experience
- Perform periodic checks to ensure new member onboarding is occurring as outlined
- Perform bi-annual member satisfaction survey (NPS) in 2022 with ClearlyRated using survey results to determine areas where the member experience can be improved – what programs are thriving and which ones are failing
- Evaluate AAM Circles – adding and dropping circles

Responsible parties: HQ, Member Growth

Strategy Three: Deploy growth strategies to achieve increase in membership including partnering with industry leaders and alliance partners to develop and distribute co-branded material.

Objective 1: By 2025, AAM will have experienced a 15 to 20% increase in membership – 920 to 960 members.

Tactics:

- Develop three annual campaigns with compelling, targeted messages including incentives encouraging prospects to join
- Develop follow up campaigns with non-members who participate in Summit, Emerge, Certificate Courses and AAM High Webinars
- Update and clean prospect list. Consider finding a company to clean it
- Investigate and deploy drip campaign to prospects using automation through Constant Contact
- Create a campaign specifically directed at vendors

Responsible parties: HQ, Member Growth

Objective 2: By 2025, increase number of international members to 40–50 members.

Tactics:

- Enter into partnership with CPA Canada offering their membership special discounted pricing to join AAM
- Present at CPA Canada The One Conference
- Work with Canadian associations to promote to their membership
- Research and identify organizations to partner with in the UK

Responsible parties: HQ, Partnership Task Force

Objective 3: By 2025, develop one to two new industry resources or programs with industry partners, as well as being able to share AAM content with their members on various channels.

Tactics:

- Partner with AICPA and CPA.com to co-brand a program
- Host AAM webinars and share AAM blogs/resources with their membership
- Work with alliances to share AAM content and programs within their memberships
- Partner with CPAFMA on a DEI co-branded project

Responsible parties: HQ, Partnership Task Force

Strategy Four: Streamline and package more educational certificate and training programs.

Objective 1: By 2025, have five to six training or certificate programs building an overarching framework including strategy, level and skill set. Some potential offerings may include: digital, client experience, design, communications, content, sales and business development, marketing, data management (CRM), data analytics, event planning (webinars, conferences), social media (platform use), recruiting, DEI.

Tactics:

- Identify LMS capabilities
- Identify topics and curriculums, including length
 - Survey membership to find preference
 - Demo vs. training vs. introduction vs. execution
- Identify vendors/technology/sponsors/instructors (good to expand pool of presenters – maybe vendor themselves)
 - Tie this into the membership survey
- Communication plan
 - Organizational pricing, advertising spend, partner (LMA, AICPA, etc.) promotion
 - Market this as part of a marketing professional’s goals within their annual goals to support AAM membership amongst partners
- Identify plan for frequency of content updates
- High-end deliverable for graduates – designation for email signature
- Capture success stories

Responsible parties: HQ, New Education Committee, Vendor/Contractor, Strategic Communications

Position Pillar

AAM is the primary resource for innovative growth-minded professionals in the accounting and advisory profession.

Strategy One: Position AAM as the primary resource for growth in accounting and advisory profession by building a strong public image and reputation.

Objective 1: Develop an annual PR strategy to increase AAM's position and brand image in the market.

Tactics:

- Evaluate/develop AAM's value proposition statement
- Emphasize Rhonda's role as ED, key to raising AAM's profile
- Build better relationship with media – develop a few key media partners
- Send 2 to 3 press releases a month around AAM programs and events
- Develop a tool to track media responses and what impact they had
- Create campaign directed at state societies
- Create 2 to 3 social media campaigns annually
- Find other media channels to republish AAM articles
- Create a new award (for MP, BD, growth leaders)

Responsible parties: HQ, Strategic Communications

Strategy Two: Develop framework to engage in relationships, including research and analysis of viable alliances in the US and Canada.

Objective 1: Identify, connect and strengthen partnerships with at least five **US** accounting alliances by October 2025.

Tactics:

- Identify list of alliances, including current relationships and member statistics
- Review how needs are being met or where current gaps exist; survey to gauge perception of AAM
- Confirm representatives from alliances on mailing lists, better understand exposure to AAM
- Create summary of benefits, based on insights/feedback from alliances (i.e. sponsorship opportunities, content contribution, internal networking/best practice sharing)
- Create ongoing communication strategy
- Create formal partnership agreement to communicate benefits, expectations (see BDO agreement)
- Revisit list annually, update accordingly

Responsible parties: HQ, Partnership Task Force, Strategic Communications

Objective 2: Identify, connect and strengthen partnerships with alliances in **Canada** by October 2025.

Tactics:

- Identify list of alliances, including current relationships and member statistics
- Review how needs are being met or where current gaps exist; survey to gauge perception of AAM
- Confirm representatives from alliances on mailing lists, better understand exposure to AAM

- Create summary of benefits, based on insights/feedback from alliances (i.e. sponsorship opportunities, content contribution, internal networking/best practice sharing)
- Create ongoing communication strategy
- Create formal partnership agreement to communicate benefits, expectations (see BDO agreement)
- Revisit list annually, update accordingly

Responsible parties: HQ, Partnership Task Force, Strategic Communications

Strategy Three: *Strengthen relationship with AICPA and CPA.com.*

Objective 1: In 2022, work with AICPA and CPA.com to identify how AAM can be their go to marketing resource/partner.

Tactics:

- Hold monthly meetings with AICPA and CPA.com
- Identify how we can support one another's efforts – fill in the gaps

Responsible parties: HQ, Partnership Task Force

Strategy Four: *Determine if AAM needs to rebrand, changing the name of the association, to include all growth professional in the accounting profession.*

Objective 1: Create a work group to determine if AAM should rebrand by the fall of 2023.

Tactics:

- Identify and invite volunteers to serve in the work group – have in place by early 2023
- Explore the why and research other associations who have successfully rebranded
- Present Board with a recommendation

Responsible parties: HQ, EC, New Work Group

Knowledge Pillar

AAM is the leading authority on CPA growth providing thought leadership, professional development and resources.

Strategy One: *Revise and refine personas that were created in 2020.*

Objective 1: In 2022, create a task force to review and refine personas as well as communicate how stakeholders can best use them.

Tactics:

- Create task force – identify chair
- Board to review and approve personas
- Distribute approved personas to all committee chairs to be shared with committees
- Hold annual review of personas
- Add personas to media kit demonstrating the makeup of AAM members
- House the personas document in the Marketers Library

Responsible parties: Persona Task Force

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

Objective 1: Develop an annual content plan that identifies four top themes for the year addressing member most pressing issues and a list of thought leaders members want to hear from.

Tactics:

- Develop topic survey to gain insight into what member personas want to learn about – use to create trends/forecast report. Conduct survey in June/July
- Design content calendar and education programs around survey results and other feedback from membership
- Repurpose content from Summit and Emerge for the LMS
- Use video for micro trainings
- Develop resources for members and non-members to develop and promote Diversity, Equity & Inclusion programs within their firms

Responsible parties: HQ, Board, Editorial Committee, DEI Committee

Strategy Three: Create Continuing Education Committee to review and identify topics and thought leaders.

Objective 1: Introduce new education committee during July 2022 Call for Volunteers. Asking volunteers to sign up to join the committee.

Tactics:

- Volunteers should be mid to senior level marketers and business developers and been an AAM member for three to five years
- Identify topics for certificate and training programs
- Identify and compile a list of thought leaders from both in and outside the industry using feedback from survey and other data sources
- Update and maintain content catalogue

Responsible parties: HQ, New Education Committee

Objective 2: AAM to identify and address hot/trending topics demonstrating we are on the forefront of what's happening in the profession.

Tactics:

- Identify the top trending topics in the profession
- Create white papers, webinars, conference, articles, etc. addressing those topics
- Identify and compile a list of thought leaders or experts from both in and outside the industry to speak or write on the topics
- Share with Editorial Committee to use in developing content

Responsible parties: New Education Committee, Editorial Committee, DEI Committee

Strategy Four: Enhance & maintain robust thought leadership library for members and accounting industry.

Objective 1: By the end of 2022, have a well-functioning, rebranded Marketer's Library with 50% more valuable resources.

Tactics:

- Revamp and rebrand Marketer's Library to house more templates and resources
- Complete comprehensive content tagging system
- Execute process for tagging new content documentation
- Develop CTA to members to fill the library with resources
- Develop a plan to solicit resources from thought leaders
- Develop a plan to review library and archive any out-of-date material

Responsible parties: HQ, Website Committee, New Education Committee