

Strategy Committee Report

October 9, 2025

- Amanda Brockermeyer,
Chair

Committee

- Amanda Brockermeyer
- Paul Vavra
- Sherm Oliver, Advocacy
- Eric Colon, Membership
- Erik Bamford, International
- Shelley Frost
- Ken Miller
- Glorianne O'Neilin
- Hollann Schwartz
- Lauren Schoener -Gaynor
- Raleigh Leavitt

Agenda



- Five-Year Strategic Plan (2022-2026)
 - Finishing Strong: Two Years Left in Our Strategy

- Delta Five-Year Strategic Plan (2022-2026)
 - Identifying the Gaps
 - Closing the Gaps

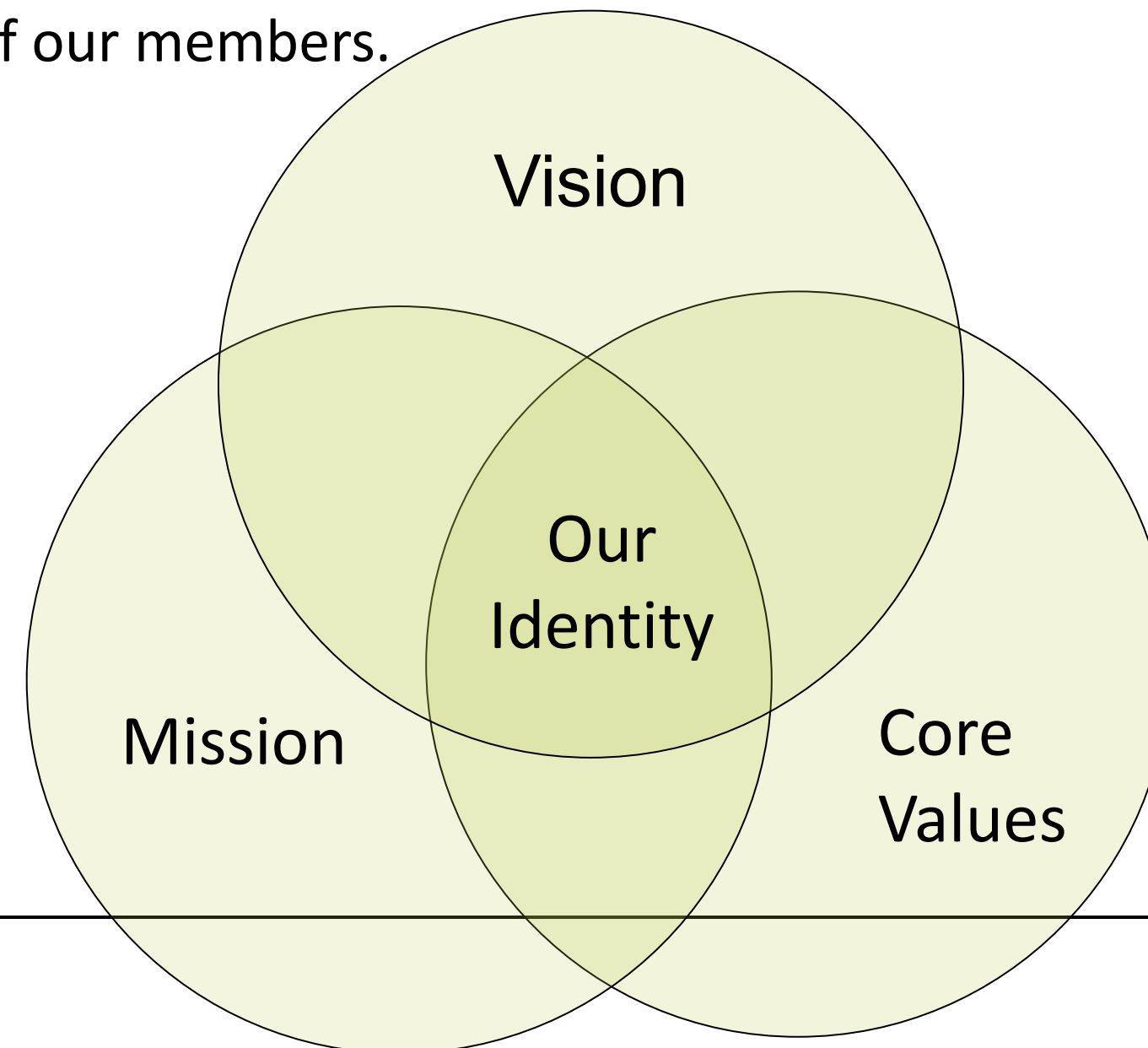
- Five-Year Strategic Plan (2027-2031)
 - Setting the Course on the Next Five Years

Our VISION

Position AOC as the premier global association that unites members, organizations, and like-minded individuals interested in electromagnetic warfare (EW) and spectrum operations internationally. Across government, defense, industry, and academia, and spanning air, land, maritime, space, and cyber maneuver spaces, we foster a global exchange of ideas, philosophies, and information. We are committed to providing a platform to recognize and celebrate the significant advancements and contributions in these critical domains, appreciating the hard work and dedication of our members.

Our Mission

- ADVOCATE
- CONNECT
- EDUCATE



Our Core Values

- LEADERSHIP
- PROFESSIONALISM
- DIVERSITY

The strategy for AOC 2026



- BUILD AN **ADVOCACY AND COMMUNICATIONS ENTERPRISE**
- DIVERSIFY STREAMS OF **REVENUE**
- GROW OUR GLOBAL **MEMBERSHIP**
- STRENGTHEN **INTERNATIONAL PROGRAMS**
- GROW **PROFESSIONAL DEVELOPMENT**

Our 5 Strategic Goals for the 5 -Year Plan



Strategic Goal	Primary Dept	Support Dept	Focus Years				
			2022	2023	2024	2025	2026
1. Grow Global Membership	MEM	A/O, MARCOM					
2. Build Advocacy and Comms Enterprise	A/O	MARCOM					
3. Diversify Streams of Revenue	E&M	A/O, MARCOM					
4. Strengthen International Presence and Programs	A/O	E&M, MARCOM					
5. Grow Professional Development	EDU	MEM, MARCOM					

Mem = Membership (Glorianne O’Neilin)

A/O = Advocacy and Outreach (Ken Miller)

MARCOM = Marketing and Communications (Hollann Schwartz)

E&M = Events and Marketing (Kathy Hartness)

EDU = Education (Lauren Schoener-Gaynor)



Executing the Five -Year Strategic Plan (2022 -2026)



- Assessment
 - Finishing Strong: Two Years Left in Our Strategy
 - Red Ocean Mentality with Survival Tactics
 - Post-COVID Trench Warfare – hold what you got
 - Detailed summary of AOC staff actions on next slide

- Forensics:
 - What's going well – metric: seeing a >10% change
 - Why?
 - What's not moving the needle – metric: seeing <10% growth or change
 - Why?
 - What requires asymmetric investment to achieve desired outcome
 - Defining “low hanging fruit” opportunities

2025 Annual Operating Plan (AOP)



■ **Membership Growth**

- Realign the membership department to optimize team specialization, enhance chapter support, and improve member retention and outreach efforts to drive engagement and growth
- Develop and execute a strategy for all membership types (Groups, Partners, Military, University Young Crow Groups)
- Increase Chapter outreach, participation, and growth; Continue utilizing and increasing chapter usage of databases and websites (Impexium and Billhighway);
- Explore how to expand the Future Leaders initiatives and create a new Empowering Women in EW committee

■ **Advocacy and Communications Enterprise**

- Expand the congressional outreach and education program
- Establish the Advocacy and Technical Advisory (ATA) Committee, formerly the Advocacy and Outreach Committee
- Develop strategic public relations with government and industry stakeholders, including journalists, public affairs officers, relevant podcasts, and industry communications teams.
- Advance AOC History initiatives

■ **Diversify Streams of Revenue**

- Grow and develop audiences for the FTCN family of podcasts, including our regular, subscription, FTCN Live, and CTO Series
- Expand our reach into adjacent markets to grow potential event opportunities (workshops, conferences, etc)

■ **International Growth**

- Successfully transition and execute AOC Europe
- Increase AOC stakeholder outreach to international chapters and events.
- Explore opportunities for expanding conferences for stakeholders in Asia.
- Expand relationships across NATO entities.

■ **Professional Development Growth**

- Continue implementation and usage of data from the roadmap determined by the 2023 McKinley Assessment
- Build relationships and partnerships with organizations, institutions, and/or like-minded associations to grow and enhance AOC's presence and offer expanded varying educational opportunities.
- Create and execute the AOC Certificate Program, beginning with Stevens Institute as the host of the pilot program, and expand to additional institutions.
- Develop a comprehensive education schedule that provides professional development opportunities of value to our members in the form of webinars, OnDemand webinars, and onsite courses.

Summary of the Deep Dive Exercise Inputs

International Programs



Threat of New Entrant – H/M/L

Mitigation:

Bargaining Power of Supplier – H/M/L

Number of rivalry suppliers (see competitive rivalry). Except IEEE we constitute the larger entity.

Mitigation:

The uniqueness of AOC is building on history, and continue staying relevant across the sum of AOC deliverables.

Threat of Competitive Rivalry – H/M/L

IEEE, AFCEA, EWLive (TangentLink), other community associations that see EW/EMSO requirements internal to “own silo”

Mitigation:

Advocacy to open up understanding of a EMS as a overarching, cross-silo-cutting environment.

Bargaining Power of Buyer – H/M/L

Indefinite. Across nations, organizations (e.g. NATO, EC etc.) power of buyer is currently driven by a sense of urgency, it is not limited by financial muscles.

Mitigation:

AOC products must meet the needs of the customers like advocacy that speak to the seniors who approve requirements. Advocacy will support our members across the military, industry and academia

Threat of Substitutes – H/M/L

Falling behind of relevance to customer may force a search new suppliers of EW knowledge.

Mitigation:

Provide an up to date and relevant program for advocacy and course program that meets the new geopolitical reality.

Advocacy & Comms



Threat of New Entrant – H/M/L

Mitigation: Relevant value in a timely manner; resources.

Bargaining Power of Supplier – H/M/L

Mitigation: Uniqueness of service, showing how AOC is a niche community with it's own goals and services that better serve their community

- Staff – we are in a unique market, but so much depends on our staff. Continuing to invest on our staff's prof dev in association work. Reward initiative.

Threat of Competitive Rivalry – H/M/L

Mitigation: To engage across the “full spectrum” of our community, to prevent small pieces of the pie going to others.

Bargaining Power of Buyer – H/M/L

Mitigation: Our community is far larger than our membership.

Threat of Substitutes – H/M/L

Mitigation: Other associations will get there faster;

- How to message to EMSO agencies for better messaging relevancies



- How to message to EMSO agencies for better messaging relevancies

FIRST STEP - Identify our stakeholders

- Conduct stakeholder analysis and value prop analysis
- Create mini-survey with 2-3 questions to start the conversation
- Create a communications loop with chapters to get more feedback
- Work on personas (archetypes) of the whole AOC community

Membership Growth

Questions

1. How to better address crowds that don't know they are?
2. How do we better address corporate Membership?



Threat of New Entrant – H/M/L

Mitigation: Other orgs are broad, we are specific?

Bargaining Power of Supplier – H/M/L

Mitigation: Identify who our competitors actually are? Only have a booth at other events.

(Get recognized by these other}

Threat of Competitive Rivalry – H/M/L

Mitigation: Differentiate ourselves EW Specify bringing all similar careers under one roof and discuss related top.

Bargaining Power of Buyer – H/M/L

Mitigation: Maximize membership by connecting with corporate partners.

(Add staff to focus on membership)
Virtual Clubs

Threat of Substitutes – H/M/L

Mitigation: Recruit young military members from schools. This draws more industry.
Develop virtual chapters to lower entrance barriers

Professional Development



Threat of New Entrant – H/M/L

Mitigation: Provide educational opportunities that are relevant for the new entrants both high-level and technical

Bargaining Power of Supplier – H/M/L

Mitigation: Who are the main “players” and is AOC engaged with them and on what level? Make the connection between the companies/orgs and the customer (ex. Military, DoD, new hires)

Threat of Competitive Rivalry – H/M/L

Mitigation: Show the value of AOC including the career opportunities, existing relationships

Bargaining Power of Buyer – H/M/L

Mitigation: Use our partners and larger companies to provide the education and tools that our audiences want, how they want it (virtual, in-person, etc.) Go to where our audiences are – schoolhouses, bases, etc.

Threat of Substitutes – H/M/L

Mitigation: Continually recruit new members for not only AOC but for the industry through its educational opportunities. Evaluate course offerings to ensure relevance.

Response to the Deep Dives – Discussion on Strategic Shaping of AOC of the Future

Going Forward – Finishing Strong (More of the Same)



- Will Hold Quarterly Reviews with Staff and BoD/Committee Members
 - Active Participation by Applicable BoD Members
 - Report Back to President and BoD – Progress to Goals/Objectives identified in AOP
 - ROI Analysis – graded scores based on critical metrics

- Five-Year Strategic Plan (2022-2026)
 - Finishing Strong: Two Years Left in Our Strategy
 - Expand the industry sponsor base
 - Monetize initiatives and projects
 - Drive Operational Efficiency and Effectiveness

Delta Five (Preparing the Pivot)



- Delta Five-Year Strategic Plan (2022-2026)
 - Transition to Blue Ocean Strategy – Time to Blitzkrieg and Island Hop
 - Identifying the Gaps → Closing the Gaps
 - Target audiences
 - Target messaging
 - Target outcomes

Delta Five (Preparing the Pivot)



- Identifying the Gaps - Where are we not
 - Space
 - PNT
 - Golden Dome
 - ...
 - International Regional Growth
 - Next Generation of Crows
 - “You’re a Crow and don’t you Know”
 - ...

Delta Five (Preparing the Pivot)



- Closing the Gaps
 - What have we not done
 - How are we adding value to all parties and customers
 - Who have we not reached
 - Better corporate sponsorship engagement and business engagement
 - Drive the “why” for customer, decision maker engagement
 - How can we approach the gap differently
 - Next generation and expanded outreach of Crows:
 - Future Leaders
 - EW in EW

Delta Five (Preparing the Pivot)



- International Regional Growth Discussion
 - Board of Directors
 - Staff Growth

- Added board member vs shift an at large member
 - Doing more with less?
- How:
 - Re-distribute the regions?
 - International at large?

- Added staff
 - Better support to the regional, international conferences
 - ROI for staffing

Preparing the Strategy for the Next Five

- What does the Delta Five Tell Us
- Where do we need to definitively be and do differently
- Where are the Over the Horizon Aspects of the Strategy we need to cohesively target
 - Agents of Innovation – how do we identify and prepare for the next technology and warfighting transition

Questions? Comments?