

Strategy Committee Report

June 13, 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

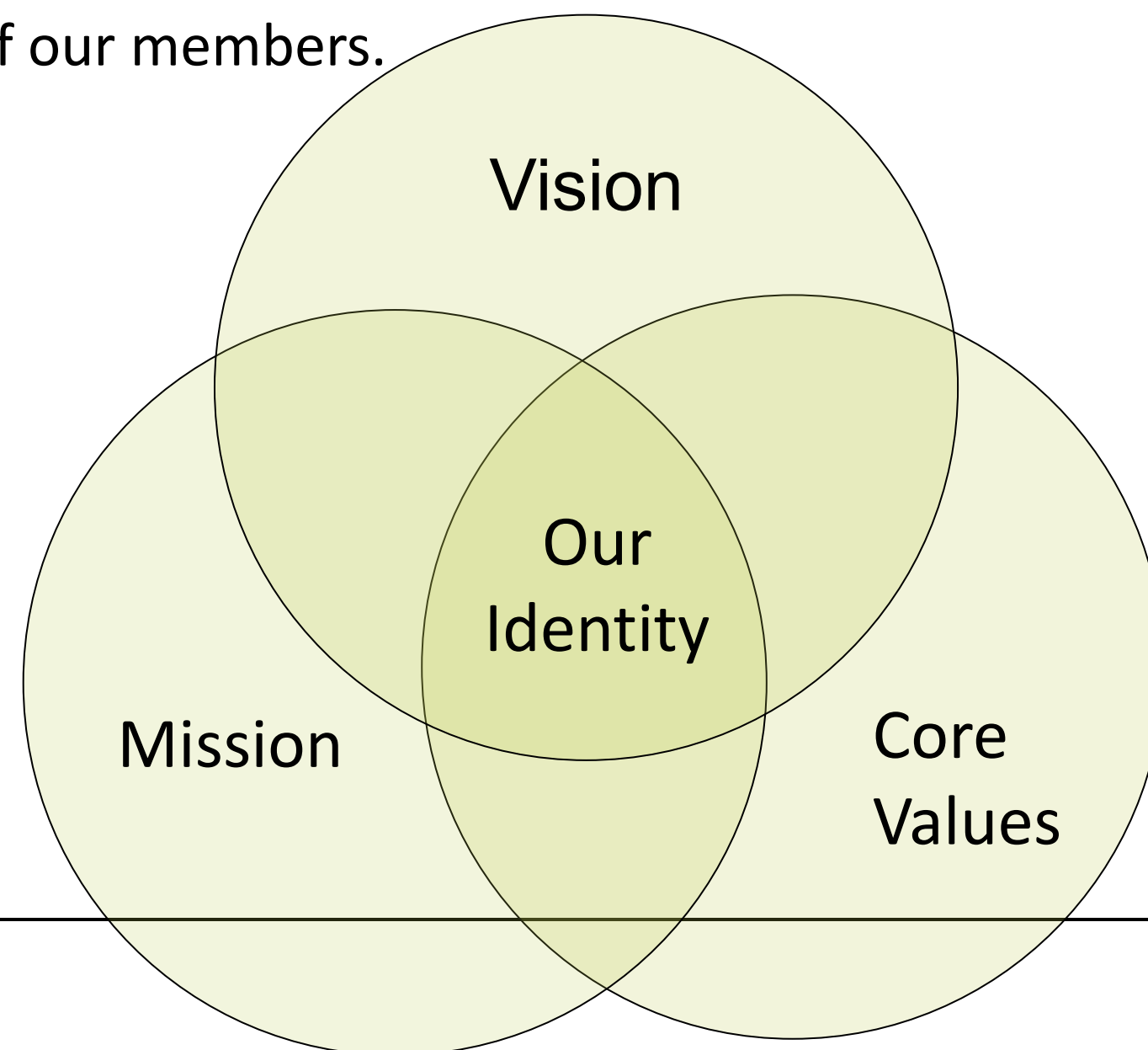
- Five-Year Strategic Plan (2027-2031)
 - Setting the Course on the Next Five Years

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.

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

Lessons from Sun Tzu

- 1 – Choose Your Battles
- 2 – Timing is Essential
- 3 – Know Yourself, Know the Enemy
- 4 – Have a Unique Plan
- 5 – Disguise Your Plans
- 6 – The Best Way to Win is to Not Fight at All
- 7 – Change Represents Opportunity
- 8 – Success Breeds Success
- 9 – No One Profits from Prolonged Warfare



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
 - ...
 - 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

Porter's Five Forces





Threat of New Entrant – H/M/L

Mitigation:

Bargaining Power of Supplier – H/M/L

Mitigation:

Threat of Competitive Rivalry – H/M/L

Mitigation:

Bargaining Power of Buyer – H/M/L

Mitigation:

Threat of Substitutes – H/M/L

Mitigation:

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?



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