



ARTHUR W. PAGE SOCIETY

2024-2026 Strategic Plan

Executive Summary

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Building
the Page
Community

A large, orange, stylized circular graphic that is partially open on the left side, resembling a thick letter 'C' or a partial circle. It is positioned on the right side of the lower half of the cover.

Elevating
the
Profession



Introduction

Forty years ago, the founders of Page faced a new set of challenges that revealed the need for a place where senior communications leaders could learn from one another. Today, that need is greater than ever. Never before have the expectations of CCOs been bigger, the stakes higher or the pace of change quicker.

Like CCOs, Page is at its own inflection point. We are an organization in transformation, becoming more staff-driven, data-centric, technologically advanced and professionalized. We are evolving how we support an increasingly diverse group of members with equally diverse needs.

As the CCO enters a new era, so too does Page. This plan leads us into this new era — one that presents new opportunities for Page itself and the profession we serve.



What Guides Us

As part of the planning process, we reviewed our mission, purpose and vision statements to better describe what we do and why.

Today, the essentiality of strong CCO leadership is more crucial than ever, so we are shifting from strengthening the role to strengthening the impact of those who have it. And to do so, we must also strengthen the teams they lead.



Mission

To strengthen the impact of chief communication officers and their teams, and to lead the profession into the future.

Our previous purpose statement focused on bringing members together but now we're taking it one step further to focus on fostering a strong sense of community. The goal is to create a bond where members feel comfortable being vulnerable, candid, and trusting each other for support. Our new purpose highlights the significance of such a community, emphasizing that building relationships and sharing advice and perspectives among leaders contribute to business improvement and, consequently, societal advancement.



Purpose

To create community among the world's senior communication leaders to help them improve business and society.

If Page is to lead this profession into the future, it must be at the leading edge of thinking about where it's headed. This perspective is imbued in everything Page does to strengthen communication leaders and, therefore, their impact on their organizations



Vision

To be the global organization with the most pioneering thinking and influence on communication leadership.



Our Future

The 2024-2026 Strategic Plan has seven organizational goals that will be the areas of greatest focus.

1. Achieve meaningful **DIVERSITY** in Page and Page Up.
2. Deepen member **BONDING** to strengthen the community and the relationships within it.
3. Increase the **SHARING** of knowledge and advice between members.
4. Continue progress toward being a more **INTERNATIONAL** association.
5. Make the value of membership accessible through **DIGITAL**.
6. Use pioneering thinking to expand our sphere of **INFLUENCE**.
7. **PREPARE** CCOs and their teams to meet the challenges of today and tomorrow.



How We Will Get There



Building the Page Community

- Growing and diversifying the Page community
- Enabling member connections
- Delivering peer engagement
- Driving inclusion and belonging



Elevating the Profession

- Leading CCOs in the future
- Providing learning and practical resources
- Advocating for the profession
- Partnering for reach and impact





Building the Page Community

The stronger our community, the more enriching the membership experience. The Page community includes Page members, Page Up members and the current and past participants in the Future Leaders Experience program. Though each group has distinct characteristics and needs, all are part of the Page family.

Growing and diversifying the Page community

Page's greatest asset is the community itself. We must ensure ours includes a blend of members from different backgrounds, regions, industries, roles and perspectives. Expanding the Page community extends its value to a wider group of leaders and offers a broader range of thinking and connections. It also generates resources we can use to deliver greater value to our mission and members.

Over the next few years our recruitment efforts will be focused on achieving a diverse mix of members and increasing international representation to 30%. We will also continue encouraging members to recruit others, leveraging data and technology for recruitment optimization, and actively supporting diversity in the communication profession through initiatives like the Diversity Action Alliance. The goal is not just numerical growth but to become a more inclusive, diverse, and internationally connected association for senior communication leaders.

Enabling member connections

The expansion of the Page community means it's inherently less intimate, making it more challenging to find those with whom to build new connections. Our latest efforts in data collection and systems integration will enable us to deliver more useful and personalized ways for members to find and connect with one another.

We aim to enhance member connections through data and technology. By leveraging member data, including event attendance, content access, and survey results, we will provide a personalized experience on our website and mobile app. Additionally, we will

foster a matchmaking culture, encouraging facilitated connections based on shared interests, geography, and experiences. The implementation of AI, such as a chatbot, will enhance interactive matchmaking capabilities while promoting member-driven connections through the new app and affinity groups.

Delivering peer engagement

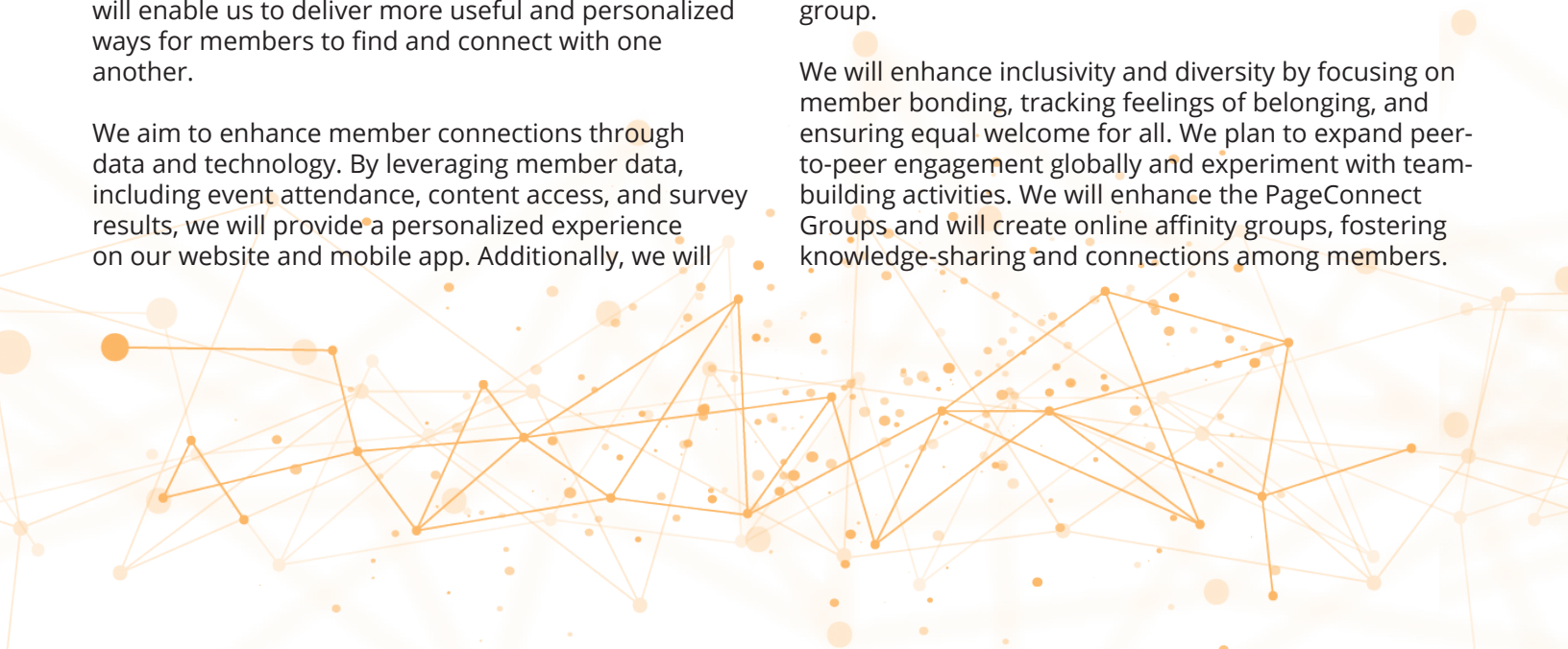
While we will use technology to connect members, nothing can replace the experience of being together. So much of Page's value comes from the interactions that happen between members, particularly at the conferences, which are among the most valued of our offerings. We must find more and better ways to foster connections, help members engage with one another and share their wisdom within the community.

We will use group facilitation methods to enhance peer connection and knowledge sharing in various settings, including large conferences and Page Conversations. These one-hour member dialogues on relevant issues will be expanded with more regular discussions, improved organization, and increased accessibility across time zones. The Page app will also play a crucial role in enabling real-time sharing of information and insights, as well as facilitating asynchronous conversations across different time zones.

Driving inclusion and belonging

Page offers a place for members to feel that they belong to a group of peers who relate to their challenges. To foster a sense that they can rely upon and be vulnerable with one another, we must make each member feel welcome, included, seen, heard, and part of a tight-knit group.

We will enhance inclusivity and diversity by focusing on member bonding, tracking feelings of belonging, and ensuring equal welcome for all. We plan to expand peer-to-peer engagement globally and experiment with team-building activities. We will enhance the PageConnect Groups and will create online affinity groups, fostering knowledge-sharing and connections among members.





Elevating the Profession

Strengthening the impact of CCOs requires that we be a force for driving the profession forward, a resource from which members can learn to be better, and an advocate for the growing value they create for their organizations. Page must offer a pioneering perspective on where the profession is headed and guidance on how to get there.

Leading CCOs into the future

Our thought leadership introduces new ideas and ways of thinking, forecasts our profession's aspirational future and illuminates the path to getting there. We must ensure our research and publications are bold, visionary and ahead of the curve while providing content that is practical and easy to consume.

We plan to study the evolving role of the CCO, now expanded to also focus on areas such as sustainability, HR, public affairs, and marketing. We will provide recommendations and resources for CCOs, potentially updating the Page Model to reflect role changes. Additionally, we will introduce a biennial benchmarking study and publish annual reports on hot topics like AI.

Providing learning and practical resources

The Future Leaders Experience remains among the most valuable programs we offer, and learning opportunities like case study webinars and workshops are highly regarded. We must develop a core curriculum for CCOs and deliver programs that offer learning for members and the senior members of their teams. At the same time, we must aggregate the collective wisdom of our community by creating practical tools and resources for members. Where thought leadership describes an aspirational future, this content meets the day-to-day needs of the CCO and the function.

We will provide practical tools and information, including the biennial benchmarking report on operational aspects and maturity and explore additional resources such as team structure blueprints and strategic discussion guides. To increase the CCO's effectiveness, content will be produced to help CEOs and boards understand the CCO's role, possibly through issue briefs and strategic communication insights. We will also introduce a company-specific or region-specific program similar to the FLE. While FLE will be continued at a high-quality level, a new program based on its curriculum will

offer learning opportunities for specific company teams or regions to address member interests.

Advocating for the profession

The position and stature of Page allow us to be a prominent voice in discussions within and about the CCO profession. Though we must be conscious not to alienate members, we will seek out opportunities to express a Page point-of-view on critical issues and to advocate on behalf of the profession.

The goal is to establish the CCO as a key business leader by actively participating in discussions on business and professional challenges. Initiatives include continuing to host member receptions at global events like Davos and Milken, while also identifying additional targeted global events organized by business trades, and collaborating with other C-Suite associations. Page plans to partner with members present at these events to provide the CCO perspective. Additionally, Page will develop viewpoints on important issues like AI, privacy, sustainability, and diversity, sharing them through targeted editorials in business publications and increasing engagement on social media.

Partnering for reach and impact

As Page expands its sphere of influence in the business community and the CCO role becomes more entwined with adjacent functions, we must strengthen partnerships with entities that offer access to those leaders. We must also engage with our counterparts around the world.

With CCOs expanding collaboration with functions like sustainability, HR, marketing, and public affairs, we will develop new programs in partnership with organizations representing leaders in these areas. We will organize sessions that bring together CCOs and chief sustainability officers for discussions on sustainability, and CCOs and CHROs to explore topics such as employee engagement, employer brand, the future of work, and AI impact. We will strengthen relationships with global counterparts, including EACD, MEPR, APACD, CIPRA, The Harbour Club, Corporate Excellence, Entreprises et Médias, and the Chartered Institute for Public Relations, exploring joint efforts in research or events.



Measures of Success

We track the degree to which members feel satisfied with their membership, that to which they feel Page is meeting their needs, and how likely they are to renew their membership. Beyond these core KPIs, we must also be accountable for delivering against our strategy and mapping back to the two pillars of the plan. Building the Page Community, which delivers on our Purpose, and Elevating the Profession, which advances our mission and its seven corresponding goals.



LEARN MORE ABOUT
[THE 2024-2026 STRATEGIC PLAN](#)