



2024–2026 Strategic Plan

Adopted February 1, 2024

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 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.

Context

As of the beginning of 2024, there were 708 Page members in 26 countries and 286 Page Up members in 17 countries.¹ Member satisfaction is strong at 86% while 83% feel Page met their needs either well or very well in 2023.

For CCOs, challenges and opportunities abound. The pandemic and other change drivers elevated the role and its centrality to business decisions. Amid a period rampant with disruption and transformation, CCOs have become pivotal players. Our latest research shows that, in many cases, their roles have expanded into adjacent domains that benefit

¹ These figures are an estimate that considers the likely attrition rate of members who've yet to complete their renewal for 2024.

from the CCO's multistakeholder orientation, including brand and marketing, HR, public affairs and sustainability.

This broadening sphere of impact is stretching CCOs and their teams, both of whom are struggling to adapt at the pace these changes demand. Developments like the pandemic and the emergence of generative AI served as evolutionary time warps, pushing organizations to adapt to new realities almost overnight. Coping with that speed and scale of change requires a communications team that is agile, data-driven and tech-enabled. Though heartening that members believe Page meets their needs, that can change just as fast if we don't keep up as their needs change.

History

The 2021-2023 strategic plan set out goals for the organization in four categories:



Belong. The Page membership grew by 2% over the previous plan period (from January 1, 2021 through December 31, 2023). The headwinds of the pandemic caused a significant drop in membership, mostly due to slower recruiting of new members, not from a higher attrition rate. Since then, recruiting has been improving and we have now returned to roughly the pre-pandemic membership levels.

Over the same period, we achieved an increase of 12.7% in the number of non-U.S.-based Page members, currently at 20% of the membership. We also improved diversity within Page and helped advance diversity across the profession through strong support for the Diversity Action Alliance.

Page Up membership grew by 27% between 2021 and 2023, with 18% of those currently based outside the U.S.

The member onboarding process was revamped to better integrate new members into the community. PageConnect Groups – member groups based on common interests or attributes – have helped foster new relationships. As the pandemic challenged in-person gatherings, we pivoted to virtual formats for members to meet, discuss and learn.

KPIs

- 81% feel part of a unique, prestigious community
- 74% feel welcome in the membership
- 67% would choose Page membership over that of another organization
- 63% believe Page fosters cultural and geographic diversity among members

Source: 2023 Page member survey conducted June/July 2023; n= 152

Connect. Virtual connection was the only option given lengthy pandemic lockdowns during 2020 and 2021. The severity of the crisis and its immediate impact on companies and CCOs led us to hold dozens of online Page Conversations, regularly drawing together 50 or more Page members worldwide to share insights on COVID-19 responses, messages and policies. The Spring Seminar in 2020 was converted to a virtual experience in a matter of weeks, one that was improved over several virtual – and, eventually, hybrid – conferences that followed. Our conferences now seamlessly bring online participants into the conversation and do more to help both in-person and virtual attendees interact. Part of this results from Page’s adoption of techniques for helping audiences engage with one another; the Page team continues to be trained on these.

Notwithstanding lockdowns, Page increased the number of in-person regional networking events from 83 in 2019 (pre-pandemic, for comparison purposes) to 137 by the end of 2023. We also introduced an online/mobile platform through which members can engage with our content and each other.

KPIs

- 73% feel Page enables peer relationships
- 72% believe Page enables them to connect with peers to benefit from their knowledge

- 69% believe Page provides networking and connection opportunities that make them want to be more engaged

Source: 2023 Page member survey conducted June/July 2023; n= 152

Inspire. [The CCO as Pacesetter](#), the most recent Page research report, published in late 2019, is the driving force behind much of Page’s current thinking and content. We subsequently released detailed how-to guides on each of its four dimensions – [Brand](#), [Culture](#), [Societal Value](#) and [CommTech](#) – along with numerous webinars, case studies, podcasts, blogs, newsletters and other content.

During the pandemic, we took insights from our Page Conversations and produced resource guides, blogs, podcasts and other content. Dealing with unprecedented challenges, Page became an especially critical conduit for the sharing of best practices.

We introduced a new Page website that will significantly improve members’ experience with content, from recommending related content to extend a visitor’s learning journey to making certain content accessible only to members.

Our latest research, exploring the evolving role and remit of the CCO, will produce a report in early 2024, with further research to follow.

KPIs

- 69% agree Page provides guidance on the most important CCO issues.
- 66% agree Page thinking is at the leading edge of issues facing the profession.
- 63% agree Page thinking is shaping the future of the profession.
- 60% agree Page is strengthening their knowledge and capabilities.
- 56% agree Page offers thinking that they cannot find elsewhere.
- 49% agree Page thinking influences how they define their role.
- 48% agree Page thinking helps them be a more impactful, effective leader.
- 37% agree Page thinking is substantially influencing the work they do.

Source: 2023 Page member survey conducted June/July 2023; n= 152

Learn. The Page Future Leaders Experience program withstood the pandemic by shifting to virtual and continues to thrive, having returned to in-person sessions. It is, by one trustee

and former participant's account, "*the* best professional development for senior communicators in the world." We fully booked the latest pair of cohorts and session ratings are excellent.

Less good was the reception of Page's Learning Lab, which struggled to find its footing amid the pandemic and was eventually discontinued. Though it did not succeed, the organization's foray into online learning has benefited other content programs.

A new executive education program on stakeholder capitalism, developed in partnership with the Yale School of Management's Program on Stakeholder Innovation & Management (Y-SIM), will hold its first session in February 2024.

KPIs

- Future Leaders Experience (2023-2024 cohort, results to date)
 - 4.4 out of 5 on "provided me with actionable lessons I will take back to my organization."
 - 4.5 out of 5 on "prepared me to be a more impactful strategic leader."
 - 4.5 score on "offered fresh thinking on the challenges I'm facing."
- Webinars (2023)
 - 4.1 on the value of the information presented.
 - 4.4 on the degree to which learnings increased knowledge or influenced thinking.

Source: Participant surveys in 2023

Competitive View

Page is largely peerless, the only global association focused on the chief communication officer. There are regional groups – like EACD in Europe, APACD in Asia and MEPRA in the Middle East – but these are limited by geography and often include members who are less senior than the CCO. We have established close relationships with these groups and partner with them on programs and research. While a handful of these are focused on a more senior communicator, like The Harbour Club in Switzerland and Entreprises et Médias in France, neither we nor they regard the other as a competitor. On the contrary, we often collaborate with these groups, which refer prospective members seeking a global network. However, it is fair to say we compete to some extent in engaging our members.

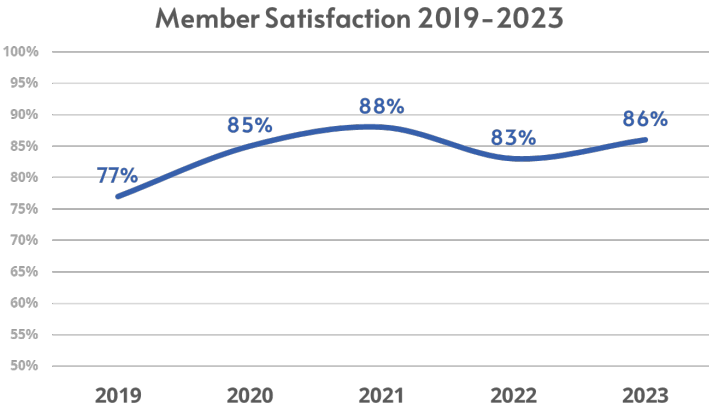
Beyond these, we compete with other associations for a share of members' time, attention and dollars. The C50 has expanded beyond its limit of 50 but seems unlikely to grow anywhere close to as expansive as Page. Their core value proposition is extracting knowledge and guidance from within their small group and fostering one-to-one connections for sharing advice. Page has an opportunity to compete on this front as it has a much larger and more diverse community to tap into.

Page's conferences have limited competition. At one time, The Seminar was viewed as being more exclusive than Page, but that's no longer the case. It continues to be a popular gathering, and some CCOs do go there and not to Page, but its topical style differentiates Page conferences. Virtually, our Page Conversations are akin to a new program organized by a group from The Seminar and The Wise Ones (an NYC-based dinner club) called The CONVERSATION, an invite-only series of expert-led discussions on industry topics.

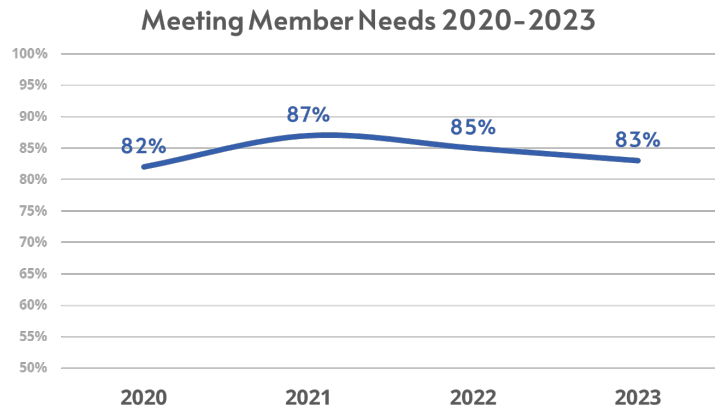
That said, the CCO's domain is expanding into marketing and brand, public affairs, ESG/sustainability and other adjacent functions. Some members are being promoted beyond their CCO role to include these new responsibilities. In these cases, we should expect members to seek support from groups specializing in those areas and therefore prepare to better serve members with these needs.

Page Performance

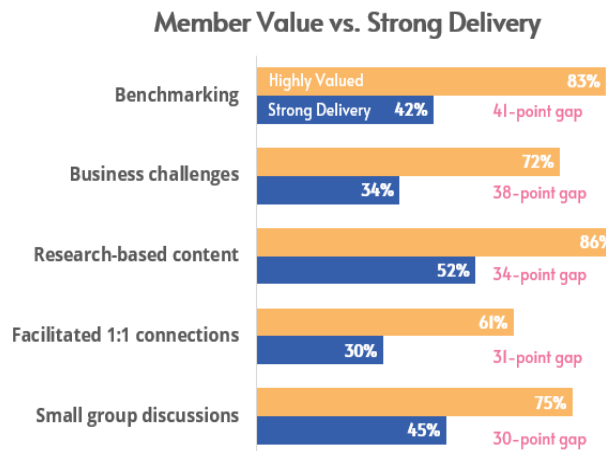
Most (86%) Page members are satisfied with their membership and feel Page met their needs this year (83%). While the "meets needs" figure is declining slightly (more below), overall satisfaction has been consistently high, notwithstanding a dip in 2019 that we attribute to a substantial increase in dues in that year.



We are meeting members' needs in general, though there has been a slight downward trend in recent years. The 5-point increase from 2020 to 2021 is likely due in part to the uncertainties of confronting the pandemic and calls for racial equity, which we met with numerous peer discussions on these topics. Since then, the number of these conversations has declined, which may be contributing to the slight downward trend in 2022 and 2023.

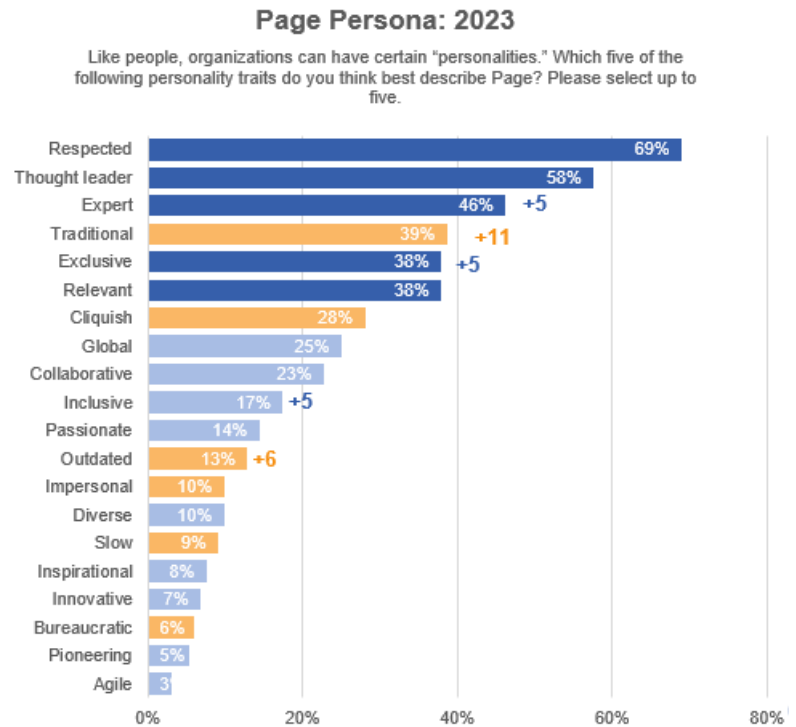


A closer look reveals critical areas of member value that need improvement. Most pressing is a need for “benchmarking data” on the function (83% of members rate this as highly valuable while only 42% believe we deliver this well², a 41-point gap). The next biggest gaps are in “exposing me to business challenges beyond the communications function” (38-point gap); “research-based content that expands/broadens/challenges my thinking” (34-point gap); “facilitated 1-1 connections with peers” (31-point gap, though only 61% rated this high value); and “small-group discussions whether virtual or in-person” (30-point gap). There were identical 25-point gaps (76% high value, 51% strong delivery) on both “ability to quickly find and connect with peers” and “curated content or perspectives on timely issues.” Each of these presents a major opportunity to enhance member value.



² Page has never offered this data specifically.

When given a list of around 30 characteristics, members overwhelmingly regard Page as a respected thought leader, though only 5% describe it as “pioneering” (one of our brand attributes), 7% as innovative (one of our cultural pillars), and 13% as “outdated,” up six percentage points from the prior year. The feeling that Page is “cliquish” remains but declined from 32% in 2022 to 28% in 2023, while “inclusive” rose from 11% to 17% over the same period. More than half (55%) of members said Page “is inclusive” in another question, up seven points, and 46% said Page “is diverse,” up 11 points.



Page Community Perspective

In addition to numerous meetings with committees and with members at events, our strategic planning included two “sprints” – online conversations held on LinkedIn to solicit members’ input. These logged 445 comments from 232 members (Page and Page Up), from which we derived the following insights:

- As the Page community contains more than just CCOs, we asked if members felt we should broaden our focus to strategic communication and leaders in this field more broadly. Members overwhelmingly agreed the core of Page’s identity and raison d’etre is the CCO and this should be preserved.
- With their remits expanding into ESG/sustainability, brand and marketing, HR, public affairs and other areas, we asked if Page should diversify its offerings to serve this emerging breed of CCO. Members clearly want this guidance; though not every CCO will broaden their role, Page should support those taking on these new responsibilities and help everyone “skate to where the puck is heading.”

- The most pressing topics on which members want guidance are technology, brand/marketing and its integration with communications, and ESG/sustainability.

Our DNA: What We Do & Why

As part of the planning process, we reviewed our mission, purpose and vision statements. Informed via discussions with committees and members more generally, the following are new statements that better describe what we do and why. These were formally adopted by the Page board on December 1, 2023, and form the basis for the plans that follow.

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

Though articulated differently over the years, our mission statement has long focused on strengthening the leadership *role* of the CCO. Today, and particularly in the aftermath of a pandemic that cemented the essentiality of strong CCO leadership, we believe this role is strong and recognized (even if still somewhat misunderstood). We must therefore shift from strengthening the role to strengthening the impact of those who have it. To do so, we must also strengthen the teams they lead.

Page thought leadership is a beacon, an inspiration and at times a clarion call to our profession. To truly advance our profession we must imagine its aspirational future, illuminate the path to get there, and prepare our members to make their journey.

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

In 2018 we introduced our first purpose statement: “to unite the world’s best communicators to transform business for the better.” The purpose of Page is not merely that members are united but that they feel a common bond, that they can call upon and trust one another, be vulnerable and candid and count on one another for help. This is the community that we are at our best.

This is important because the building of relationships and sharing of perspectives and advice are what help leaders improve their businesses and, as a result, society as well.

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

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.

Page Up is simultaneously a professional development program offered by Page and a membership association in its own right. To that end, the Page Up Operating Committee developed a distinct mission statement for the organization, meaning to both connect with Page's mission and distinguish Page Up's role in achieving it. The new Page Up mission is:

To strengthen the capabilities, connections and impact of senior communication leaders, helping them drive innovation and transformation in their organizations and our profession.

Our Future: What We Will Become

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

I. Achieve meaningful **DIVERSITY** in Page and Page Up.

Our members operate in the most diverse marketplace in human history, making exposure to an array of people and perspectives a key aspect of member value. This includes targeted recruitment by region, sector, race, ethnicity and background.

2. Deepen member **BONDING to strengthen the community and the relationships within it.**

Members regularly cite networking as a key member benefit. Closer relationships between members create more opportunities for connection, collaboration and counsel.

3. Increase the **SHARING of knowledge and advice between members.**

Enormous wisdom is locked within the Page community's collective knowledge and experiences. We must offer many opportunities for members to tap into it.

4. Continue progress toward being a more **INTERNATIONAL association.**

Global expansion doesn't stop at recruitment. We must evolve our programs, processes, content, communications and mindset to serve our increasingly international community.

5. Make the value of membership accessible through **DIGITAL.**

While in-person engagement remains a hallmark of the Page experience, we must use technology to allow members to find and engage with one another virtually – especially across time zones – and access our content and services.

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6. Use pioneering thinking to expand our sphere of **INFLUENCE.**

Part of the prestige of Page comes from being a respected source of fresh thinking, and members regard it as among our most valuable offerings. We must move the profession forward through leading-edge thinking and broaden its impact to a wider set of stakeholders, including the C-Suite and corporate boards.

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7. **PREPARE CCOs and their teams to meet the challenges of today and tomorrow.**

The scale and pace of change in our profession is dramatic. We must supplement our thought leadership with practical learning opportunities rooted in that thinking and focused on the most pressing needs.

Strategy: How We Will Get There



I. Building the Page Community

The stronger our community, the more enriching the membership experience. The Page community includes Page members, those they nominate for Page Up 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.

Pillar I: Growing & Diversifying the Page Community

While communities like Page exist because of what their members have in common, it is often what they don't that makes one vibrant and valuable. Therefore, 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.

We do not seek growth for its own sake, but rather to achieve our goal of being a more diverse and international association and to help fulfill our purpose of creating community among the world's senior communication leaders and helping them improve business and society. There are many senior communication leaders who would benefit from and enrich our community.

Objective 1.1: Because we aspire to be a network of our profession’s top leaders, containing a wide spectrum of backgrounds and perspectives, we will target our recruitment efforts to establish the right mix of members.

To achieve an optimally diverse membership body, we will describe our aspirational ideal to use as a benchmark for progress. Given our focus on the CCO, a substantial portion of the membership should be active in that role. We currently have 58% of Page members in a CCO role and should aim to keep at least half of the membership in this category.

At the same time, CCOs benefit from the presence of agency leaders, specialized consultants, recruiters and academics. We will therefore establish a guideline (as opposed to a strict requirement) for the optimal composition of the membership, to be used to inform recruitment efforts and ensure an appropriate balance of member categories. We also want to strike the right balance between regions, industries, race, ethnicity and other dimensions of diversity.

We will maintain a master target recruitment list and track progress against it as well as our net growth rate, which we aim to increase both by accelerating recruitment and improving retention. Importantly, our growth is not for its own sake; it is in service of becoming the organization our profession now requires us to be: inclusive of the best of our profession and a source of international relationships and perspectives.

Metrics & Milestones

- Establish a metric on the diversity of the membership by mid-2024.
- Compose and deliver to the board an annual progress report on recruitment against targets.
- Establish member composition guidelines in 2025.
- Increase our net growth rate from the current 3% to 5% by the end of the strategy period.

Goals served: Diversity; International; Influence

Objective 1.2: Because the Page community grows through peer nominations, we will increase the number of members who recruit at least one member each year and leverage data and technology to optimize the recruitment process.

Participants in a community feel more a part of it when they've had a hand in building it. In recent years, Page removed friction from the nomination process (e.g., clarifying criteria, explaining the process clearly and using online forms to make nominating easier) to enable more members to participate. To help members extend Page's value to peers, we will evaluate their behavior related to recruitment to identify any further obstacles. We will also amplify our efforts to promote nomination as a member benefit/responsibility and seek to motivate those who have never nominated before or don't do so often.

For most of Page's history, growth was organic as members nominated peers to join. That remains the core of our recruitment model, and prospective members must be nominated by members. But they are busy, the nomination process is rigorous, and Page is less well-known outside the U.S. We have evolved our approach to be more proactive in targeting and attracting members, taking a marketing-driven approach to nurturing prospects through a journey to membership.

In support of recruitment targets, we will raise awareness of and interest in Page in target regions (and, to the extent possible, target membership-eligible audiences). We will also improve our ability to use data and automation to create a journey for prospective members and nurture them through the process. Finally, we will use our thought leadership content to raise Page's profile in target regions and persistently engage prospects. Our aim is to increase the rate at which prospects convert into nominees.

Metrics & Milestones

- Achieve 10% of Page nominations from first-time nominators.
- Achieve 20% of Page Up nominations from first-time nominators.
- Achieve 10% of FLE nominations from first-time nominators.
- Deliver prospect journey plan by mid-2024.
- Increase prospect conversion rate (percentage of prospects that are nominated).

Goals served: Diversity; International; Digital

Objective 1.3: Because our goal is to be a truly international association, we will work to establish a more compelling value proposition for members in each territory and

support our non-U.S. member recruitment efforts to achieve 30% of the Page membership outside the U.S.

As of the beginning of 2024, 156 Page members (20% of its membership) and 58 Page Up members (18% of its membership) are based outside the U.S. In 18 countries we rely on local country chairs to advise on relevant programming to support members in that geography. The country chairs are also accountable for seeking new Page and Page Up members in their countries. In conjunction with the country chairs, we make programming available on a regional basis in EMEA and APAC. Our International Task Force, chaired by Marc Cloosterman, advises on overall international activity at a global and regional level. Where we have active country chairs, our regional programming and member acquisition are strong, with limited investment required apart from staff support.

While we must evolve our programs, processes, content, communications and mindset to serve our increasingly international community (more on this later), the proportion of our membership from outside the U.S. is a crucial driver of whether we are a truly global association or primarily an American one with members from other countries. We have made significant progress over the last decade to reach 20% of Page membership from countries other than the U.S., but we still need to be at the level where our non-U.S. members see us as truly global.

Accordingly, by the end of the strategic plan, we will have reached a 30% non-U.S. membership goal — a 50% increase over the three-year timeframe of the strategic plan. This is an ambitious but achievable target provided continued strong support from country chairs. Worth noting is that this is not an increase in numbers but in the proportion of members, meaning we must exceed the rate of overall membership growth to hit this target.

The largest group of members outside the U.S. are based in Europe. This foundation of members is a beachhead for creating a more European Page community. Where we can, we will recruit Page Up members regardless of whether the eligible Page member wishes to join. We will also expand our membership in the Mediterranean countries and the Middle East, where we have had very limited penetration. Having a staff member based in the Netherlands to support our European country chairs has made a big difference in membership growth, commitment, and focus on the part of the European country chairs and a more engaged membership. As our membership grows in the EMEA region, we may need to supplement this resource with an additional staff member.

The Asia-Pacific region – particularly India, China, Singapore, Australia, and Japan – presents an opportunity for growth. While COVID-19 negatively impacted us in many countries, our membership numbers are now recovering.

In the Americas, we have limited membership in Canada and are just beginning to expand in Latin America – particularly Brazil. Accordingly, this is an area for rapid expansion over the next three years. We will also mount a more focused effort to encourage our U.S.-based CCOs to nominate their international team leads to join Page Up

Metrics & Milestones

- Increase the overall proportion of non-U.S. members to 30%.
- Increase EMEA membership (Page and Page Up) from 12% to 17.5%.
- Increase APAC membership (Page and Page Up) from 5% to 7.5%.
- Increase The Americas membership (Page and Page Up) from 1.5% to 5%.

Objective 1.4: Because diversifying Page requires that we diversify the pipeline of communication leaders, we will double down on our commitment to drive greater diversity in our profession.

Page recognizes the dire need for a more diverse profession. We will therefore continue our strong support for the Diversity Action Alliance. We will also continue offering high-impact programs for future leaders of diverse identities, like Diverse Future, Mentoring to Accelerate Progress and Success (MAPS) and Leaders of Tomorrow.

At the same time, we will track and ensure diverse representation among the speakers at our events.

Metrics & Milestones

- Maintain at least 90% agreement on event surveys with “The speakers brought in diverse perspectives.”
- Achieve a 10% increase in MAPS program mentors and mentees.
- Grow the Diverse Future program from 12 to 15 participants per class and expand from one to two classes offered each year.

- Achieve 30% Page member engagement in DAA, defined by signing the DAA commitment and supplying data or sponsoring a DEI program.

Goals served: Diversity; Prepare

Pillar 2: 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.

Objective 2.1: Because we now have more ability to know what members do and are interested in, we will use data and technology to facilitate personalized connections between members.

Page has spent recent years building a digital infrastructure that is world-class by non-profit standards. We have integrations across various systems, including our CRM, marketing automation platform, website, app, project collaboration platforms, and organizational analytics and insights infrastructure. This enables a new digital strategy that will use various member data – events attended, content accessed, emails opened and clicked, self-selected areas of expertise, survey results and much more – to deliver a more personalized experience. The website and the mobile app will increasingly recommend events, content and groups based on an individual member's interests and activity.

Metrics & Milestones

- In 2024, expand the use of the app to allow more knowledge sharing and building individual connections through content; improve the functionality of the Member Directory on our website to produce the best search results.
 - Create a benchmark on member usage of the Member Directory.
- In 2025, we will introduce a chatbot that answers basic membership and other activity-related questions and produces real-time results through Member Match.
 - Increase Member Directory usage.
 - Create benchmark on chatbot usage to connect with peers.

- In 2026, we will launch our first iteration of an AI-supported chatbot (an upgraded version of the chatbot mentioned in the previous bullet).
 - Increase chatbot usage.

Goals served: Digital; Bonding; Sharing

Objective 2.2: Because members and the Page team engage with members and learn about their wants and needs, we will build a matchmaking capability and culture.

Members may be too busy or shy to hunt around for a new connection in the community. We will encourage and enable the Page team to make new connections between members based on things like shared geography, interests, needs or experiences. For example, a member might mention they're about to manage an acquisition, presenting an opportunity to offer an introduction to another member known (through personal experience or a database of member attributes infused with AI) to have relevant experience to share.

We will improve the ability of our data systems to deliver quality matches based on a search query, enabling both the Page team and, eventually members themselves, to conduct more sophisticated searches of the member directory. We will build in an AI capability in the form of a chatbot to enable a more interactive and conversational interface.

We will also do more to encourage members to do this matchmaking themselves, seeking opportunities to make a new connection for a member when the opportunity arises. The new Page app will help these efforts by promoting upgrades in our technology as well as housing the affinity groups that will encourage a culture of building connections.

Metrics & Milestones

- Increase member survey scores on establishing personal relationships.
- Increase member survey scores on finding/getting needed advice.
- Increased member survey score on satisfaction with Member Matches.

Goals served: Digital; Bonding; Sharing

Pillar 3: 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 help members engage with one another.

Objective 3.1: Because making new connections and accessing the collective wisdom of the community are central elements of the Page value proposition, we will enable conversations and knowledge sharing.

The Page team has been training in group facilitation methods that enable peer connection and sharing and has been using these to great effect in various settings, from large conferences to Page Conversations. We will continue to expand on these techniques and look to adopt other proven methods of enabling members to share insights and make new connections, particularly at our large conferences where making new connections is a big part of the value of attending.

Between the large conferences, we conduct Page Conversations, which are one-hour member dialogues often on emerging and/or pressing issues. The best of these are on highly relevant topics, offer useful expertise and, importantly, allow members to have candid exchanges about the issue and what they're doing about it. This is especially valuable for breaking issues, for which we will convene in or close to real-time.

We will grow the Page Conversations program, having more regular discussions, improving our ability to organize them quickly when needed, and using proven facilitation techniques to draw out member insights. We will also ensure Page Conversations are appropriately accessible to members across time zones, and that each region has access to discussions that are relevant to them.

Worth noting is that the Page app will also enable the real-time sharing of relevant information and insights. We will also enable asynchronous conversations across time zones via the app.

Milestones & Success Metrics

- Hold at least one Page Conversation per month accessible by each region.
- Increase engagement of regional groups by hosting calls in their time zones and on topics relevant to them:

- EMEA: 134 members total, 33 engaged in PCs in 2023
- APAC: 57 members total, 13 engaged in PCs 2023
- Pilot an “open discussion” format held regularly and requiring less advance planning.
- Maintain event survey response to “met someone I didn’t previously know and would like to stay in touch with” above 90% agreement.

Goals served: Bonding; Sharing; Prepare

Pillar 4: 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.

Objective 4.1: Because being truly inclusive means ensuring that all members feel that they belong, and because people form deep connections via shared experiences, we will offer activities and create member sub-communities designed to deepen member bonding and we will begin tracking data on member feelings of being welcome and belonging in Page.

To be truly diverse means to have a variety of backgrounds and perspectives reflected in Page. Achieving that requires that Page be a place where all members feel equally welcome, seen, heard, valued and appreciated. With this in mind, we will track metrics on belonging, segmented by diversity criteria, to identify areas where we need to do better.

We will expand and deepen peer-to-peer engagement capabilities among the team, ensuring that we have skilled moderators able to lead events in each geographic region to scale these up.

We will experiment with interactive team-building-style activities at different events and explore other methods of fostering a feeling of togetherness. These can include a buddy system for new members at events, small affinity groups of new member cohorts, and using symbols that can include things like Page lapel pins or keepsakes like high-quality Page Principles cards or something akin to the Jefferson Cups we used to give each member.

In addition to expanding the PageConnect Groups that bring members together around shared backgrounds or interests, our digital strategy will deliver a new experience wherein members can opt into/out of and/or create online, member-directed affinity groups. These can be organized by criteria like location, industry, issues, location or even the year they joined Page (like a “Page class of 2024”). Members will begin and respond to conversation threads, enabling knowledge-sharing and member connections. We will use our app to enable this connection for our global Page community.

Milestones & Success Metrics

- Incorporate a new question on belonging into member surveys (annual and pulse); establish a KPI on feelings of member bonding.
- Maintain event survey response to “I feel more connected to my peer group as a result of my participation” above 90% agreement.
- In 2024, we will pilot a few affinity groups and test the logistics as well as engagement.
- In 2025 and 2026, we will expand on the experience to allow more affinity groups created with insights from 2024.
 - Increase engagement in affinity groups by 10%.
 - Increase the number of affinity groups by 20%.

Goals served: Diverse; Bonding; Sharing

Objective 4.2: Because we intend to be regarded as a truly global organization where all members feel welcome, seen, valued and involved, we will transform Page into a demonstrably international association.

Merely having geographic diversity in the membership does not make Page international. We must also offer compelling programming in every major region; invite and reflect international perspectives while doing more to address regional issues; facilitate the ability of members to interact across time zones; and eliminate signals that we are a primarily American organization (from obvious things like favoring Americans and their issues in our conferences and content to more subtle ones like using American phrases and references, time and date formats, etc.).

We will therefore establish guidelines and processes for ensuring a geographic mix of programming and content, use new tools to enable asynchronous conversations between members and organize more regional conversations on key topics.

Metrics & Milestones

- Conduct an audit of communications by mid-2024.
- Establish communication guidelines by the end of 2024.
- Establish guidelines for a geographic mix of content and programs by mid-2024.
- Reduce the percentage of members who feel Page is primarily American and/or increase the percentage who regard it as an international association.

Goals served: International; Diversity

2. 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.

Pillar 5: 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.

Objective 5.1: Because it is changing rapidly, we will study the evolution of the CCO role and produce influential, leading-edge original content.

Our latest research indicates that many CCOs are expanding their remits and activities to include areas like sustainability, HR and people strategy, public affairs/government relations, and/or marketing and brand. We will publish the findings with recommendations and resources for CCOs. We may also re-examine the Page Model, updating it to reflect

changes to the role and the function — which may also include Progression Path-like guidance on advancement. Finally, we will introduce a biennial benchmarking study (more below) and aim to produce at least one report each year focused on a hot topic like AI.

We will also explore publishing versions of our research for non-communicator senior business leaders and opportunities to monetize our content and share our insights at third-party events.

Milestones & Success Metrics

- Publish a new research report in 2024.
- Publish at least one issue paper each year.
- Achieve scores of at least 3.8 on value and impact of thought leadership.
- Demonstrate reach and influence.

Goals served: Influence; Prepare

Pillar 6: Providing Learning & Practical Resources

Our last strategic plan sought to make Page more of a learning organization. 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.

Objective 6.1: Because members benefit from practical tools and information that can be applied to their work, we will introduce resources that enable the CCO to be an even more indispensable leader to the C-Suite and board.

As noted in the Page Performance section, members value reliable benchmarking data. Anecdotally, what is out there is expensive and not especially useful or relevant. We will partner (perhaps with an agency, research firm and/or a university) to deliver a signature, biennial report that benchmarks the function — possibly operational benchmarks like team size, budget, compensation, etc. and ones on its maturity and/or effectiveness. We will explore how best to monetize this new offering, including at a discounted rate for

members. We will also explore supplemental resources like team structure blueprints, KPI frameworks, strategic discussion guides and C-Suite briefs on critical issues.

To help CCOs to be more effective enterprise counselors and to highlight the relevance of their expertise, we will produce content designed to help CEOs, boards and other C-Suite executives better understand the role of the CCO. This may include a new series of issue briefs designed to inform C-Suite discussions through a strategic communication lens. Where possible, we will partner with organizations whose resources and expertise would be valuable to members. These briefs may also be used to insert Page's voice into media coverage and/or online conversations on the issue in question.

Milestones & Success Metrics

- Introduce new benchmarking study in late 2024 or early 2025.
- Pilot C-Suite issue brief in 2024.
- Scores of at least 3.8 on value and impact.

Goals served: Influence; Prepare

Objective 6.2: Because FLE is highly valuable and the interests of Page members are served by extending some of its value to members' teams, we will introduce a new company-specific or region-specific FLE-type program.

The Future Leaders Experience program is among the most impactful and coveted professional development programs for rising communication leaders, providing a thorough grounding in Page thinking and exposure to leading experts and practitioners. We will continue to offer this program at a high-quality level, including a curriculum refresh to reflect the latest Page thinking.

However, FLE requires a substantial participant investment, in dollars and time spent. In addition, members have expressed interest in Page-organized events through which we can provide education and lead discussions rooted in Page thinking. We will therefore introduce a program, based on the FLE curriculum, designed as a learning opportunity for a specific company's team or in regions.

Milestones & Success Metrics

- To be developed with the program.

Goals served: Influence; Prepare

Pillar 7: 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.

Objective 7.1: Because we aim to position the CCO as a vital business leader, we will work to establish a leadership presence in conversations related to issues confronting business and the profession, including at leading global business events.

Page has initiated its involvement with such events by hosting member receptions at Davos and Milken. We will identify a set of targeted events, including COP, events held by business trades like Bloomberg, WSJ and Fortune, and events led by other C-Suite associations like the Business Roundtable, and seek to have a Page spokesperson present to provide a CCO perspective.

We will also develop a Page point-of-view on critical issues like AI, privacy, sustainability and diversity and express it in targeted editorials in business publications on relevant issues. We will also increase our use of social media to engage in these conversations.

Milestones & Success Metrics

- Deliver a Media Strategy by the end of 2024 that includes Page's presence in paid, earned, shared and owned channels, including events.

Goals served: Influence

Pillar 8: 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.

Objective 8.1: Because the CCO is absorbing or working more closely with adjacent functions like sustainability, HR, marketing and public affairs, we will create new programs and initiatives with organizations representing those leaders.

Partnering with these groups enables our respective members to exchange perspectives and form new connections. Because HR and sustainability are two areas that are increasingly intersecting with communications, we will begin by organizing summits bringing together CCOs and chief sustainability officers for conversations on sustainability, and CCOs and CHROs to discuss employee engagement, employer brand, the future of work and/or AI impact and policies. We will also explore an event with the Business Roundtable focused on stakeholder management, based on the Y-SIM approach and Page's thinking.

Milestones & Success Metrics

To be developed with these programs.

Goals served: Prepare, Influence

Objective 8.2: Because our vision and perspective on the role of the communication function is shared by similar groups worldwide, we will establish collaborative relationships with our regional counterparts.

We have solid relationships with many such groups, including EACD, MEPRA, APACD, CIPRA, The Harbour Club, Corporate Excellence, Entreprises et Médias and the Chartered Institute for Public Relations. With considerations given to regions where we are targeting efforts on recruiting, content and member engagement, we will explore ways to partner more closely with these groups. This can include collaborating on research or events.

Milestones & Success Metrics

- Close relationships with counterpart organizations.

Goals served: Prepare, Influence

Resources & Investments

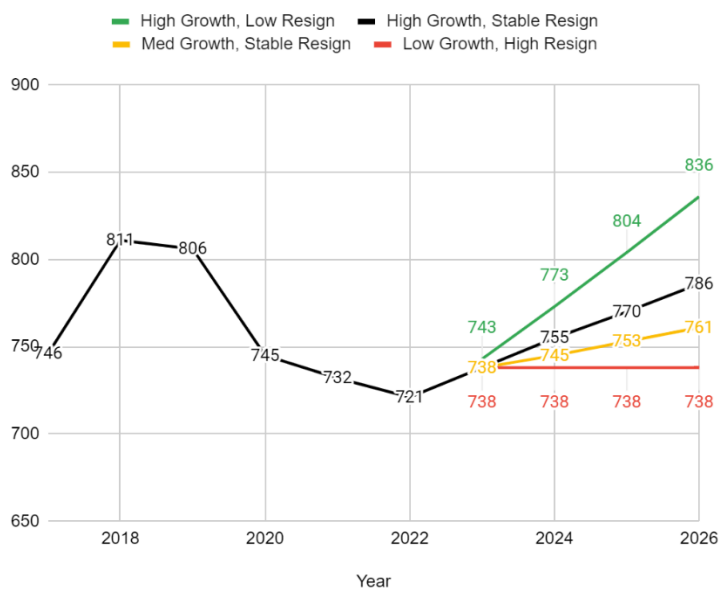
Page’s financial position remains strong. While we no longer enjoy the reserve surplus of three years ago, we operated with a nearly balanced budget in 2023, and the board has approved a balanced budget for 2024. We are also implementing plans to avoid future Diversity Action Alliance (DAA) losses.

Over the next three years, we are cautiously optimistic about revenue growth in several areas that we anticipate would total \$300-400K additional revenue in 2025, and an additional \$100-170K in 2026.

Membership Dues

Following a net loss of membership during COVID, Page membership returned to net growth in 2023, and Page Up returned to net growth in 2021. The charts to the right and below outline potential paths for membership growth over the next three years. Assuming continued growth at modest levels and stable resignation rates (yellow line) for both Page and Page Up, dues revenue would grow by about \$60K annually.

Page Membership Growth, 2017-2024



This projection is somewhat conservative because it is based on recruitment and resignation rates over the past several years, with a slight nod toward last year’s growth. However, if we can significantly increase recruitment of non-U.S. members, as country

chairs are planning in 2024, there is significant upward growth potential. A scenario that assumes high-growth and stable resignations (black line) would generate an additional \$50K or more annually in membership dues alone, and likely lead to higher participation in our large conferences.

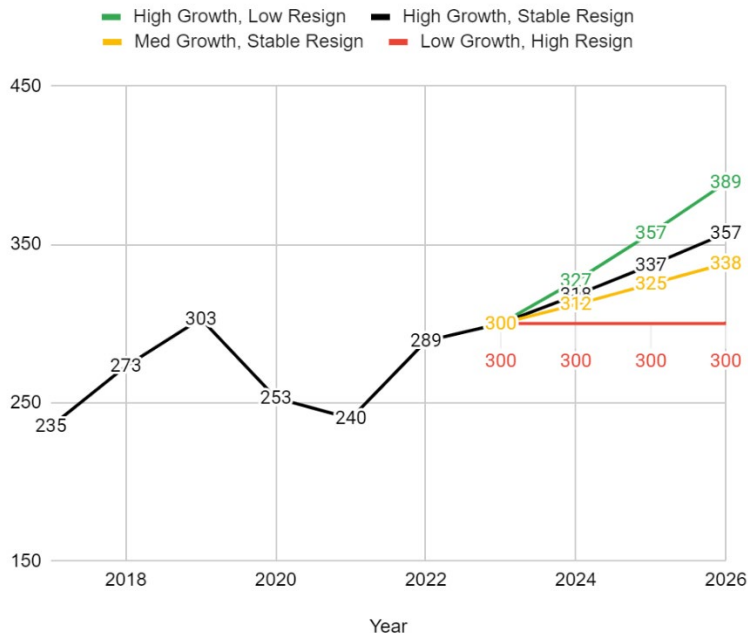
Conference Fees

As noted above, uncertainty remains about members' willingness to travel to

attend events. Perhaps one of the best barometers was the 2023 Spring Seminar, which was held in New York City as it historically has been. The event had 275 in-person attendees or about 27% of the total Page and Page Up (combined) membership. In comparison, the 2019 Spring Seminar attracted about 31% of the total membership and we had about 36% of the total membership attend the 2018 Spring Seminar. Still, 2023 attendance was an improvement from the 2022 Spring Seminar, which had about 22% of total membership attending. That suggests that even if we do not see a return to pre-COVID levels of in-person attendance, we're headed in the right direction.

Despite lower attendance versus pre-COVID conferences, we anticipate significant increases in conference revenue in 2025 that will continue at least through 2026. This is primarily due to plans to hold our largest conferences in the U.S. for at least the next two years. We expect significantly fewer members to attend the 2024 Spring Seminar in Paris, as well as somewhat higher event-related expenses associated with the fall Annual Conference at the Ritz-Carlton in Half Moon Bay. The Paris event alone will net about \$200-250K less revenue than a similar event in New York. In 2025, we have confirmed Washington, D.C. as our Spring Seminar location and are targeting New York City for our Page Annual Conference. Assuming attendance remains lower than pre-COVID levels, we would still expect net revenue growth of about \$250K over our expected conference

Page Up Membership Growth, 2017-2024



revenue for 2024; if in-person attendance trends continue to grow, we would see even greater revenue growth.

Executive Education Programs

In 2024, we will hold our inaugural executive education program in partnership with Yale University. This program is expected to roughly break even. However, the partnership is structured so that Page's costs are relatively fixed, regardless of attendance levels (up to a cap). Traditionally, executive education programs tend to attract more participants after their first year, as awareness builds and members have more time to budget for participation. We therefore anticipate that while the 2024 program breaks even, it could generate \$50K net revenue in 2025 and an additional \$50K (\$100K net) in 2026.

Benchmarking Research

Through member feedback, we understand that existing benchmark research is expensive and falls short of meeting needs. Page's entry into benchmarking could lead to a significant new revenue source over the next three years if we can identify a viable path and business model. Moreover, if benchmark research is valued by members who would otherwise resign, this new product may also increase retention and recruitment, indirectly generating revenue. Given the complexity of forecasting without a business plan, our current financial forecasts assume no new net revenue in 2024 and only a modest profit of \$10K in 2025 and an additional \$10K in 2026. However, given the very significant investments that many Page members currently make in relatively unhelpful benchmarking research, the potential revenue, if we can produce highly useful results, is significantly higher.

New FLE-Like Programs

This plan also proposes consideration of new company- or region-specific FLE-type programs that, in addition to creating significant value for members' teams, could generate additional revenue, as well. We have not yet worked through potential pricing or tested the market to determine how many of these might be possible, but it could help to increase the resources needed to fund this and other new activities contemplated in the plan.

New Investments

Our expenses will continue to grow annually. However, with the board's adoption of a policy in 2022 that adjusts membership dues and conference fees annually using a COLA-like calculation, incremental costs such as those due to inflation are unlikely to significantly increase operating expenses over the next three years. This plan therefore accounts for

expense growth in two areas only — increased staffing and out-of-pocket program investments. With at least \$400K more revenue in 2025, and another \$100K in 2026, we have some options for making key investments.

Investments could include some combination of:

- Up to five new junior staff roles;
- Up to \$500K out-of-pocket investment in various programs;
- Restoration of approximately \$200K in operating expenses that were cut in 2024 to balance the budget, combined with up to \$300K of new investments in staff or out-of-pocket costs; or
- Lower investments in the three areas bulleted above with the goal of returning strategic reserves to the 25% target.

While we have some flexibility in our investment approach, we anticipate the need to add at least two junior staff positions to accomplish the most modest version of this plan, as well as at least about \$130K in out-of-pocket expenses annually. In addition, we may need to make one-time investments of about \$150K, with \$75K of that amount earmarked for thought leadership research/content and \$40K for investments that improve our ability to understand membership through data.

Staffing

We begin 2024 with 20 full-time employees and three part-time employees (collectively 21.3 FTEs), excluding DAA staff. Since COVID, our team now works remotely, and many staff have relocated outside New York. Most of our team remains in the U.S., but we now have team members working in Australia, Canada, India and Europe. This is supplemented by interns and a handful of external partners and consultants.

Most of the new work defined in this plan can be accomplished at existing staff levels, albeit with adjustments to roles as we scale programs. As we grow the staff, and when we backfill any employees who leave, we will do so with an eye toward increasing staff presence outside of the U.S., ideally in regions where Page activities and membership are greatest. That will allow us to strengthen support for non-U.S. members and may reduce some of our need for international travel.

Key Questions

The most critical questions facing us as we embark on this plan are:

- Can we expect to see increasing revenue from membership growth and increasing conference attendance to help fund this ambitious plan?
- Will our benchmarking and FLE-type programs (and perhaps other new offerings) provide significant revenue to help fund the ambitious programs in this plan?
- As expenses rise, the 25% of expense reserve target will increase, requiring us to determine how much of any additional revenue can go to fund increased programming and how much should be set aside to replenish reserves.

These questions will undoubtedly be the subject of committee and board conversations. Staff will advise on these as they track financials with an eye toward identifying opportunities likely to generate significant financial return and/or membership value.

Measures of Success

This section is still in development and should be considered a draft for feedback.

As does any smart membership association, 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. These three core measures represent the overall assessment of our success simply as an association.

Overall Membership	Baseline	2026 (Target)
Satisfied with membership (somewhat or extremely)	86%	90%
Feels Page is meeting their needs (well or very well)	83%	90%
Intention to renew	82%	90%

As an association whose mission is directed to CCOs specifically, we also look at that subset of members to ensure we are meeting their needs.

Corporate, Non-Profit & Government	Baseline	2026 (Target)
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Members		
Satisfied with membership (somewhat or extremely)	82%	90%
Feels Page is meeting their needs (well or very well)	86%	90%
Intention to renew	81%	90%

Beyond these core KPIs, we must also be accountable for delivering against our strategy. While each program and activity in this plan has milestones and metrics, the following are the KPIs that map 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.



Building the Page Community

Goal I: Achieve meaningful DIVERSITY in Page and Page Up		
	Baseline	2026 (Target)
Alignment with member composition guidelines (to be developed), represented as a percentage of that target	Set Guidelines	TBD

Proportion of non-U.S. members	20%	30%
Net membership growth rate (annual)	3%	5%
Page member engagement in DAA	XX%	30%

Goal 2: Deepen member BONDING to strengthen the community and the relationships within it		
	Baseline	2026 (Target)
Improve “facilitated 1:1 connections”	30% of members say we are strong on delivery)	50%
Index of survey scores indicating strength of community connection	TBD	TBD
Feeling of belonging	Survey question to be added in 2024	TBD

Goal 3: Increase the SHARING of knowledge and advice between members		
	Baseline	2026 (Target)
Improve “small group discussions”	45% strong delivery	60%
Member participation in webinars and Page conversations (both unique and overall)	Need this	
Index of survey scores on knowledge sharing, finding the advice one needs, etc.	TBD	

Goal 4: Become a truly INTERNATIONAL association		
	Baseline	2026 (Target)
New survey questions asking non-US members about the degree to which they regard Page as truly international	To be added to member survey in 2024	TBD

Goal 5: Make the value of membership accessible through DIGITAL		
	Baseline	2026 (Target)
Uptake of (participation in) digital platforms	To be added	TBD
Surveys on value of digital platforms	To be developed	TBD

Elevating the Profession

Goal 6: Use pioneering thinking about the profession to expand our sphere of INFLUENCE		
	Baseline	2026 (Target)
Improve “research-based content”	52% strong delivery	65%
Value Score across thought leadership reports	3.8	4.2+
Impact Score across thought leadership reports	4	4.2+
Thought Leadership Index Score (developed by previously-named Inspire/Learn Committee)	TK	TBD
Measure of reach and/or influence	To be developed	TBD

Goal 7: PREPARE CCOs and their teams to meet the challenges of today and tomorrow

	Baseline	2026 (Target)
Improve “Benchmarking data on strategic communication function”	42% strong delivery	55%
Improve “Exposing me to business challenges beyond the communication function”	34% strong delivery	50%
KPI related to benchmarking study (to be developed)	To be developed	TBD
Value and impact scores across publications and resources (non-thought leadership reports)	TK	TBD
Survey scores across publications and resources (non-thought leadership reports)	TK	TBD