



2015-2018 ACMA STRATEGIC PLAN

Vision Statement

ACMA strives to be the “voice of the composites industry” and provides a forum for all relevant industry issues, opportunities, and commerce. We seek to position composites as the material of preference relative to all competing material systems.

Mission Statement

As a member driven association, ACMA helps members prosper through:

- Relevant and timely education and information
- Expertise and representation in legislative and regulatory affairs
- Market growth and development

Because we are member driven, we devote ourselves to continually understanding and responding to the needs of our members to provide the highest quality service and represent the breadth of the industry by incorporating all segments of the industry into our membership.

1. Education and Information

Objective 1.1:

Leverage ACMA's communications platforms to promote ACMA as the "voice of the composites industry", both within the industry and to key external audiences and opinion leaders.

ACMA's communications platforms (including print, digital, website, and social media) are a critical way to reach our members, prospective members, and the entire composites industry. As the voice of the industry, we can drive industry growth by enhancing public awareness and preference for composites and give ACMA more opportunities to have a "seat at the table" with federal agencies and academic institutions to assist in the development of new market opportunities for composites.

Goal 1.1.1: Increase membership and Association awareness by engaging member and non-member companies and position ACMA as the go-to source for information on the composites industry.

Goal 1.1.2: Continue to build subscriptions for *Composites Manufacturing* and ACMA e-publications by working with other organizations (relevant associations, ACMA member companies and media partners) to increase the number and type of readers.

Goal 1.1.3: Build a social media presence for ACMA that enables the composites industry community to engage online, adding value for ACMA members and broadening ACMA's reach to potential members.

Goal 1.1.4: Promote ACMA members and their accomplishments to a larger audience by adding new and improving current communications channels.

Goal 1.1.5: Improve communication with ACMA members via more sophisticated and user friendly communication channels, focusing on website content and delivery of industry related information.

Objective 1.2:

Build the “brand” of composites by developing a multi-tiered public awareness program that promotes to key audiences the advantages of using composites materials over traditional materials.

Increasing visibility and understanding of composites helps open and expand markets for composites. Building the brand of composites will help increase awareness of the potential market advantages of utilizing composite materials while end user education will help grow the next generation of composites professionals. Key audiences include but are not limited to end users, specifiers, engineers, designers, regulators, academic institutions, press, etc.).

Goal 1.2.1: Build and launch a website that serves as a comprehensive online resource about composites that provides information and education content to architects, designers, engineers, and end users. The site will help create a strong identity for composites and cross promote other ACMA offerings.

Goal 1.2.2: Develop and strengthen the “brand” for composites as an industry and a preferred material.

Goal 1.2.3: Conduct audit to assess the current state of ACMA branding to ensure that consistent terminology and messaging for ACMA and composites is used throughout the organization.

Goal 1.2.4: Raise awareness for ACMA and the CGI program by hosting composites pavilions at a number of key industry events, helping ACMA attract and retain members and helping grow leads for ACMA members.

Goal 1.2.5: Build a media relations strategy to ensure article placements from all CGIs in trade publications, focusing but not limited to construction, infrastructure, oil and gas, energy and automotive.

Objective 1.3:

Provide education, training and certification for the composites community that focuses on providing information to better design, manufacture and sell composite products and increasing the understanding of the composites business and operating environment throughout the entire industry value chain.

A potential and current workforce that is educated on key composites issues provides manufacturers, suppliers and end users of composite materials and products the knowledge and skills needed to contribute to industry growth and development. By providing a strong inventory of educational tools, resources, and events, ACMA can help raise worker knowledge of technical and business issues, can help its members become more competitive and can strengthen the overall industry.

Goal 1.3.1: Increase the use of the CCT curriculum in technical schools and academic institutions.

Goal 1.3.2: Build composite industry value chain awareness of the benefits of the CCT program and of the knowledge obtained by those individuals holding a CCT certificate.

Goal 1.3.3: Revise the pricing and structure of the CCT program to ensure it meets the needs of current and new CCTs, as well as provides a way to make available the knowledge contained within the CCT program to the broadest audience.

Goal 1.3.4: Maintain the relevancy and reputation of the CCT program by instituting a five year review cycle of each CCT program, by introducing new CCT programs as industry trends evolve, and by obtaining recognition of the CCT program by an accreditation group specializing in industry certification programs.

Goal 1.3.5: Provide a mix of educational tools, training, and resources that cover technical and business issues in core composites market segments and manufacturing processes, to include tutorials, webinars, guidance documents and manuals, and live events.

Goal 1.3.6: Facilitate business opportunities within the composites industry value chain and promote information sharing, problem solving, and networking among industry members through face-to-face and social media interactions.

Objective 1.4:

Produce the go-to trade show and conference in the US for the global composites and advanced material communities which helps companies and individuals grow business opportunities, develop industry skills, understand their potential impact on the industry and new markets, and showcase new innovations in products and technology.

CAMX – The Composites and Advanced Materials Expo - is jointly owned and produced by ACMA and SAMPE and is designed to be the one source for connecting and advancing all aspects of the world's composites and advanced materials communities, including R&D, engineering, manufacturing, service providers, and end-users. CAMX covers all industry applications from transportation, aerospace, marine, wind energy, software, construction and infrastructure, medical, academics, to sports and leisure and all manufacturing processes and materials. Using strong conference programming, a large exhibit hall, and by promoting networking and business meetings, CAMX provides a marketplace for products and solutions, and a venue to facilitate networking and advanced industry thinking.

Goal 1.4.1: Provide the largest global composites and advanced materials marketplace in the US and the Americas through an exhibit hall with companies representative of the entire composites and advanced materials community, and which showcases new and innovative products and technology.

Goal 1.4.2: Create a conference program that educates by offering expert speakers and thought leaders on topical timely issues in composites and advanced materials, and that encourages the use of composites and advanced materials in new markets and applications.

Goal 1.4.3: Celebrate contributions to the industry by companies and individuals through an awards program that recognizes innovations in products, design, market reach and research and development.

Goal 1.4.5: Demonstrate emerging technologies in traditional and high performance areas through education and demonstrations.

Goal 1.4.6: Facilitate business meetings and connections with all those in the composites and advanced materials industry value chain.

2. Regulatory and Legislative Affairs

Objective 2.1:

Influence regulatory agencies to create and maintain a positive regulatory environment for the composites industry value chain.

ACMA members look to the Association to provide guidance and representation on issues that impact the viability of their company outlook. As the unified voice of the industry, ACMA will advocate for regulatory decisions that ensure the ability of our member companies to maintain and grow their manufacturing processes. By building and maintaining positive relationships with regulatory agencies, ACMA will be positioned to positively influence regulatory decisions while they are being developed. At the same time, ACMA will provide timely information and guidance to members on critical industrywide workplace health and safety issues.

Goal 2.1.1: Monitor and respond to the regulatory activities of federal and state agencies, including EPA, OSHA, the National Toxicology Program and others, that could have an adverse impact on the composites industry.

Goal 2.1.2: Fully engage in agency rulemakings and other regulatory policy programs that target specific composites industry concerns.

Goal 2.1.3: Support styrene industry programs to address legitimate scientific questions and develop an authoritative styrene risk assessment.

Goal 2.1.4: Provide resources to members such as the Styrene Communications Toolkit that helps them comply with regulations and communicate with their workers and plant communities.

Goal 2.1.5: Working with key partners, fully and proactively participate in EPA programs that will address styrene health risk to ensure programs correctly characterize the realities of the use of styrene by the composites industry.

Goal 2.1.6: Provide education and compliance guidance on workplace safety regulatory standards like respirable crystalline silica exposure, combustible dust, hazard communication, process safety management, and others.

Goal 2.1.7: Leverage Association resources to ensure participation and support on key industry issues with relevant coalitions and stakeholders.

Objective 2.2:

Maintain an effective legislative program that achieves important industry public policy objectives and empowers ACMA members to lead and participate.

Through our presence in Washington, ACMA is the voice of the industry on environmental, workplace safety, business, and market growth and development issues. By leveraging relationships, making good use of contributions to ACMA PAC and Composites Advocacy Fund, and helping our members build strong personal bonds with their Members of Congress, ACMA can advocate for legislation that preserves operational flexibility of manufacturers and promotes the use of composites as a solution to addressing major national priorities.

Goal 2.2.1: Advocate for legislation that addresses critical risk assessment policy and process problems across federal agencies.

Goal 2.2.2: Educate Congress on the ability of composite products to address major national priorities and advocate for legislation that promotes an increased use of composites in government-influenced markets while complementing the work of the CGI committees in this area.

Goal 2.2.3: Develop and maintain strong relationships with key leaders in the House of Representatives and Senate.

Goal 2.2.4: Continually expand the membership of the Congressional Composites Caucus to create a core team of legislative leaders committed to the success and growth of the composites industry.

Goal 2.2.5: Increase member participation in ACMA PAC and leverage contributions to support Members of Congress that are critical to the success of Association advocacy initiatives.

Goal 2.2.6: Educate members and increase participation in grassroots programs including Congressional plant tours, participation in legislative fly-ins, and contributions to the Composites Advocacy Fund.

3. Market Growth and Development

Objective 3.1

Develop educational materials and programs that introduce, inform, instruct, train, and promote composite materials, products, and industry best practices to engineers, architects, designers, specifiers and academics.

CGI Committees have determined that it is critical to their respective committees and market segments to educate engineering professionals and academic communities about composites materials and market specific products because many end-users lack a basic knowledge of composites. Educating of a new generation of engineers, as well as providing continuing education for current engineering professionals, is crucial to overcoming barriers that exist due to a lack of knowledge and awareness. Education can take on many forms including technical sessions and workshops at end-user conferences, webinars, articles in trade and engineering publications, websites, presentations for lessons consistent with an academic curriculum, demonstrations, etc. This objective is to build a foundation of educational materials while identifying and taking advantage of opportunities.

Goal 3.1.1: Develop presentations and other educational materials that instruct end-users on how to design and specify composites in key markets including infrastructure, architecture, construction, and corrosion.

Goal 3.1.2: Working with the respective CGI committees, identify target markets and end-user conferences or academic programs to deliver technical sessions or workshops that introduce and teach how to design and specify composites products.

Goal 3.1.3: Engage a select group of academics and conduct a "composites university" workshop in key market segments whereby the materials prepared for the workshop could be used in lessons for professors in their course curriculum.

Goal 3.1.4: Establish an online repository of educational resources that cover a wide variety of products for growing markets for purposes of providing continuing education for engineering professionals.

Goal 3.1.5: Lead the development and implementation of a composites sustainability program which includes creation and or collection of data on composites Life Cycle Assessments (LCA), development of a strategy to identify and grow composites recycling

markets including market research, education, marketing, and outreach to partner organizations.

Objective 3.2

Establish a sustainable marketing platform to target end-user audiences such as architects, engineers, and specifiers which introduce and inform these audiences on composites products.

In 2014, the Architectural Division successfully launched the Composites Pavilion at the American Institute of Architects annual show. This initiative introduced the composites industry supply chain to new users of composites products. This initiative also brought together many ACMA member companies together to showcase composites in a new untapped market and end-user conference. It is believed that this initiative can be copied for other CGI Committees in target markets. However, planning Composites Pavilions require long term planning to establish relationships with sponsoring organizations, to educate members on its merits for participation in the pavilion, and properly market the pavilion to target audiences which can include technical sessions and workshops at end-user conferences providing continuing education for engineering professionals.

Goal 3.2.1: Investigate conference and industry show opportunities for water/wastewater, construction, infrastructure, automotive, and energy with key sponsoring organizations to identify potential opportunities to launch composites pavilions.

Goal 3.2.2: Working with the respective CGI committee, develop and coordinate a leadership role for the CGI Committee to plan, budget, and launch a sustainable marketing campaign to promote composites including exhibit booth displays or composites pavilion.

Goal 3.2.3: Create marketing materials that introduce and educate engineering professionals and customers in target composites markets including print and digital outlets.

Goal 3.2.4: Develop a robust website and online presence for marketing composites to target end-user audiences through work performed by the CGI Committees.

Goal 3.2.5: Develop a program to more effectively market composites alternatives to other materials and conduct market research with target stakeholders to improve our ability to message the advantages of composites versus competitive materials.

Goal 3.2.6: Develop a program of market metrics in the respective markets in which there is a marketing program to measure the impact of initiatives on growing the respective composites sector.

Goal 3.2.7: Create and maintain a robust industry statistics program that tracks overall industry size and growth as well as sector specific data.

Objective 3.3

Institute a program of initiatives to facilitate the expanded use of composite materials by developing standards, specifications, and industry guidelines and through other means that instruct engineering professionals on the safe use of composites in markets such as building construction, infrastructure, automotive, oil and gas, and energy.

Developing standards and specifications is new to ACMA members but is becoming an activity of interest for many CGI Committees. Development of standards documents take time and resources as well as vision and direction from CGI Committees to orchestrate a successful program. Well planned and fully supported standards initiatives have led to several successful programs but more work needs to be done to cover the many markets where composites offer product solutions.

Goal 3.3.1: Develop ANSI/ACMA standards and specifications that help grow the electrical utility market.

Goal 3.3.2: Develop ANSI/ACMA standards and specifications that help grow the architectural composites market.

Goal 3.3.3: Support the development of codes, standards, and specifications through strategic partnerships with other professional societies including American Concrete Institute, American Society of Civil Engineers and codes and standards organizations such as ASTM, International Code Council, and American Association of State Highway and Transportation Officials.

Goal 3.3.4: Develop and implement a standards development plan that will impact the automotive market to increase the use of composites materials.

Goal 3.3.5: Develop and implement a standards development plan that supports composites sustainability including but not limited to recycling sorting categories, strategies to lower the environmental footprint, or life cycle assessment.

Goal 3.3.6: Serve as a forum to bring together like minded members to develop data, test cases, and demonstration projects that reduce or eliminate barriers and will expand new applications and uses for composites.

Objective 3.4:

Explore and develop new market development outreach relationships with government agencies, universities and end-user trade, technical, and professional organizations that opens up and increases the opportunity for growth in target markets.

Market development is the backbone for success to opening and developing new and expanding existing markets. This requires a well laid out plan that insures a steady and consistent activity that learns how to penetrate new markets and areas and develops key relationships with stakeholders in that marketplace. Relationships can range from end-users, trade, technical, professional organizations, government agencies, and legislative bodies that control the acceptance or introduction to new technologies. This objective is intended to focus on growing opportunities for composites as well as explore other untapped, potential opportunities.

Goal 3.4.1: Perform a market assessment for high value target markets, including but not limited to energy, automotive, infrastructure, construction and industrial markets.

Goal 3.4.2: Hold market specific workshops through federal agencies and institutes to engage suppliers, customers, and OEM's to grow the use of composites.

Goal 3.4.3: Work with federal agencies and institutes to develop standards, predictive tools, and life cycle assessments to facilitate the use of composites, as well as to better quantify the advantages of composites.

Goal 3.4.4: Position ACMA as a partner with the Institute for Advanced Composites Manufacturing Innovation and the National Institute of Standards and Technology composites roadmapping initiatives to provide guidance and direction to ensure these programs incorporate and reflect the needs of the full breadth of the composites industry and provide opportunities for small and medium-sized enterprises to participate.

Goal 3.4.5: Provide input and guidance to shape direction of federal and state research, development, and education so as to maximize the benefit of public investments in composites for ACMA members.

Goal 3.4.6: Establish ACMA as the thought leader within the network of universities and federal labs and agencies which support the composites industry.

Goal 3.4.7: Advocate for additional federal and state support of manufacturing, including support for small-to-medium size businesses.

Goal 3.4.8: Develop opportunities for ACMA members to better understand and take advantage of federal and state resources to grow the use of composites, including research, product development, process improvement, and education.

Goal 3.4.9: Identify and pursue federal and state grant opportunities for ACMA and our member companies to supplement initiatives to grow the composites industry.