Strategic Plan Agenda

1. Mission & SWOT
2. Market & Environmental Analysis
3. PRSA Colorado Position
4. PRSA Colorado Member Journey
5. PRSA Colorado 3 Key Strategies & Initiatives
6. Summary and Next Steps
7. Dialogue
As outlined in PRSA’s 2017-2019 Framework for the Future Strategic Plan

National Trends: The Adaptive Professional

Whatever you call it — public relations, influencer communications or strategic communications, executives are realizing public relations is a leading force in building and maintaining powerful brands.

Job roles are continuing to evolve, making it harder to define public relations and differentiate between PR and marketing. This new breed of communicator is constantly adapting to meet new challenges and strategic opportunities.

Tomorrow’s communications professional must possess traditional skills such as writing, strategic planning and relationship building, while also being well-versed in areas such as technology, content development, social media and paid advertising.

How have responsibilities changed compared to five years ago?
National Trends: The Evolving Communications Industry

As outlined in PRSA’s 2017-2019 Framework for the Future Strategic Plan

While earned media remains a mainstay of our business, both in-house professionals and agencies are seeing greater emphasis being placed on owned, shared and paid media. **For our members to stay competitive, they will need to broaden and diversify their skills sets while maintaining their sector expertise.**

When PRSA asked professionals to describe the public relations/communications field, here were the top words that came to mind.

![Graph showing the top three drivers of change on a scale of 1-5](image-url)
PRSA’s 2017–2019 Strategic Plan, “Framework for the Future,” is focused on creating a more dynamic infrastructure so that the Society can better position members for success.

**HOW?**

- Expanding membership in a community of trusted confidants and mentors.
- Providing enriching professional growth opportunities.
- Elevating knowledge through thought leadership.
As the preeminent association for public relations and communications professionals, PRSA empowers a diverse community of members at every stage of their career with the knowledge and resources to advocate for the profession, achieve ethical and professional excellence, and drive the strategic outcomes of their organizations.
Vision: To create an exceptional member experience that educates, inspires, guides and galvanizes a diverse community of ethical, strategic communications professionals.

Mission: PRSA makes communications professionals smarter, better prepared and more connected through all stages of their career.
## PRSA’s FOCUS

### PRSA’s 2017-2019 Framework for the Future Strategic Plan

<table>
<thead>
<tr>
<th>Expanding Our Membership Community</th>
<th>Enhancing Professional Growth</th>
<th>Elevating Knowledge Through Thought Leadership</th>
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<tbody>
<tr>
<td>Convert more PRSSA members and young professionals into members.</td>
<td>Partner with Chapters, Districts and Sections to expand current professional development programming by creating more buzzworthy content and broadening its access and distribution.</td>
<td>Innovative studies examining noteworthy issues driving businesses, our members and their various constituents.</td>
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<td>Focus on innovative recruitment and retention tools to attract and retain members.</td>
<td>Implement a common satisfaction index for all local, regional and national programs</td>
<td>Thought leadership that highlights leading thinkers and best practices in this new era of communications.</td>
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<td>Create a package of deliverables for Chapters, Districts and Sections that will help attract and retain target members</td>
<td>Develop a consistent process for vetting and retiring presenters and content — regardless of delivery format (i.e., webinar, International Conference, District/Section conferences, Chapter programs); deploy a set of training and promotional resources to Chapters, Districts and Sections for use in producing their own programming and promoting others’.</td>
<td>Expanded emphasis on ethics, including a partnership with the Ethisphere Institute and heightened visibility for the Board of Ethics and Professional Standards and its efforts.</td>
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<td>Define, develop and implement a member segmentation strategy and an engagement index.</td>
<td>Establish partnerships with multi-disciplinary organizations in an effort to provide cross-training opportunities for PRSA members</td>
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ALIGNING PRSA STRATEGY TO PRSA COLORADO

PRSA Framework for the Future

SIMILARITIES

• Build the future of the organization by focusing on students and young professionals.
• Focus on member needs through professional development.
• Elevate through thought leadership, including APR, Ethics and Diversity

PRSA Colorado Member Needs
Balanced Scorecard Approach

- Mission
- Strategic Drivers
  - Best Partner
  - Best Team
  - Best Economics
- Key Stakeholders
  - New Professionals
  - Master Practitioners
  - Students
  - APR
  - Members
  - Volunteers
  - PR Comm
  - Biz Comm
- Key Strategies
- Initiatives
- Projects
- Metrics

Improving Alignment – Improving Results
## SWOT

### Strengths
- Large membership base
- Wide range of programming to meet the needs of diverse membership
- Provide a good cadence of events throughout the year
- Demonstrated excellence in connecting with niche groups

### Weaknesses
- Competing for share of time with volunteers & members
- Succession planning for chapter leadership
- Programming is broad-based with little emphasis on industry or experience level
- Current board/committee structure may not meet today’s needs

### Opportunities
- Elevate & simplify offerings to meet evolving member needs
- Better define value of membership
- Position chapter and chapter leaders as thought leaders
- Increased focus on diversity
- Position APR & Fellow as a relevant and desired designations to members and business community

### Threats
- Large segment of disengaged members
- Volunteer burnout/high number of chapter policies
- Cost of membership vs. perceived value
- Competition with other local associations
- Millennials disinterested in association memberships
- Annual rising cost of chapter administration
PRSA Colorado Position

Member Satisfaction Comparison

2015
- 34% Very Satisfied
- 45% Satisfied
- 14% Somewhat Satisfied
- 2% Not Satisfied

2016
- 13% Very Satisfied
- 70% Satisfied
- 16% Somewhat Satisfied
- 0% Not Satisfied
- 1% Not a Member

KEY TAKEAWAYS: 84% of Chapter members are either satisfied or very satisfied with their membership. However, many have shifted from very satisfied to satisfied.

Note: Survey respondents represent small portion of chapter members (92 members).
Professional development opportunities are of most interest to members.
Programs must be relevant and convenient.

Attendance Drivers

- Didn’t hear about them...
- Time of day
- Location
- Topic/type of event didn’t...
- Cost
- Don’t know anyone
- Other (please specify)
What is the biggest challenge you’re facing in your job/career?
Focus Group Insights

- What function areas do you think of when you hear the term PR?

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<thead>
<tr>
<th>Corporate Agency</th>
<th>Media Relations</th>
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<tr>
<td>Master Practitioners</td>
<td>Digital/Social Media</td>
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<td>Independents</td>
<td>Crisis Comms</td>
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<td>Strategic Communications</td>
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<td>Community Outreach/Community Relations</td>
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<td>Content management</td>
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<td>Integrated communications/Marketing communications</td>
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<td>Event planning</td>
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<td>Government affairs</td>
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Focus Group Insights

• What is the most valuable aspect of PRSA Colorado?

- Networking
- Professional development
- Best practice sharing
- APR
- Friendships/building relationships
- Programming – diverse topics/professional development
- Quality of members
- Committee work
- Leadership opportunities
Focus Group Insights

• What do you need from PRSA that you aren’t currently getting?

Corporate Agency
Master Practitioners
Independents

• More networking opportunities locally
• More targeted networking/programming (i.e. internal comms, social media, etc.)
• More relevant programming - better balance in specific function areas (media relations, content development, opinion research, digital communications, nonprofit management, employee communications, Events at a variety of times)
• Better connection to volunteer opportunities/service projects/pro bono work
• More collaboration with other communications organizations/discounts to each others programs
Focus Group Insights

• How could PRSA balance appealing to a broad membership while still providing targeted programs and info that are relevant and valuable?

• Corporate
  Agency
  Master Practitioners
  Independents

• More smaller, targeted and/or in depth events.
• Not trying to do everything for everyone at a luncheon every month.
• More smaller groups that get together either informally – Mastermind groups?
• Offer more breakfast and/or late afternoon meetings.
• Tracks or layers for people to select from – just like at conferences you can select a track and there are certain sessions to go to. Maybe have something targeted on a quarterly basis.
• Using conferences to drill down to specific topics – maybe do a media relations workshop with breakouts for different levels of career (new pros vs. seasoned); providing information for all career levels
• Do events at cool, playful venues
• More vision and direction about the future of PR.
• Design and support efforts to enhance our roles as leaders and communications influencers in Colorado.
• Provide “mid-career” transition support. “Where does my career go in communications?”
• Bring in well-known speakers (would pay more to attend)
Focus Group Insights

• What keeps you from engaging more with PRSA Colo.?

Corporate
Agency
Master Practitioners
Independents

• Time
• Location
• Not having topics that are relevant to my experience level or what I do
• Time/money – being able to justify what I am bringing my organization and justifying time away and cost to do it
• I don’t know anyone and it is hard to get into groups
• 4-5 PRSA emails a day – can’t tell difference between nat’l & Colorado
What Members Want

- **Professional Development**
  - Higher caliber speakers
  - More relevant, “hot” topics and trendspotting
  - More niche events targeted to their level/primary skillset
  - Maintain a strong Summit
  - More virtual & budget-friendly options

- **Leadership/Advocacy**
  - Want to belong to an organization that is a leader, trendsetter and helps them be one
  - Want guidance on vision for PR
  - Want diversity and ethics

- **Events & Activities**
  - Accessibility – downtown events, followed by north/south metro
  - Mix of breakfast/lunch & after-hours events
  - Smaller group opportunities

- **Communications**
  - Better connections/communication to new members
  - Differentiation between National and Colorado emails and fewer overall PRSA emails
  - More video
  - Year-long calendar of events
  - More notice for events
  - Keep website current
PRSA Colorado Key Strategies

1. **Adapt** to Changing Needs of Membership
   a) Offer high caliber, relevant professional development and networking opportunities that align with current PR industry needs and engage members through broad topics and niche specialties

2. **Elevate** the Brand
   a) Engage the PR community through value-adding activities that demonstrate the importance of PRSA and the profession in the Colorado community

3. **Secure/Protect** long-term financial stability
   a) Ensure financial and operational viability to thrive and better provide value to our members and the PR community
1. **Adapt** to Changing Needs of Membership
   1. Elevate programs/professional development
   2. Engage niche groups, geographies
   3. Enhance member experience

2. **Elevate** the Brand
   1. Enhance brand and value proposition
   2. Leverage events and expertise

3. **Secure/Protect** long-term financial stability
   1. Strengthen sponsorship program
   2. Explore opportunities to enrich Gold Pick
   3. Reinforce budgeting process/philosophy