



# 2023-2025 STRATEGIC PLAN

## STRATEGIC AREA 1: MEMBERSHIP DEVELOPMENT

### TACTICS

<b>Objective 1: Define and articulate value proposition for current and prospective members.</b>	Member survey
	Analyze member prospects
	Identify member segments for development/expansion
	Reach deeper into member orgs for engagement
<b>Objective 2: Increase GMIC visibility with current and prospective members.</b>	Member outreach/visits
	Industry conferences; potential exhibiting
	Meet member corporate presidents/VPs for industry intelligence and GMIC feedback
	To support member recruitment, legacy members provide testimonials on how they've capitalized on GMIC membership. Also content for website.
<b>Objective 3: Develop member/industry recognition program.</b>	Research adjacent programs, develop criteria, application, outreach, and present one industry award at 2023 GPC
	Program expansion in 2024
<b>Objective 4: Develop additional membership categories.</b>	Analyze potential categories and implement
<b>Objective 5: Develop mutually beneficial collaborations to support both U.S. and international membership.</b>	Develop our relationship with European counterparts e.g., Society of Glass Technology, UK, German Glass.

	<p>Increase our international outreach to shape the glass community and to fuel GMIC growth as a futuristic trade association.</p>
	<p>Built strategic partnerships with other associations to strengthen our voice.</p>
<b>STRATEGIC AREA 2: MARKETING/COMMUNICATIONS</b>	
<b>TACTICS</b>	
<b>Objective 1: Redesign website (incl logo redesign)</b>	Information for multiple stakeholders (govt, producers, academia)
	Infographics/statistics that demo the scope/impact of the industry, Industry Fast Facts
	Blog/Industry News
	Public information component for site
	Provide searchable GPC content to members via the website, including historical archives if possible
<b>Objective 3: Increase member communication.</b>	Targeted, transparent messaging that doesn't overwhelm, use new website/SM tools (email to begin). Important for change management.
	Member Spotlights for product reports and connections
	Member townhall for officers and staff to provide updates and connect with members
<b>Objective 4: Develop social media.</b>	LinkedIn presence
	Industry spotlights
	You Tube interviews and industry videos
<b>Objective 5: Target GMIC messaging to new/adjacent audiences</b>	CEO Roundtable for manufacturers; GPC or virtual
	GMIC role is known by all US manufacturers
	Develop global presence

**STRATEGIC AREA 3: INDUSTRY ADVOCACY**

**TACTICS**

<p align="center"><b>Objective 1: Develop and implement a research agenda.</b></p>	Partner with other groups on potential DOE hydrogen hub funding
	Submit GMIC DOE funding projects under FOA 2997
	Likely application under FOA 3218
	Report on glass production technology developments (Industry Report)
	Report on hydrogen infrastructure development programs
	Report on alternative fuel integration and testing
	Review and publish grant availability for glass manufacturing
	Serve as clearinghouse for decarbonization and environmental issues and updates
	Research and report on best practices in all areas of global glass manufacturing and trends (Industry Report)
	Provide benchmarking and cost analysis for manufacturing (Industry Report)
<p align="center"><b>Objective 2: Develop legislative advocacy agenda and tools for policy makers.</b></p>	Build strategic alliances with adjacent industries to advocate for shared interests
	Participate in state/local leg. activities, meetings with local Chambers, legislative staff, etc.
	Participate in national advocacy initiatives/Day on the Hill
	Highlight importance of glass in society – product groups and processes

	Authoritative industry data on economic impact and sustainability goals
	Develop data/resources on the website for government officials to pull from when referencing industry to inform their programs, and for members to reference
	Benchmark other mfg related industry associations, i.e., advocacy structure and activities, and consider new committee to build and advocacy plan for the next few years.

<b>Objective 3: Develop a public advocacy agenda and tools.</b>	Glass industry video like Corning Day of Glass, emphasizing the benefits of glass, i.e., “Get Glass”
	Celebrate, PR, and outreach for major glass innovations/revolutions to increase public awareness. Potentially in collaboration with US/international museums.
	Public workshops or symposiums, i.e., on recycling “glass is not trash”

<b>Objective 4: Industry workforce development.</b>	Review/Expand Scholarship Program and Visibility
	GPC Job/Workforce Board
	Internship Program
	Mentorship Tool Kits; Mentorship Program
	Early Career Development Program
	H.S./elementary outreach: competitions, science fairs, museums, etc.
	Outreach/Partnerships with Unions
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	Volunteer industry experts to speak to STEM community. Develop specific programs to present annually. A university partner could help
	Create content highlighting the coolness of glass products and tells the stories of the amazing people working in factories. Content that promotes and attracts talent

**STRATEGIC AREA 4: INDUSTRY EDUCATION**

**TACTICS**

<b>Objective 1: Add value for GPC attendees, exhibitors, hospitality hosts.</b>	2023 Columbus: changes to registration process, marketing, onsite experience
	2024: possible new location, additions to onsite experience
	Continued upgrades to conference logistics: registration/exhibitor and hospitality experience
	Grow GPC, potential target of 1,000 attendees

<b>Objective 2: Create new pathways/formats for industry education.</b>	Submit State of Ohio grant application for educational program development
	Develop and present webinars
	Develop a portfolio of trainings, leading to badges/recognition
	Short course education videos on website, i.e., demonstrations of things done by GMIC members

<b>Objective 3: Develop or partner for training designed to meet the needs of plant staff.</b>	Identify educational needs of plant staff and research existing models of training
	Research potential for specializations, i.e., Oxy-Fuel, Electrical, etc.
	Research potential for second, non-technical conference
	Partner with other entities for education content, integrate program with industry/internal corp training
	Get buy-in and support from manufacturers for program

**STRATEGIC AREA 5: OPERATIONAL EXCELLENCE**

<b>STRATEGIC AREA 5: OPERATIONAL EXCELLENCE</b>	
	<b>TACTICS</b>
<b>Objective 1: Increase Board effectiveness and communication.</b>	Implement new format for Board meetings - shorter, more interactive, officer reports
	Increase Board size for broader representation of current/new members.
	Create website Board page for orientation and archive of meeting reports and minutes
<b>Objective 2: Redesign financial reporting and increase member oversight.</b>	Simplify budget and financial reporting, consolidate overhead
	Create a budget narrative for the Board transparency
	Contract 2022 audit, provide all requested financial docs
	Integrate Treasurer into budget development, financial reporting
	Review and revise reserve investment policy
	Align budget year with new strategic plan.
<b>Objective 3: Develop new strategic plan, first in over a decade.</b>	Plan will be comprehensive, forward-thinking, and demo change on multiple fronts

	Gather member input via survey, draft rollout
<b>Objective 4: Review and update founding documents.</b>	Align with association best by streamlining Bylaws and Code of Regulations; move operational practices into procedural manual to support staff training and succession planning
<b>Objective 4: Develop new volunteer opportunities.</b>	Redesign/reinvigorate standing committees and/or ad-hoc committees
	Create opportunities for engaging volunteers beyond member reps, and for building bench of future leaders
<b>Objective 5: Develop new staff culture.</b>	More cross-training and communication
	Efficient use of remote working tools, i.e. Google docs
	De-silo information, standardize file sharing/storage