

ACC STRATEGIC PLAN 3.0

A transformation compass for the future



Members engage with ACC primarily to:

- a.) Access information, knowledge, and resources
- b.) Benefit from educational and professional development opportunities; and
- c.) Connect and network with peers and experts.

The ACC strategy is designed to meet member expectations across these three key drivers with a prioritized focus on the five strategic pillars.

THEMES

KEY OBJECTIVES

**Pillar One
Seamless Experience**

Strengthen the ACC membership experience at the chapter/local and global levels to achieve a seamless and consistently high-quality experience that is mutually supportive and strategically aligned.

1. Provide education where, when, and how it is most accessible to the member, whether virtually or in-person, locally (chapter level), regionally, or globally. Include internally or externally developed content from approved partners.
2. Provide networking opportunities, whether in-person or virtually, that help members easily find valuable peer contacts locally, regionally, or globally.
3. Make it easy for members to find, access, rate, and share information that is timely, relevant, and responsive to their needs.
4. Maintain a content development approach whereby quality, vetted content is made available and distributed throughout the ACC eco-system.

**Pillar Two
Technology**

Strengthen the use of technology as a key enabler for how ACC delivers member benefits, services, peer-to-peer connections, information, and programs.

1. Implement best-in-class technology tools that directly support a high quality, seamless user experience across all offerings, whether virtual, hybrid, in-person, or at the chapter level.
2. Invest in a sophisticated system that can inventory, catalogue, rate, and reference all forms of ACC content in order to improve the ability of members to find what they need easily and with a high degree of relevance on multiple devices and channels.
3. Adopt the necessary collaboration tools for in-house counsel and members to easily co-create high quality, valuable content.
4. Create a single-entry point for members to find the information they want, whether an article, presentation, education offering, or other legal resource.

**Pillar Three
Global Growth**

Grow ACC globally prioritizing growth in countries with the highest probability of success and reasonable-to-low levels of geopolitical and operational risk, with an emphasis on smart partnering to raise awareness of ACC, and substantially increase the prospect database.

1. Develop a strong "virtual chapter" option to grow and serve widespread or large geographic regions, gaining critical mass.
2. Provide education and networking opportunities that are relevant and valuable to the target audience based on the participant's unique interests and context.
3. Work with partners, including national in-house counsel networks, on joint events, content creation, aggregation, and dissemination to raise the visibility of ACC, gain an understanding of the needs in a target region and to cultivate an audience for ACC offerings and membership.

**Pillar Four
Communications & Engagement**

Streamline and personalize communications and engagement with members so ACC messages are regarded by the member as relevant, high-value, and timely.

1. Build and strengthen the capabilities of chapters to operate at a higher level and ensure chapters are better integrated at all levels of the ACC community.
2. Delegate chapters and partners to address local language needs and produce translated content.
3. Empower members to connect with one another to organize self-governed, self-directed groups based upon their unique interests and criteria.
4. Increase engagement of in-house counsel and members as thought leaders and subject matter experts to lead peer-to-peer discussions, identify trends, and create content.

**Pillar Five
Advocacy**

Advocate for the role of the in-house counsel and the in-house legal department.

1. Develop and disseminate the research, data, information, and intelligence for fact-based advocacy initiatives that support and strengthen the role of the chief legal officer in the C-suite and boardroom, ensuring and enabling a "Seat at the Table."
2. Define, identify, and develop the necessary alliances as well as human and informational resources to conduct effective advocacy campaigns.
3. Empower and educate in-house counsel and legal operations teams to demonstrate and promote their value to internal and external stakeholders.
4. Strengthen processes and systems to enable early identification of issues that may impact the position of in-house counsel or the in-house legal department.

SP 3.0 - Recommended Metrics

Metric	Pillar One Seamless Experience	Pillar Two Technology	Pillar Three Global Growth	Pillar Four Comms & Engagement	Pillar Five Advocacy
1 Net Promoter Score <ul style="list-style-type: none"> Soliciting feedback from a random, representative sampling of members on a quarterly basis¹ 	✓	✓	✓	✓	✓
2 Education Event Engagement² <ul style="list-style-type: none"> No. of members who register for an online and/or in-person program (HQ, chapter, practice network, Foundation, Certification, partner) 	✓	✓	✓	✓	
3 Information/Resource Engagement <ul style="list-style-type: none"> No. of members who engaged³ with at least one article/resource 	✓	✓		✓	
4 Networking Event Engagement⁴ <ul style="list-style-type: none"> No. of members who registered for an online and/or in-person networking event (HQ, chapter, practice network, Foundation, Certification) No. of members who engaged with peers via Forums 	✓		✓	✓	
5 Search Success Functionality <ul style="list-style-type: none"> From the number of searches run in the virtual library, what percentage of searches resulted in a resource being read⁵ or downloaded within the first 7 to 14 results returned for that query⁶ 	✓	✓			
6 Multinational company growth <ul style="list-style-type: none"> Measured by growth of number of multinational companies⁷ 	✓		✓		
7 Membership Growth <ul style="list-style-type: none"> Measured by growth of individuals⁷ Overall net membership growth 	✓		✓		
8 CLO Role & C-Suite Positioning <ul style="list-style-type: none"> Percentage of CLOs that report directly to the CEO⁸ Percentage of CLOs with consistent boardroom presence⁸ (incl. as Corporate Secretary) Percentage of CLOs with responsibilities beyond traditional⁸ legal (i.e., oversight of 2+ add'l areas) 					✓
9 Media Exposure <ul style="list-style-type: none"> Total number of media placements Geographic diversity of placements Percentage in business vs legal media outlets 				✓	✓

SP 3.0 - Recommended Metrics

End Notes:

As we work with the outside consultant retained to advance certain objectives regarding Seamless Experience and Technology, we anticipate that we may wish to further refine the metrics regarding search success functionality and information/resource engagement, especially as new tools are made available.

¹ Baseline to be set in FY22 Q4 and measures will be taken and reported quarterly thereafter.

² Will measure using Cvent, Zoom, Docebo, and Tiley registration systems. Will provide incentives with goal for majority of all chapters to use Cvent for registration

³ Engagement means: read, downloaded, saved in My Profile, shared, or printed an article/resource. Please see Note 5 for definition of “read”.

⁴ For consistency of seamless experience and reporting, we will require all HQ, Foundation, and Certification networking events to use Cvent for registration, including when hosted via Zoom. We will incentivize all chapters to use Cvent for registration for networking events as well, including when hosted via Zoom.

⁵ NOTE: A written resource provided via HTML (as opposed to a resource that requires downloading to be consumed) will be considered “read” when 65% of the resource is scrolled through.

⁶ NOTE: We are categorizing searches as **most successful** when the search resulted in a resource being read or downloaded within the first 7 resources returned for that query; **moderately successful** when the search resulted in a resource being read or downloaded in the next 8 to 14 resources returned; and **unsuccessful** when the search resulted in a resource being read or downloaded as the 15th resource or below returned for the search query.

⁷ Baseline to be set at FY22 Q4 using data obtained from ACC membership records.

⁸ Baselines are obtained from survey responses to ACC’s annual CLO Survey (collected during October/November timeframe with research report published in January). Data reported once a year.