

## Exhibit 2.0 - 1

### Membership Roster

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## Exhibit 2.0 - 2

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## **RCC Document Expanded Outline**

### **1. Responsibilities of the owner**

- Has ultimate responsibility for the construction project, in that the owner is the final decision making authority and directly or indirectly all parties in the process report to the owner.
- Proposes the project
- Provides funding for the project
- Provides needed real estate and rights of way
- Sets the project scope
- Sets the project objectives
- Establishes the budget
- Sets overall project schedule
- Beyond legally established codes and regulations, the owner establishes quality and performance standards for the project
- Establishes system for overall project management
- Selects key designers, managers and contractors
- Establishes quality assurance program
- Provides required insurance coverage
- Provides overall site safety and security
- Makes agreed upon payments as project goals are met
- Accepts the completed project

### **2. Responsibilities of the Design Professional**

- Code compliance with applicable codes
- Coordinate with other design professionals
- Issue analytical and design justification (calculations) used for the preparation of design documents
- Provide design documents for construction which should, as a minimum, include the following items:.....
- Issue material specifications considering local practice
- Issue installation specifications considering local practice
- Provide minimum project specific inspection requirements
- Provide field observation according to applicable codes
- Design the work in accordance with the standard of care for the design of similar works in the same geographic area.
- Prepare plans and specifications for the work that incorporate all applicable building code requirements, laws, and ordinances.
- Perform all contractually required inspections, observations, and reviews of placing and/or shop drawings.
- Understand and convey the owner's requirements in plans and specifications
- Review submittals for general contract conformance.

### **3. Responsibilities of General Contractor**

Definition: A general contractor is a contractor whose scope of work includes the construction of a portion of the work. This work is described in the “general contract documents”. (Task group to refine definition.)

- **General Contractor**
  - Construct the building in accordance with the contract documents and with the appropriate standard of care for general contractors in the geographical area of the work.
    - Environmental compliance
  - Contractors have no direct responsibility to engineering design requirements found in building codes.
  - Contractors conform to code design requirements by building in accordance with the contract documents.
  - Contractors have a right to assume that contract documents contain all applicable code and other requirements.
  - Call attention to any obvious errors or discrepancies in the contract documents.
  - Inform subcontractors and material suppliers of contract requirements.
  - Coordination with other trades, including quality control.
  - Means and methods of construction.
  - Jobsite safety.

### **4. Responsibilities of the Design – Build Contractor**

- A Design/Builder is an entity who undertakes a combination of both design and construction for either an entire project or a significant portion of one.
- Responsibilities include all those associated with the design as well as with the execution of the work. This relationship also includes the coordination of the design with the construction to eliminate the risk to the owner for gaps, errors or conflicts.
- The entity that undertakes a contract under this form may be a Constructor, a Designer (Architect or Engineer), a Developer or some other organization.
- All design work must be done by properly licensed professionals authorized to work in the location of the project. This is true whether design is done “in house” or contracted to third parties by the Design/Builder.
- Inspection and Testing for Quality Assurance and for conformance to the completed plans and specs should be within the Owner’s scope of responsibility to eliminate any appearance of conflict of interest.

### **5. Responsibilities of the Subcontractor**

One whose scope of work includes limited construction of a portion of the project

- (similar to GC)

### **6. Responsibilities of Specialty Subcontractors**

(A specialty subcontractor is one whose scope of work includes the construction *and* the design of a portion of the work. The specialty subcontractor retains a licensed design professional to execute the delegated design work. Examples would include the design and construction of precast concrete elements, or the design of and construction of all or part of cast-in-place post-tensioned floor systems.)

- Retain the services of an appropriately licensed design professional (specialty engineer) with demonstrated expertise and/or experience in the type of work to be designed. Responsibilities of the specialty engineer include:
  - Design the work in accordance with the standard of care for the design of similar works in the same geographic area.
  - Prepare plans and specifications for the work that incorporate all applicable building code requirements, laws, and ordinances.
  - Perform all contractually required inspections, observations, and reviews of placing and/or shop drawings.
  - Coordinate all design requirements with the design professional of record.
- Review the design for obvious errors or differences from generally accepted standard practices.
- Construct the work in accordance with the plans and specifications prepared by the specialty engineer.
- Construct the work in accordance with the standard of care for the work involved and in accordance with standard practices of similar subcontractors in the same geographic area.

### **7. Responsibilities of the Material Supplier.**

Some of the following represent the responsibilities (or not) of a material supplier (concrete producer)

- Use ingredient materials that comply with pertinent specifications
- Manage materials and production practices that facilitate quality and maintaining batch to batch uniformity
- Maintain production facilities to include concrete plants and mixer trucks in conformance with pertinent standards (ASTM C 94, AASHTO M157)
- Maintain documentation of ingredient materials certifications and quality tests to be provided to the purchaser on request
- Conform to industry best practice, as presented in the requirements of ASTM C 94, for production and delivery of concrete when no specification or contract is invoked for the job.
- Supply concrete in accordance with the order made and in conformance to the standard of care for materials suppliers in the geographic area or the work. All requirements in a specific contract override the requirements of reference standards such as ASTM C 94
- Material suppliers have no direct responsibility for engineering design
- Materials suppliers have no direct responsibility for compliance with requirements in building codes if these are not addressed in contract documents.

## **Exhibit 3.3 - 4**

- The material supplier has the responsibility to communicate potential errors, omissions and conflicts in contract documents if they have such knowledge relative to the standard of care in the geographical area of operation, or relative to constructability or service conditions of the structure.
- When the contract or job specification assigns prescriptive provisions to the composition of the concrete mixture, the concrete producer has no responsibility for the resulting performance of the fresh or hardened concrete
- When the contract or job specification assigns a combination of prescriptive and performance provisions on the concrete mixture, the producer is responsible for furnishing material to the more restrictive criteria but will not be responsible for any performance characteristic that was intended and not defined by the prescriptive limits.
- When the contract or job specification assigns performance criteria to the concrete mixture, these need to be clearly defined and it is the responsibility of the concrete producer to demonstrate compliance in accordance with the criteria set forth in the contract. In such cases the producer has the right to retain confidentiality of the mixture composition especially when there has been a significant cost and/or effort associated with establishing the mixture composition to achieve the required performance.
- The material supplier has the responsibility to report information and furnish documentation that is required in the submittals section of a contract or job specification.
- The concrete producer cannot be responsible for product quality or complying with the order made when additions or modifications are made by the purchaser over and above that permitted by the standards.

### **8. Responsibilities of the Testing/Inspection Agency**

- Gather and comply with applicable code requirements and project specifications for testing and inspection.
- Comply with qualification and licensing requirements.
- Conduct testing and inspection in accordance with applicable standards.
- Report test results as required by the project specifications.

### **9. Responsibilities of the Forensic Consultant**

- A forensic consultant is an entity which investigates failures associated with either the materials or practices during construction. A forensic consultant also investigates quality control of construction materials and/or practices.
- The forensic consultant must have general knowledge of construction materials and practices. The forensic consultant is obligated to research which individual materials and practices were used during construction.
- The forensic consultant is responsible for assuring that the techniques used during an investigation are reliable and pertinent to the cause of failure or monitoring of material or process quality.
- The forensic consultant must follow all relevant standards and codes during the investigation.
- The forensic consultant is also responsible to assure that any data accurately reflects the cause of failure or in the monitoring of material or process quality.

### **Exhibit 3.3 - 5**

- The forensic consultant must work closely with the client (or client's agent). The client may be an owner, materials supplier, constructor, architect, engineer or developer.
- The forensic consultant acts independently of the client to ensure that the data is not biased; the consultant represents the investigation (and data) on behalf of the client in many cases.
- The forensic consultant must report all of the data and information collected during the investigation to the client (or client's agent). The forensic consultant is obligated to produce a report of the investigation to the client (or client's agent) and to defend the results when necessary.



## STRATEGY 2001

### CORE IDEOLOGY

**Core Ideology** describes the basic purpose and nature of ACI, which is expected to remain constant as circumstances evolve over the years. **Core Purpose** is ACI's reason for existing. **Core Values** are the essential and enduring principles that guide the organization and give it its character.

### CORE PURPOSE

*The purpose of ACI is to provide knowledge and information for the best use of concrete.*

### CORE VALUES

#### 1. Benefit to Society

- Public interest, trust and safety
- Value, cost-effectiveness
- Commitment to sustainable technology

#### 2. Credibility

- Unbiased information free of commercial or political influence
- Meticulous technical review process
- Trust, integrity
- Timeliness

#### 3. Personal and Professional Growth

- Professional growth through education and committee work
- Exposure to all aspects of Industry; technical diversity
- Personal growth through responsibility and achievement
- Lifelong learning

#### 4. Consensus

- Inclusive and diverse working groups
- Collaboration through open discussion
- Bridging differences through constructive compromise

#### 5. Camaraderie

- A place for everyone with a technical interest in concrete
- Mutual respect, cooperation
- Friendship, social interaction
- Volunteers as key to success
- Exposure to diverse opinions on the best use of concrete
- Member-Staff partnership





## Envisioned Future

**Envisioned Future** conveys a definite, but yet unrealized, vision for ACI. The **Vision Statement** provides a clear and compelling endpoint to serve as a guiding light to direct ACI's efforts. The **Vivid Description** provides vibrant snapshots of what it will be like when the vision has been achieved.

### **VISION STATEMENT**

A unified concrete knowledge community will develop and disseminate all the knowledge needed to utilize concrete to its fullest potential.

### **VIVID DESCRIPTION**

1. ACI, through communication, cooperation, and collaboration, will facilitate the formation of a unified global concrete knowledge community.
2. There will be an organized worldwide body of knowledge on the use of concrete, with ACI leading in the development of an integrated worldwide electronic index of all sources of information on design, construction, use, and maintenance of concrete products, structures and facilities.
3. Concrete will be universally recognized as a high quality, durable, cost-effective building material.
4. ACI's website will be as widely known in the concrete Industry as "amazon.com" is today.



## STRATEGY 2001

### Mega Issues

**Mega issues** are questions that ACI will need to answer to define the direction of its Strategic Plan.

1. Is ACI meeting the needs of the concrete industry?
2. How will we structure membership to meet the needs of our members' diverse backgrounds?
3. How will we accommodate emerging specialized interests in the context of a broad-based organization? Should we try?
4. How will we improve the timeliness of our consensus process without impacting its integrity?
5. How can we "reach out" and "pull in" people in the next "ring" of the concrete industry that is outside the current core of members and volunteers?
6. How will we address the increasingly critical issue of reduced volunteer time?
7. How will we manage the transition from a primarily volunteer-staffed workforce to a partnership with professional association staff in areas of appropriate expertise?
8. How will we maximize the breadth of Industry representation within ACI?
9. How will we address the potential for a future decline in qualified professional workforce?
10. How will we balance the need to increase focus on globalization while continuing to serve our domestic members?
11. How will we maintain the integrity and credibility of ACI, given our ultimate financial limits?
12. How will we find sufficient budget and personnel to grow ACI globally, particularly since many members are not currently focused on this?
13. How will we continue to be nimble and adaptable to new ideas?
14. How will we identify emerging opportunities in the "dot-com" world and evaluate the suitability of industry and technology partners?



## STRATEGY 2001

### Goals and Objectives

**Goals** describe the outcomes that ACI will achieve for its stakeholders (members, customers, employees, the Industry). They have a 5-year timeframe, and are reviewed annually by the Board. The five Goals of the Plan involve:

- 1 Knowledge Generation
- 2 Knowledge Promulgation
- 3 Knowledge Community
- 4 Competent Workforce
- 5 Member Value

**Objectives** describe success, in observable or measurable terms, for a given issue. They indicate direction (expand, reduce, consolidate, improve). They have a 3-5-year timeframe, and are reviewed annually by the Board.

### **GOAL 1 KNOWLEDGE GENERATION**

#### **GOAL STATEMENT**

ACI will be a recognized leader and preferred partner in developing and maintaining technical knowledge on concrete.

#### **OBJECTIVES**

1. Increase speed and knowledge development capacity of Technical Organization.
2. Streamline document review and approval process.
3. Improve global expertise and perspective of committees.
4. Improve responsiveness to areas of need and emerging technologies.
5. Foster research to support knowledge development priorities.
6. Expand range, depth, and availability of volunteer technical expertise.
7. Assure future succession of qualified volunteers for committee service.



## STRATEGY 2001

### GOAL 2 KNOWLEDGE PROMULGATION

#### GOAL STATEMENT

ACI technical knowledge will be readily available and easily employed in the design, construction, repair, and quality control of concrete facilities and products worldwide.

#### OBJECTIVES

1. Increase number of Industry people and occupations reached by ACI.
2. Increase number and technological range of ACI knowledge delivery channels.
3. Decrease effective cost of knowledge delivery.
4. Decrease time from internal development to external availability of knowledge.
5. Maximize technical assistance and support available to members and customers.
6. Improve ACI's stature in promulgating international or global standards.

### GOAL 3 KNOWLEDGE COMMUNITY

#### GOAL STATEMENT

ACI will serve as a major force in creating and maintaining a worldwide community of individuals and organizations supplying and accessing knowledge on concrete.

#### OBJECTIVES

1. Restructure ACI relationship with chapters to solidify knowledge access within the ACI organization.
2. Increase number of domestic and international partnerships and projects involving information sharing.
3. Lead the development of a global knowledge access system for concrete.



## STRATEGY 2001

### GOAL 4 COMPETENT WORKFORCE

#### GOAL STATEMENT

ACI will help build and maintain a professional workforce of sufficient size and skill to meet the needs of Industry.

#### OBJECTIVES

1. Assure that actual Industry proficiency development and assurance needs are identified and are met, as appropriate, by ACI products and programs.
2. Expand and develop programs to draw and indoctrinate top-quality technical professionals into the concrete field.
3. Improve collaboration of ACI Technical and Educational Organizations to coordinate standards and specifications with education and certification to improve workforce proficiency.

### GOAL 5 MEMBER VALUE

#### GOAL STATEMENT

ACI membership will be increasingly valued by a broader segment of the Industry workforce.

#### OBJECTIVES

1. Review existing information (including data from 1998 member survey) for still-relevant knowledge regarding needs and preferences of members and potential members.
2. Continuously investigate needs and preferences of members and potential members worldwide.
3. Design and implement membership programs that address concrete-related needs and preferences of members and potential members.
4. Periodically evaluate member satisfaction.

# Executive Summary

## Marketing Plan

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*"Marketing is everything ACI does as seen through the eyes of the customer. If customers see it, ACI did it; whether we did it right or wrong. If customers don't see it, ACI didn't do it; whether we did it or not. A Marketing Plan helps to ensure that all of our customers – members or not – see what we do and appreciate it."*

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### Introduction

**HISTORY** – Beginning in the Spring of 2006, the Marketing Committee met with various Board Committees to validate goals of a comprehensive Marketing Plan. They then issued a Request for Proposals to develop a Marketing Plan for the Institute, and in the Fall of 2006 the ACI Board approved funding to hire FMI Corporation, management consultants to the construction industry, to develop such a Plan. ACI Staff and the Marketing Committee engaged FMI on two components of the project – (1) conducting member/customer research, and (2) developing a Marketing Plan that includes strategies and tactics to better address the needs of the marketplace.

**RESEARCH** – The research component of the engagement collected responses from ACI members, customers, and non-customers from within the industry on issues regarding awareness and perception of ACI. (See "Research Highlights" on page 2)

**MARKETING PLAN DEVELOPMENT** – This comprehensive Marketing Plan addresses issues identified in the research component and is structured according to four goals and includes strategies, tactics, metrics, and timelines for each. During Summer/Fall 2007, ACI Staff will assign/confirm preliminary implementation dates, persons responsible, duration of work, financial impact, and necessary staff time. The six goals previously presented to the ACI Board and various Board Committees were consolidated into the following four new goals with metrics, benchmarking, and segmentation integrated within: (See "Marketing Plan Summary" on page 3 and 4)

1. Increase membership
2. Increase demand for ACI products and services
3. Increase ACI's recognition and reputation as one of the world's leading authorities and sources of information and knowledge on concrete and the use of concrete
4. Improve and enhance functionality and accessibility of ACI website

**FUTURE ACTION** – A Proposal and Financial Impact Statement for implementation of the final Marketing Plan will be prepared by Staff and the Marketing Committee and is expected to be presented to the ACI Board at their Fall 2007 meeting in Puerto Rico.

### Research Highlights – Awareness and Perception

The e-mail survey component was distributed electronically to 28,000 ACI contacts plus 2,000 FMI contacts in early 2007, and more than 3,200 responded (a 10.7% response rate, which is much greater than the industry average). Both before and after the e-mail survey, FMI conducted one-on-one telephone interviews with a limited number of members, customers, and non-customers to gain further insight. Highlights of the research findings include:

#### Member Survey Highlights

1. The majority of ACI members are passively involved.
2. ACI is well perceived by members, despite low overall levels of active institute involvement.
3. ACI-provided opportunities for professional development and industry involvement/service are primary reasons for membership.
4. ACI product and service content could possibly be perceived as too technical by a significant portion of the membership.
5. The majority of member survey respondents appear to be largely unaware or not knowledgeable of ACI's offerings.
6. Improving communication/awareness and improving networking and presentation/publishing opportunities will likely increase member recommendations of ACI.
7. Approximately half of ACI members pay their own membership dues, the remaining half have their dues paid by their employer.

#### Customer Survey Highlights

1. Two-thirds of customers and non-members have purchased ACI products and services within the past 12 months.
2. ACI is perceived as a valuable resource to be utilized, but membership is not deemed necessary and/or beneficial.
3. Technical knowledge and authority is the primary source of ACI's value among customers.
4. ACI product and service content generally meets customer expectations, with conventions being the only possible exception.
5. Despite overall satisfaction with ACI's customer service, more than half of customer survey respondents believe it is difficult to do business with ACI.
6. Improving ACI conventions and seminars to better meet customer needs would likely increase their likelihood to promote ACI to others.

#### **Additional Conclusions from the Integrated Planning Team (the integrated planning team consists of representatives from the Marketing Committee, select ACI staff, and FMI Consultants)**

1. Committee involvement should be made easier.
2. Emphasizing discounts as a benefit of membership doesn't equate to increased membership levels.
3. An effective communication system needs to be implemented that informs the membership on what is happening and available at ACI.
4. Customers and members respond differently; a one-size-fits-all approach to communications will not work.
5. The website is key in customer and member purchasing behavior

## Marketing Plan Summary – Goals and Strategies

### **Goal 1: Increase ACI membership**

- a. Segment potential members to better target ACI recruitment efforts
- b. Seek alternative sources of prospective members
- c. Increase the number of new individual, student and corporate members
- d. Implementation of “Operation Comeback” campaign to recruit former/lapsed members
- e. Enhance ACI website functionality
- f. Develop market share, penetration and saturation metrics
- g. Increase retention of existing members
- h. Increase the conversion rate of student members to individual, dues-paying members
- i. Develop and implement benchmarks and metrics to success

### **Goal 2: Increase demand for ACI products and services**

- a. Apply standardized market, member and customer segments<sup>(1)</sup>
- b. Clearly communicate existence and value of current products and services
- c. Segment members, customers and website visitors to better target the products and services
- d. Target ACI products and services to segmented members, customers and website visitors
- e. Enhance ACI website functionality
- f. Increase the number of ACI certified individuals
- g. Increase the demand for existing ACI publications and other products
- h. Enhance and expand existing educational offerings
- i. Improve relationships between ACI and ACI Chapters worldwide and Certification Sponsoring Groups
- j. Increase the value of the annual ACI Convention
- k. Develop and implement benchmarks and metrics to success

### **Goal 3: Increase ACI’s recognition and reputation as one of the world’s leading authorities and source of information and knowledge on concrete and use of concrete**

- a. Apply standardized market, member and customer segments<sup>(1)</sup>
- b. Improvement of collaboration and cooperation with domestic trade and technical groups
- c. Clarify and define criteria and purpose for future collaboration and strategic alliances
- d. Reinforce ACI’s efforts to unify the concrete industry
- e. Improvement of collaboration and cooperation with international trade, international chapters and technical groups
- f. Partner with industry groups to influence external standards and recognition of sustainable benefits of concrete construction
- g. Develop and implement benchmarks and metrics to success



## Exhibit 4.2 - 4

### **Goal 4: Improve and enhance functionality and accessibility of ACI Website**

- a. Apply standardized market, member and customer segments<sup>(1)</sup>
- b. Increased functionality and accessibility of ACI website
- c. Consider redesign and separation of homepage around the functional segments for members, customers and visitors
- d. Continue to communicate the changes and enhancements of website to members
- e. Analyze and respond to website comments and complaints by website users
- f. Investigate addition of feedback tools for website
- g. Develop and implement benchmarks and metrics to success

The full Marketing Plan – including the complete awareness/perception research study and much more detailed tactics, priorities, and tentative timeframes – is available by contacting Marketing Committee Staff Liaison Kevin Mlutkowski at 248-848-3716 or [kevin.mlutkowski@concrete.org](mailto:kevin.mlutkowski@concrete.org).

### Questions to be answered by each Board Committee

1. Do the proposed strategies support the priorities of your committee's mission, products, and services?
2. Are there any additional strategies and tactics that should be considered, particularly in regards to topics within the scope of your committee's mission?

### Note

- (1) Define Market as: design, construction, repair, etc.; Segment as: owner, engineer, sales, etc.

Marketing Plan Matrix

GOAL 1: Increase ACI Membership Levels			
Strategy	Priority	Action & Tactics	Responsible Parties
a. Segment potential members to better target ACI recruitment efforts	High	Gain consensus on market segments	Marketing Committee Staff
		Evaluate current internal systems and practices that are used for tracking member and customer data Certifications Member Services 3 <sup>rd</sup> Party Feeds Marketing Education Committees Chapters	Staff
		Collect and assess data	Marketing Committee Staff
		Communicate and coordinate data collection efforts and information transfer	Staff
b. Seek alternative sources of prospective members	Medium	Increase representation from local, state and federal government including Public Works Agencies	Membership Committee Staff
		Target current sustaining member organizations for potential new members (affiliated members)	Membership Committee Staff
		Identify individuals who use the job posting site and Manuscript Review Committee	Staff
c. Increase the number of "new" individual, student and corporate members	Medium	Enhance and implement an annual recruitment program and campaign	Membership Committee Staff
		Consider the addition of new member categories	Membership Committee Staff
d. Implementation of "Operation Comeback" Campaign	High	Offer free trial membership to experience enhanced member benefits for previous non-renewing members	Staff
		Develop and implement a one-to-one telephone campaign to solicit feedback of previous members (lapsed)	Staff
e. Enhance ACI website functionality	High	Add New Member Webpage to website	Staff
f. Develop market share penetration and saturation metrics	Low		Staff FMI
g. Increase retention of existing members	High	Improve new member experience – phone calls, web seminars	Staff
		Road map of the organization and path of success/involvement	Membership Committee Staff
		Provide a "Who to Contact at ACI for What" document to members	Staff
		Encourage the formation of a "Virtual Committee" as a venue for increased committee involvement, participation and productivity	EAC TAC Staff
		Establish formalized internal and external communication system	Staff
		Increase committee participation	TAC EAC CPC Staff
		Develop and implement process to obtain feedback from "at-risk" members	Membership Committee Staff
h. Increase the	Low	Examine opportunity to engage students with an ACI	Staff

GOAL 1: Increase ACI Membership Levels			
Strategy	Priority	Action & Tactics	Responsible Parties
conversion rate of student members to individual, dues-paying members		email address (hosting)	
		Strengthen student and faculty network	EAC Staff
i. Development and implementation of successful benchmark strategies	High	Membership levels in 1yr increments	Membership Committee Staff
		Recovery Statistics	Membership Committee Staff
		Cost/Benefit Analysis	Membership Committee Staff
		Turnover statistics	Membership Committee Staff
		Attrition rates	Membership Committee Staff

GOAL 2: Increase Demand for ACI Products and Services			
Strategy	Priority	Action & Tactics	Responsible Party
a. Apply standardized market, member and customer segments	High	Implement structured segmentation process	Marketing Committee Staff
b. Clearly communicate existence and value of current products and services	High	Assess sustainability/feasibility of new, unique products and services (growing product offerings)	TAC Conventions Committee CPC EAC Staff
		Access the ACI Chapters local membership to market documents and publications	CAC Staff
c. Target products and services to segmented members, customers and website visitors	High	Utilize segmented member and customer information to target products and services	Staff
d. Enhance ACI website functionality	High	Analyze functionality and navigability of the website	Staff
		Increase and enhance functionality and accessibility of ACI website (see goal 4)	Staff
e. Increase the number of ACI certified individuals	High	Reducing barriers to certification	CPC
		Increase number of local sponsor groups through the revision of policies	CPC
		Promote inclusion of requirements in technical information	CPC TAC Staff
		Increase the complement of programs	CPC Staff
		Increase the frequency and availability of existing certification programs	Staff
		Enhance credibility and perception of value through accreditation (ISO/ANSI)	Staff
		Increase the desirability of Certification by offering training programs tailored to credentials offered	EAC CPC Staff

## Exhibit 4.2 - 7

<b>GOAL 2: Increase Demand for ACI Products and Services</b>			
<b>Strategy</b>	<b>Priority</b>	<b>Action &amp; Tactics</b>	<b>Responsible Party</b>
		Obtain and identify engineering curriculum of students to promote inclusion of certification in degree curriculum	Staff
		Solicit Sponsoring Groups to subsidize student participation	Staff
		Co-sponsorship opportunities (local level)	Staff
		Joint venture sponsoring partnerships	Staff
f. Increase the demand for existing ACI publications and other products	Medium	Influence additional states to use the ASCC book for contractor licensure	Staff
		Inventory and earmark all existing content directly applicable to sustainable buildings	BAC on Sustainable Development Staff
		Increase and enhance functionality and accessibility of ACI website	Staff
		Support and provide better information to ACI chapters to increase demand of ACI publications	Staff CAC
g. Enhance and expand existing educational offerings	Medium	Broaden seminar offerings for both existing and newly developed seminar material and other industry topics	EAC Staff
		Develop practice oriented publications	TAC EAC Practice-Oriented Task Group Staff
		Investigate and develop alternative delivery methods/forms/venues for Web-seminars Shorter programs for both existing and newly developed seminar material and other industry topics	EAC Staff
		Develop ACI certification oriented training	CPC EAC Staff
h. Improve relationships between ACI and ACI Chapters worldwide and Certification Sponsors	Medium	Increase ACI interaction with local chapters through structured communication channels and processes	CAC Staff
		Define, clarify and communicate the roles of ACI and ACI chapters and roles of involvement	CAC Staff
		Review and make recommendations to the July 2006 survey chapters completed to assess chapter needs	Staff
		Enhance incentives to the chapter to encourage their members to join the ACI organization	Membership Committee CAC Staff
i. Increase the value of the annual convention	Medium	Evaluate the need to change function/format	Conventions Committee Staff
j. Development and implementation of successful benchmark strategies	High	Documentation and publication of sales	Staff
		Certification programs	Staff
		Convention attendance statistics	Staff
		Educational programs	Staff
		Advertising revenue	Staff

## Exhibit 4.2 - 8

<b>GOAL 3: Increase ACI's Recognition and Reputation</b>			
<b>Strategy</b>	<b>Priority</b>	<b>Action &amp; Tactics</b>	<b>Responsible Party</b>
a. Apply standardized market, member and customer segments	High	Implement structured segmentation process	Marketing Committee Staff
b. Improvement of collaboration and cooperation with domestic trade and technical groups	Medium	Explore the establishment of an ACI technical committee to develop information on sustainable design and applications of concrete	BAC on Sustainable Development TAC
		Explore partnerships in certifications, technical standards and publications	Staff
c. Clarify and define criteria and purpose for future strategic alliances	High	Evaluate and establish a staff task force to create guidelines for strategic alliances	Staff
d. Reinforce ACI's efforts to unify the concrete industry	High	Promote efforts in creating solutions and providing information to inform the concrete community of <u>emerging trends and issues</u>	Staff
		Coordination and harmonization of industry research information, sources and standards	Staff
		Partner with industry groups to influence external standards and recognition of sustainable benefits of concrete construction	BAC on Sustainable Development Staff
		Enhance website to reinforce our commitment to unifying industry	Staff
e. Improvement of collaboration and cooperation with international trade, international chapters and technical groups	High	Continue to increase the awareness of ACI within global communities	Executive Committee Staff
		Articles placed in partners international industry publications to drive Concrete Knowledge Center	Staff
	Medium	Promote ACI certification to international local sponsoring groups	Staff
		Utilize educators/faculty network in international chapters	Staff
		Facilitate the increase and exchange of technology between global communities (e.g. RILEM)	International Committee Staff
		Continue to represent ACI interests with ISO and other countries to maintain ACI's position as an international SDO	Staff
f. Development and implementation of successful benchmark strategies	High	Survey of satisfaction from international chapter and interaction with ACI	International Committee Staff
		Citation frequency in external media	Staff
		Progress reports on "What has changed measurements"	Staff
		Number of annual reports received from ACI Chapters	Staff

## Exhibit 4.2 - 9

<b>GOAL 4: Improve and Enhance the Effectiveness of the ACI Website</b>			
<b>Strategy</b>	<b>Priority</b>	<b>Action &amp; Tactics</b>	<b>Responsible Party</b>
a. Apply standardized market, member and customer segments	High	Implement structured segmentation process	Marketing Committee Staff
b. Increased functionality and accessibility of ACI Website	Medium	Simplified navigation of website to increase ease with which to do business with ACI	Staff
c. Consider redesign of homepage around the functional segments for members, customers and visitors	High	Separate pages for members and visitors	Staff
		Expand member only areas to receive content (restricted log-in required areas)	Membership Committee Staff
		Collect visitor interests	Staff
d. Continue to communicate the changes and enhancements of website to members	Medium	Promote the Concrete Knowledge Center	Staff
e. Analyze and respond to website comments and complaints by website users	High	Frequently Asked Questions page to address the differentiation of ACI	Staff
f. Investigate addition of feedback tools for website	High	Closure of page; end of order survey/polls	Staff
g. Development and implementation of successful benchmark strategies	High	Number of hits - indicator	Staff
		Length of time on site	Staff
		Increased revenue from the website	Staff
		Survey response feedback tool	Staff