



Color Pigments Manufacturers
Association, Inc.
(CPMA)

Strategic Plan

(approved 09/28/17)

Timeless Core Ideology

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

To protect color pigments manufacturers' interests in North America.

Core Values:

- Trust and credibility
- Public safety
- Technical expertise
- Evidence-based
- Compliance
- Information exchange

Long-term Envisioned Future (10+ Years)

The **envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **vision** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.

Vision:

The leading color pigment authority.

Vivid Description of a Desired Future:

CPMA is the leading authority and source of technical expertise for color pigments manufacturers and the industry value chain. An active partner of downstream associations promoting color, CPMA is well-regarded as a knowledge base for brand owners and key stakeholders. CPMA has worked towards greater industry sustainability by actively advocating for the harmonization of regulatory compliance standards and manufacturing best practices. By guiding and setting industry standards, CPMA ensures regulatory compliance and public safety for manufacturers, suppliers, distributors and stakeholders.

Thanks to its strong relationships built on trust and credibility, CPMA is the first point of contact in the industry for associations, customers, government, NGO's, and other valuable partners. By finding innovative and captivating ways to promote the industry and continually providing sound science on color pigments, CPMA has worked hard to educate consumers and the public on color pigment safety and importance.

Goals and Objectives (three-five years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen. In other words, a descriptive statement of what constitutes success in measurable terms.

Priority Key:

(I) = Must begin objective in next fiscal year

(M) = May begin objective, if resources permit, in next fiscal year

(L) = Begin objective in subsequent fiscal year

Advocacy

Goal: CPMA is sought out by appropriate agencies and other key organizations prior to relevant decision-making.

Objectives:

1. Increase engagement with EPA, FDA and Department of Commerce. (I)
2. Maintain strong relationship with Canadian Ministries. (I)
3. Establish strategic alliances with industry customers. (M)
4. Increase engagement with other external stakeholders (NGO's, academics, other agencies) impacting policy. (L)

Sound Science

Goal: EPA and CEPA accurately conduct risk assessments for pigments.

Objectives:

1. Promote proper risk assessment approach for inorganic pigments by the agencies. (I)
 - a. Develop a white paper.
2. Enhance relationship with downstream customers and associations for access to more representative data. (L).
3. Improve accuracy and completeness of data used by the agencies. (L).

Awareness

Goal: Strategic audiences have a greater understanding of environment, health, safety (EHS) and sustainability issues related to pigments. Public stakeholders recognize the social value of colors & effects.

Objectives:

1. Increase CPMA's ability to respond to unanticipated issues quickly and reliably related to color pigments. (I)
2. Increase CPMA members' ability to respond to customer issues quickly and reliably related to color pigments. (I)
3. Increase CPMA brand as a trusted source for information on pigments. (L)
4. Promote the importance of color in the value chain. (L)
5. Increase company knowledge of factors influencing color trends. (L)

Financial Sustainability

Goal: CPMA is financially stable and is recognized as valuable to members.

Objectives:

1. Increase membership with raw pigment producers (1 per year). (I)
2. Increase revenue through supply chain partners and non-dues methods. (I)
3. Continue to prioritize issues to ensure fair value to all members. (I)
4. Maintain reserve balance for unexpected expenses. (M)

North American Compliance

Goal: All North American market participants adhere to required product safety and regulatory compliance.

Objectives:

1. Promote product safety standards across government jurisdictions. (L)
2. Promote CPMA-certified Trade Mark and brand. (L)