

Jerrick Haddad

Portfolio Submission

HR&A Associates, June 2026

About me

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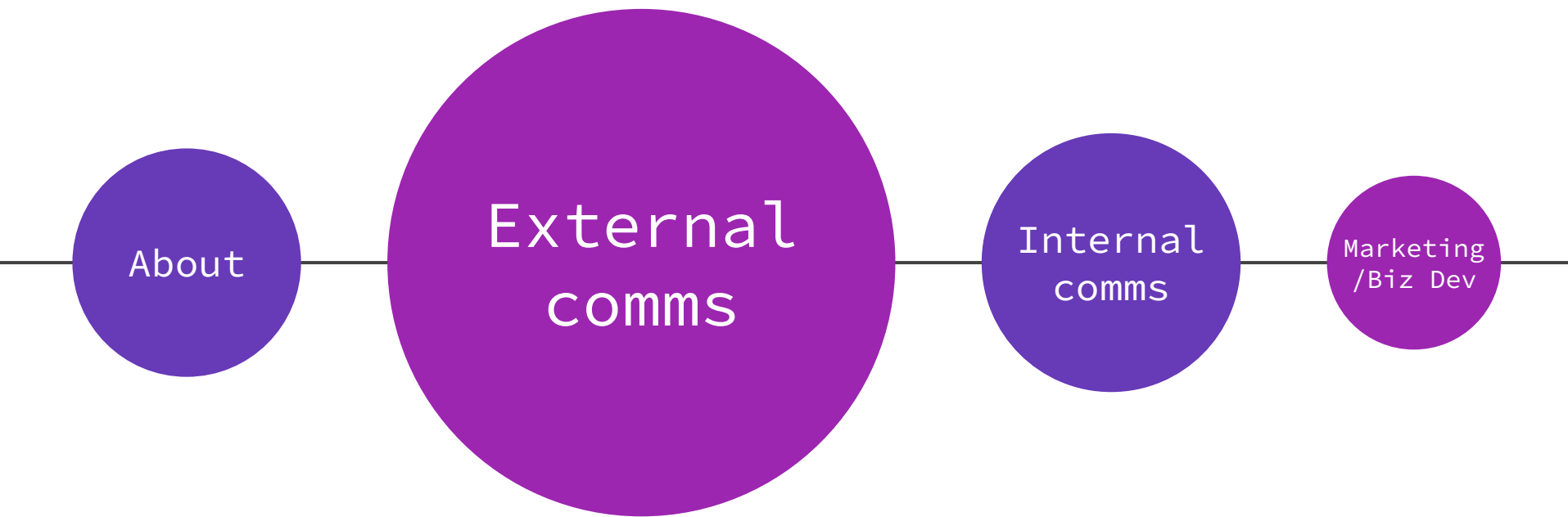
I am a communications leader with over 15 years of experience building the strategy, systems and content that bridge the gap between what complex organizations know and what their audiences need to hear. My approach relies on stripping away operational friction, partnering closely with subject matter experts and structuring data-driven narratives that ground complex institutional ideas in human reality.

About this

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This portfolio outlines selected work samples structured across external communications, internal communications and marketing business development workflows. Each entry highlights the organizational problem faced, my specific tactical contribution and the real-world results achieved.

Notable Projects



Page Navigator: Benchmarking Survey and Trend Reports

The Context: Enterprise leaders and Fortune 500 CCOs needed actionable, clear benchmarks on rapid corporate shifts. Traditional market data was often too dense, misaligned, or slow to process to be useful for daily strategic decisions. Page's membership was an untapped resource for this data.

My Specific Contribution: I assisted in project from needs analysis, to designing the survey instrument, assembling committees to identify the insights that mattered to our stakeholders and distribution via a global roll out and email marketing campaigns. Essential to this project was never losing sight of the value proposition amid many internal and external stakeholders.

The Result: Proprietary data was identified, sourced and turned from raw data into primary source insights for 1,400 global executive members. End product passed our goal and was downloaded by over 75% of the membership.



Thought Leadership Reports

The Context: Developing high-impact thought leadership requires managing deep, multi-year research initiatives. Organizations need to synthesize complex, shifting industry trends into definitive frameworks while ensuring the final assets directly address immediate audience needs.

2. Introduction to Stakeholder Capitalism

Three Ways to Create Stakeholder Value

Much of the discussion of the expectations of business from these new stakeholders uses the terms "purpose," "ESG," "corporate action," and "brand taking purpose." Sometimes without clearly defining what they mean.

In the Passerini report, Page sought to bring more discipline to these pursuits by defining three critical dimensions:

Each of these three areas requires its own focus and discipline. However, in practice, a company's commitment in each of these areas are and should be developed in parallel in order to fulfill a strategic approach that is aligned with the organization's mission and purpose.

Similarly, they should be coordinated with the other Passerini dimensions – corporate brand, corporate culture and CoreTech – each of which requires its own management system. This guide, therefore, should not be used in isolation; rather, it should be seen in conjunction with other Page study guides, research reports and the Learning Lab.

4. The Multistakeholder Approach

The Potential for Innovation

The design thinking approach mentioned above, which is being deployed at the Yale School of Architecture, suggests taking a multistakeholder approach that unifies your mission from conflict resolution to outcome optimization. This requires identifying constraints, rather than roadblocks, and can result in significant innovation.

One good example of this kind of innovation based on a thoughtful stakeholder personality assessment is Nike's development of the Space Hippie sneaker, which was developed from the idea to be the lowest carbon sneaker ever.

Sneakers included the designers, who needed to develop a shoe with enough cool factor to make it attractive to consumers, and the supply chain managers, who needed to get the waste material of making sneakers – namely the rubber scraps – to a production facility to manufacture the new shoe.

But a constraint of the carbon footprint goal was that the material needed to be located near the manufacturers to avoid shipping mountains of trash around the globe. The result of this exercise produced a new product that the sneaker's CEO saw as a harbinger of the company's innovative needs and its pioneering future.

My Specific Contribution: I project managed the multi-year research initiatives, representing the deep-thought leadership that differentiated the brand. Coordinating with subject matter experts, I managed multiple review councils for consensus, and directed the design and distribution workflows. I then integrated these reports into our core ecosystem, designing the surrounding campaigns, member calls and live event sessions to drive the market rollout.

The Result: Delivered major, definitive research assets that advanced the profession and successfully fulfilled our documented member needs. The execution established long-term brand equity and turned static multi-year data into an active, operational content ecosystem across the organization.

Step 1: Prioritize

- Review internal and external data to understand the organizational needs, environment, opportunities and challenges.
- Consider what a function capable of delivering this looks like, drawing from Page thought leadership.
- Develop a working hypothesis of what your team should look like to deliver what your organization needs from your function across your remit.

Ask Yourself

- What does our business environment look like? What are the opportunities and challenges?
- How can we create value for our stakeholders? What are the opportunities and challenges?
- What does our team look like? What are the opportunities and challenges?

Step 2

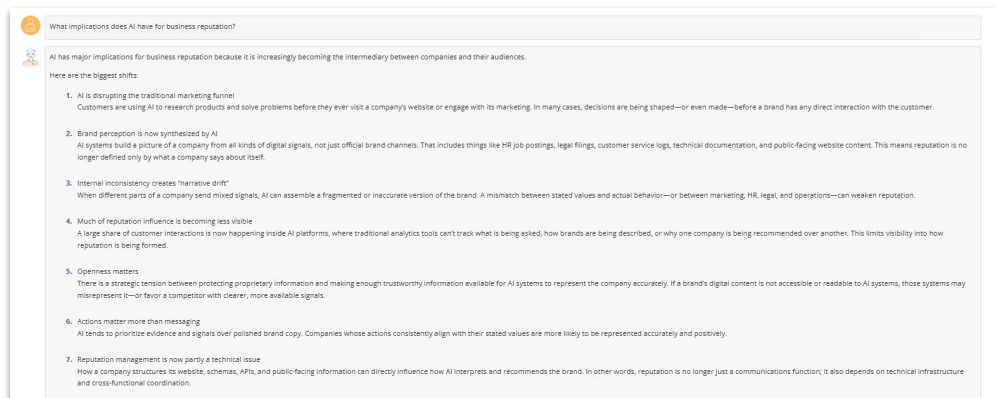
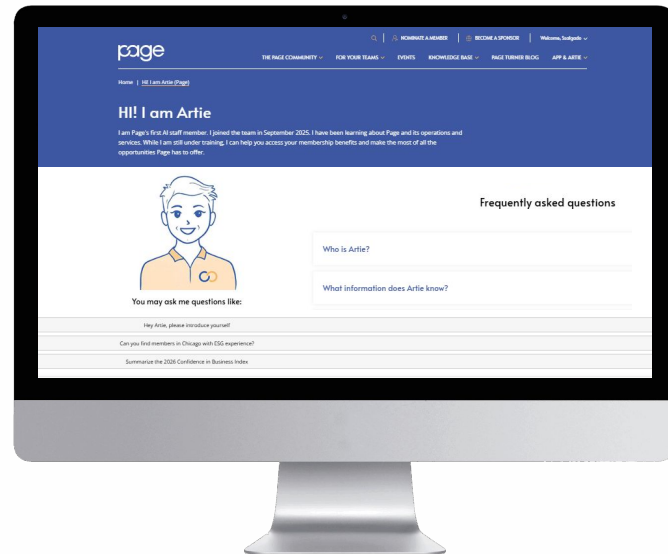
- 01 Purpose**
Development, activation and communication of all intangible assets necessary for stabilizing the company's identity and ensuring stakeholder support.
- 02 Transformation & Change**
Aligning organizational culture, behaviors, systems and practices with strategic business goals to foster transformation.
- 03 Consulting**
Supporting executives in communication-related management decisions that further corporate character.
- 04 Stakeholder Communication & Management**
Organizing communication with stakeholders based on knowledge of interests and behavioral patterns.
- 05 Campaigns**
Specific bundling of various disciplines and channels for high-intensity communication activities to achieve clearly defined, measurable goals.
- 06 Channel/Content Management**
Overall organization of production, delivery and coordinated dissemination of content via digital and analog communication channels.
- 07 Risk/Issues/Crisis**
Taking preparatory measures to detect issues that may harm reputation early on, mitigating such risks and communicating fearlessly in a crisis.
- 08 CommTech/AI**
Building and leveraging an in-house expertise for data-driven communication, using AI to unlock new capabilities and automate tasks.
- 09 Data Analytics**
Systematically gathering data for planning, steering and evaluating communication activities, as well as mitigating and informing senior management decisions.
- 10 Communication Management**
The establishment and management of all structures and processes that organize communication with internal and external stakeholders.

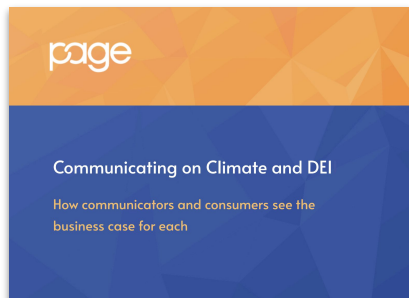
Artie: AI Chatbot

The Context: Managing an archived ecosystem of legacy research makes discovery difficult for users. The organization needed a way to surface deep institutional knowledge instantly while creating fresh engagement opportunities for members.

My Specific Contribution: I directed a full website overhaul and migration project. I engineered a robust knowledge base built on a structured content taxonomy and clean tagging rules, which established the database infrastructure needed to support advanced automated search tools.

The Result: The strategy allowed for the rapid development and successful deployment of **Artie, an AI powered chatbot**. The tool seamlessly indexed our archived intellectual property, stripped away user friction, and generated valuable new sponsorship opportunities for the organization.





The Business Case for Climate

Organizations may be behind consumers when it comes to seeing the business case for climate action.

A clear business case is a crucial tool for consensus

As U.S. organizations weigh the pros and cons of continued climate communication, it's clear that the business case for climate is a critical consideration.

U.S. respondents overwhelmingly report that internal stakeholder groups respond most strongly to messages about the *business materiality* of climate action rather than its *morality*. Two-thirds suggested a "profit"-based argument would be most persuasive internally compared to only one in four who said the same of a "positive impact on the world" argument.

Perceived strength of internal business arguments for climate action

Hypothetically, if there was an internal discussion around whether or not your organization should increase its use of cleaner energy sources like solar and wind, how persuasive would each of the following arguments be to your organization's key decisionmakers?

■ Critical priority ■ High priority

It will have a positive impact on our organization's profitability. 36% 71% 29% 39%

Climate communication is seen as significantly safer

The explanation for the divergent trendlines in DEI vs. climate communication likely has a single, simple explanation: perceived risk of backlash.

Overall, U.S. respondents perceive a relatively low level of reputational risk associated with public stances on climate—with about 1 in 3 seeing a "significant" risk of backlash.

Perceived backlash risk

"Overall, my organization believes it faces a significant risk of backlash for taking a public stance on..."

US ex-US

Climate issues DEI

Source: Page CCD Member Survey
Base: U.S. Page CCD Members (n=562) vs U.S. Page CCD Members (n=202)

Consumer preference based on climate action

REVENUE AND TALENT

Customers: 53% are more likely to buy from a company making their carbon pollution only 4% less

Talent: 53% are more likely to consider working for a company making their carbon pollution only 1% less

REPUTATION

Standing: 63% are more likely to speak out if a company making their carbon pollution only 4% less

Perception: 63% are more likely to view as a leader in their industry a company making their carbon pollution only 1% less

As organizations build their plan for communicating around climate heading into 2025, this consumer data may help provide valuable context for an internal business case.

2026 Page-Harris Poll Confidence in Business Index

Regaining Credibility in the GenAI Era

Rachelle L. Ford, Ph.D., APE
CEO
rlford@page.org
Rob Johnson

Young Adults Prioritize Mental Health: Sharp Generational Differences on Corruption and Mental Health; Calibrate Issue Engagement by Generation

Top 5 Issues for Boomers

Rank order of:
1. Corruption
2. Economic stability and growth
3. Job creation and workforce skills development
4. Research and technological innovation
5. Environmental issues
6. Regulation of AI

Top 5 Global Issues Overall

Rank order of:
1. Economic stability and growth
2. Corruption
3. Job creation and workforce skills development
4. Research and technological innovation
5. Environmental issues
6. Mental health issues

Top 5 Issues for Gen Z

Rank order of:
1. Economic stability and growth
2. Mental health issues
3. Job creation and workforce skills development
4. Environmental issues
5. Gender equality
6. Corruption

Core Global Issue Importance Consistent Across Markets; Overall, Environmental Issues Have Most Noteworthy Decline; Regulation of AI, Innovation, Mental Health and Corruption in Shift in Select Markets

Very Important Rank

	Global 2025	USA	MX	CAN	BR	CHN	JP	IN	AUS	KSA	UAE	FR	GER	IT	UK
Unweighted Base	15,285	2,021	1,020	1,021	1,028	1,024	1,019	1,013	1,021	1,020	1,014	1,013	1,022	1,028	1,019
Economic stability and growth	1	1	1	1	1	2	1	1	2	1	1	5	1	1	1
Corruption	2	2	2	2	3	3	3	1	4	4	1	1	2	3	2
Job creation and workforce skills development	3	3	3	3	4	4	4	2	3	3	2	2	3	4	4
Research and technological innovation	4	4	4	4	5	5	5	3	5	5	3	4	4	5	5
Mental health issues	5	5	5	5	6	6	6	4	6	6	4	6	5	6	6
Environmental issues	6	6	6	6	7	7	7	5	7	7	5	7	6	7	7
Gender equality															
Racial/minority equality															
Regulation of AI															
Income inequality															
Trust in key societal institutions (e.g. government, media)															
Potential negative impacts of AI (e.g. impact on jobs, mis/disinformation)															
Maintaining new workplace flexibilities (e.g. work from home/ hybrid work)															
Major international conflicts															
Improving products and making user experiences better/ easier using AI															
Polarization in society															

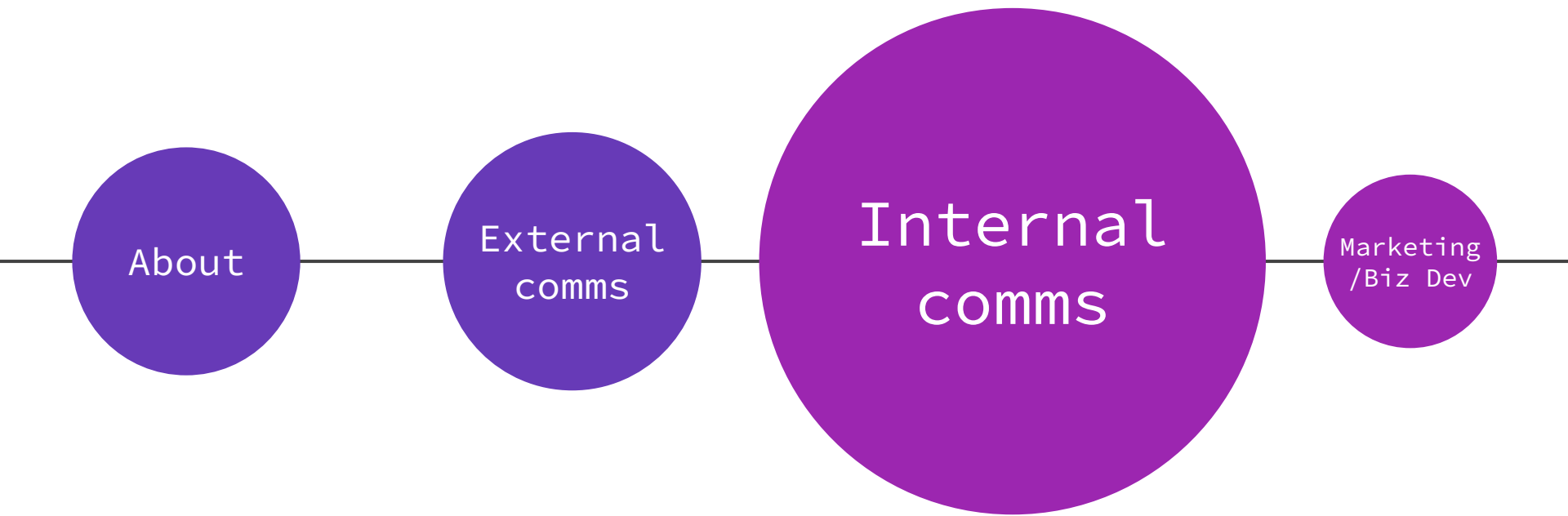
Research Partnerships

The Context: Reaching senior corporate leaders requires cutting through severe digital noise. The organization needed a way to deliver high-value insights without contributing to inbox fatigue or sliding into institutional jargon, partnering with experts to bridge gaps in our thought leadership and increase our footprint.

My Specific Contribution: Working with the partners from ideation to delivery, I was able to ensure the insights were delivering the answers and insights the members needed.

The Result: Research was used to convene 100s of members in global key markets to view and discuss the insights and for context in large event programming as well.

Notable Projects



Editorial Committee

The Context: Professional services firms rely on decentralized subject matter experts who often operate in isolation. Without a unified internal infrastructure, content pipelines stall and multi-office organizations struggle to maintain a consistent market voice.

My Specific Contribution: I built and chaired a cross-functional editorial committee to align multiple stakeholders across the organization. I created a structured process where we recorded all calls and used AI to mine for insights, layering those on our business objectives and survey data, then using those sessions to generate standardized templates and first drafts in our brand voice.

The Result: The process aligned our disparate stakeholders and ensured that we maintained strict standards in the company's voice, cadence and value offerings persisted through many events, content assets, newsletters and podcasts produced annually.



Page Editorial Committee Charter Mark IV

Q2, 2025

Purpose

To serve as the top of the content funnel for Page by shaping an agile, strategic, and member-centric editorial direction. The committee generates, curates and aligns content ideas that reflect both Page's thought leadership and the evolving needs of members.

Scope & Responsibilities

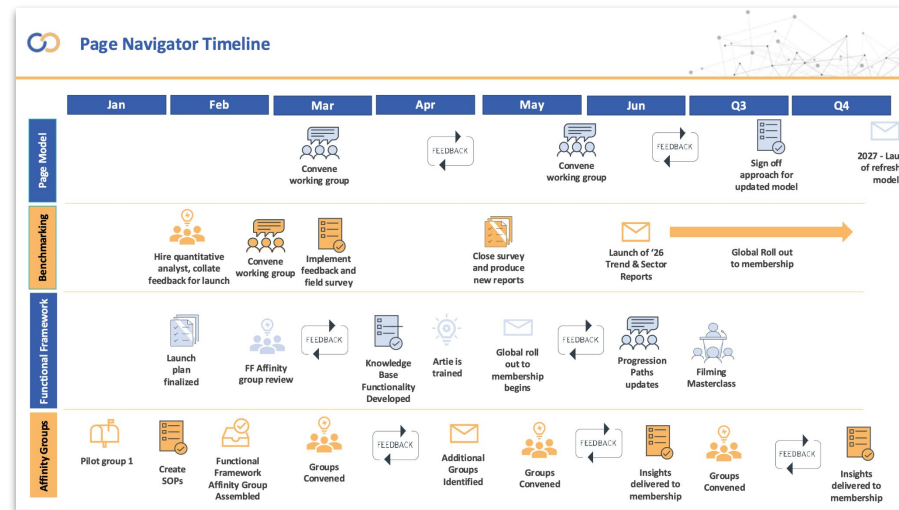
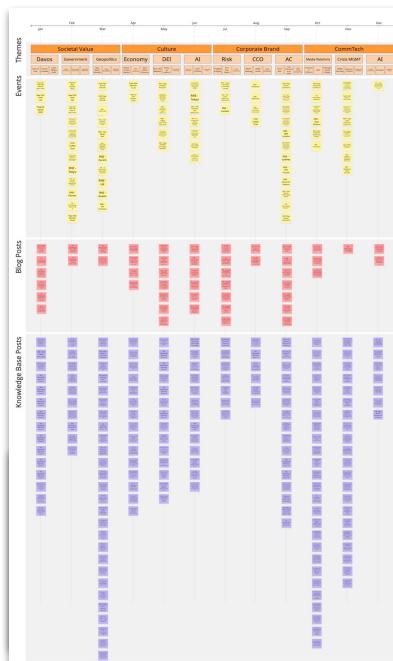
This committee exists to:

- Questions to finalize
 - How is the flow of info coming into the team?
 - Who is responsible for keeping an eye on the long term strategy?
 - How do we source the members to bring in?
- Identify high-potential content aligned to Page's strategic themes and member interests.
- Balance reactive/timely content with proactive thought leadership.
- Recommend formats (e.g., blog, Page Conversation, podcast) based on content goals.
- Use a sprint planning process to prioritize content creation.

ACTIVE Framework to crystallize all ideas

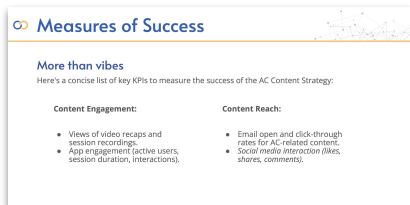
Each content item must be framed with:

- Action** – What is the pitch? And why is of value to members?
- Channel** – Where will it go? (multiple select in Airtable e.g., blog, podcast, webinar)
- Theme** – What strategic focus does it support? (Drop-down list in Airtable)Edx
- Impact** – What is the impact this will have on members? (Info? Resources? Knowledge sharing?)
- Venue/Owner** – Who owns it?
- Expected Date** – When will it happen?



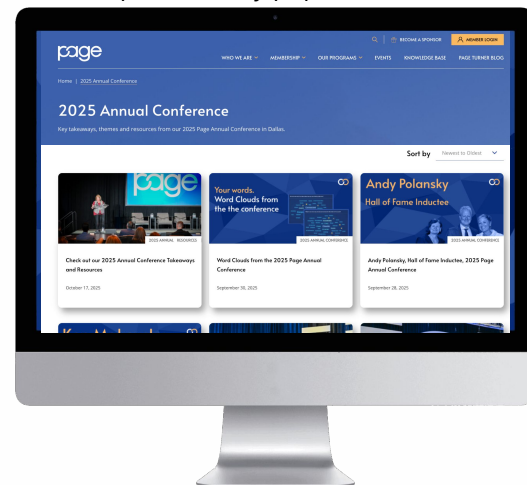
Events Strategy

The Context: Live conference insights easily evaporate without immediate post-event processing. Organizations need upfront content governance to turn fleeting presentation storytelling into structured educational assets for the broader ecosystem.



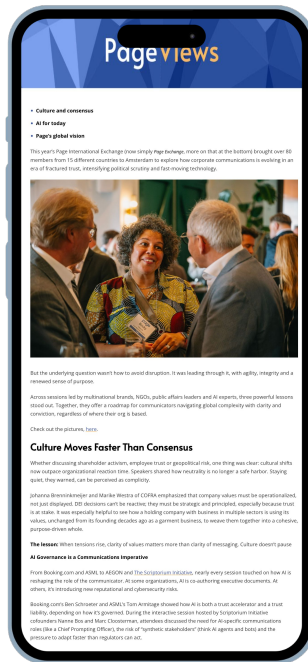
My Specific Contribution: Participating in a cross-functional content committee aligning event teams, data analysts and executives around a unified production pipeline. I mapped key event themes to a master strategy document. To scale production, I used AI to transcribe stakeholder pre-calls, rapidly transforming raw conversation into high-value answers for target audience questions.

The Result: Closed the loop between initial strategy planning and final distribution. This integrated workflow eliminated post-event administrative bottlenecks, seamlessly routing real-time speaker insights into tagged research modules that permanently populated our member knowledge base.

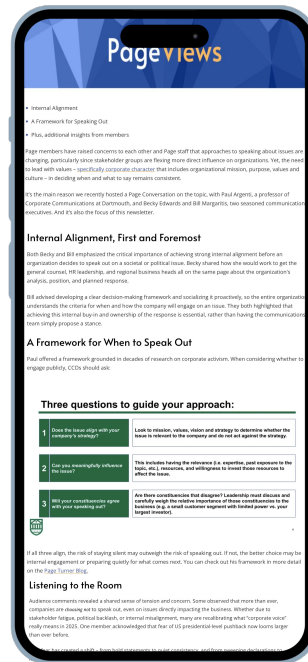




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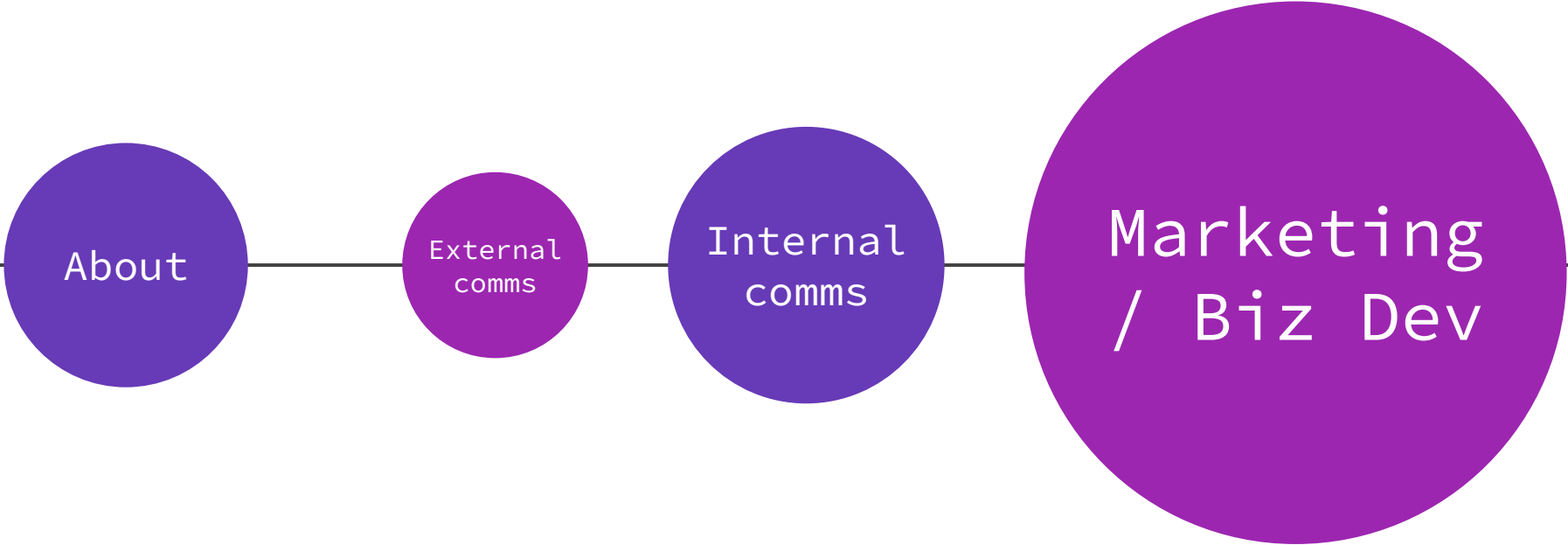
Newsletters

The Context: Reaching senior corporate leaders requires cutting through severe digital noise. The organization needed a way to deliver high-value insights without contributing to inbox fatigue or sliding into institutional jargon.

My Specific Contribution: I directed the end-to-end editorial and distribution strategy for our enterprise newsletters, transforming them into a high-value touchpoint for senior Fortune 500 leaders.

The Result: Built and maintained a consistent 30%+ open rate, performing significantly higher than standard communication industry benchmarks.

Notable Projects

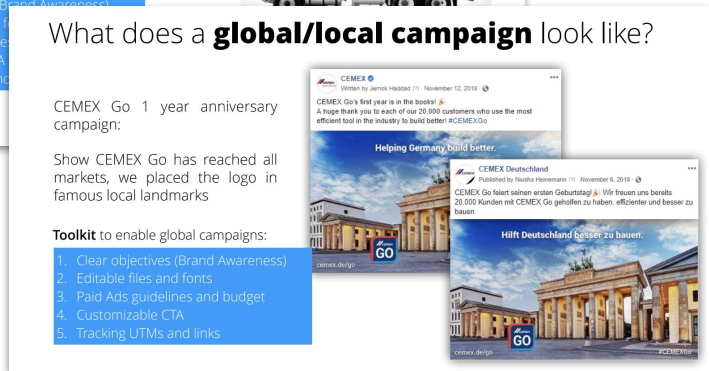
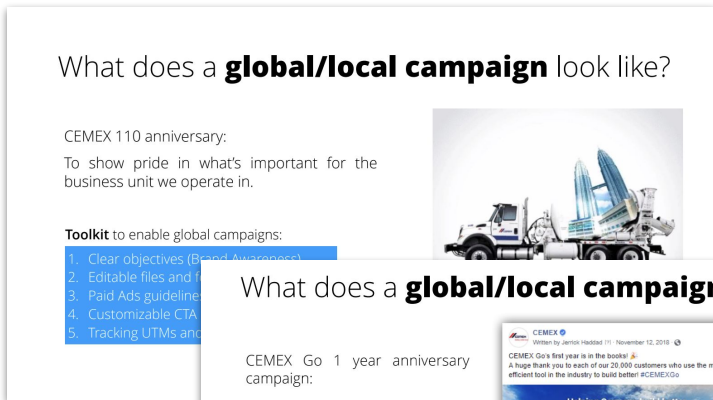
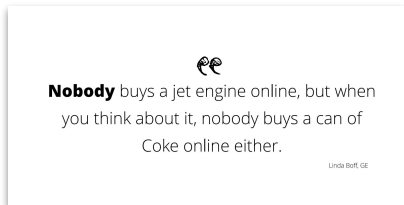
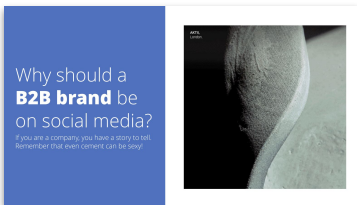


About

External
comms

Internal
comms

Marketing
/ Biz Dev

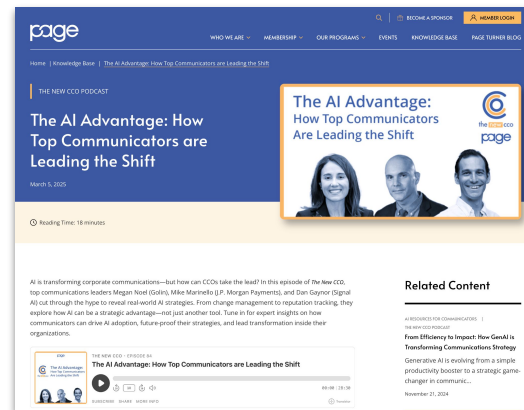
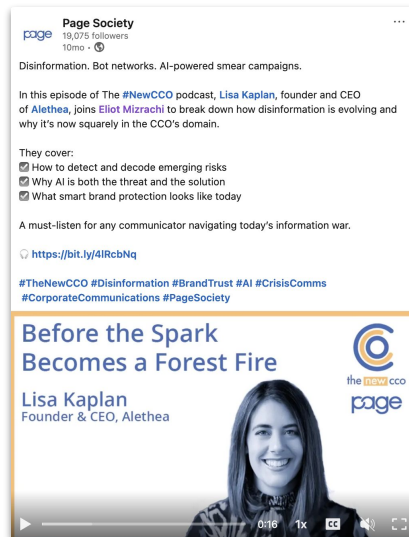
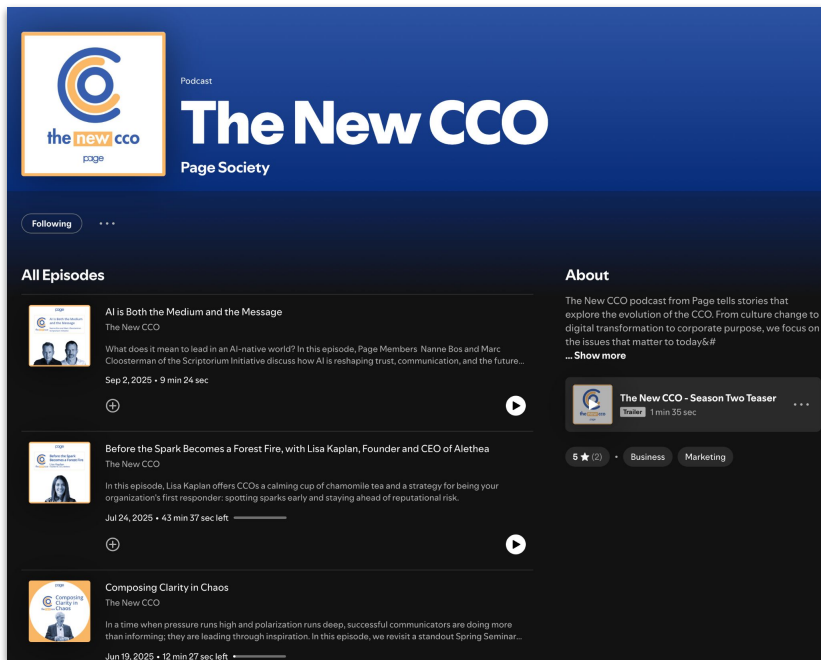


CEMEX Strategy [View in Browser](#)

The Context: Multinational organizations often struggle to scale corporate marketing functions across diverse international markets. Rigid top down corporate mandates frequently alienate regional teams and fail to connect with local community realities, while completely decentralized efforts risks fracturing the brand voice.

My Specific Contribution: I engineered a scalable marketing governance framework that balanced central brand alignment with autonomous local execution. Using strategic templates, localized content playbooks and training that empowered regional communications managers to adapt our core commercial messaging to distinct cultural and market landscapes.

The Result: Successfully unified our digital market presence and scaled the communications architecture across nearly 20 global business units. The methodology was so effective that an external enterprise partner documented the framework as a premier strategic case study for an industry webinar series.



Podcast Production [View in Browser](#)

The Context: In some markets, brand equity had yet to be established, requiring dynamic thought leadership to establish relevance. The organization needed an interactive media platform to showcase and explain complex ideas and insights while building a warm mechanism to connect with members.

My Specific Contribution: When the project lost its external agency budget, I took over end to end production to keep the asset pipeline moving. I managed the stakeholder workflows, recorded the interviews, edited the audio tracks, and directed distribution strategies to continuously highlight our market insights.

The Result: Produced a consistent schedule of 12 strategic episodes annually under zero external budget. The recorded sessions humanized complex industry insights for our network, and we successfully integrated the final podcast library into our student case study award to cultivate a long-term membership pipeline.

Contact

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