

IABC 2008-2011 Strategic Plan

IABC'S VISION

IABC enables a global network of communicators working in diverse industries and disciplines to identify, share and apply the world's best communication practices

IABC's GOALS

IABC is a growing, global, member-focused network, serving multi-disciplinary communication professionals.

IABC is the definitive resource for communication research and practices, engaging communicators at all stages of their careers.

IABC builds influence and raises awareness of the value of communication inside and outside the profession.

IABC enables our members' success in performing their jobs and advancing their careers.

IABC'S STRATEGIC PRIORITIES

Using market intelligence to develop programs, products and member benefits

Cultivating strong chapters and other program and service delivery channels

Leveraging technology to maximize networking opportunities and access to resources

Ensuring financial viability and operational efficiencies

Fostering top-quality, motivated staff and volunteer leaders

IABC'S REPUTATION AND VALUES

Global perspective

Multi-disciplinary

Timely and actionable information

Inclusive and welcoming

Community building

Member-focused

STAKEHOLDER BELIEFS

Provides communicators professional development and content that helps them succeed in their careers

Provides inclusive opportunities to exchange information and build networks

Responds to members' needs

Serves as a voice for communicators

2008 PROGRAM OBJECTIVES

Growing our membership

Increase professional members overall by 8%, outside United States and Canada by 15%, student members overall by 20% and chapter membership by at least 8%. Achieve retention rates for students of 38% and entry level professionals and senior members at rates that are equal to the professional member retention rate of 82%.

Becoming more global

Twenty percent of the content of IABC's programs and products will come from sources outside United States and Canada; at least 20% of the volunteers and leaders on International committees and boards will come from outside the United States and Canada; staff will gain proficiency in non-English languages.

Improving IABC's on-line network

Improve member awareness and participation in online networking tools by 25%. Those who use these tools will show an 80% satisfaction rate.

Growing awareness of IABC

Increase placements in mainstream media by 20%, including 3 media placements in Europe, Africa, Asia and the Americas, 20% higher ratings in Technorati or equivalent blog rating tool and 25% increase in staff and board presentations at both IABC and non-IABC events.

Becoming the definitive resource

Revenue from knowledge products, research reports and professional development increases 8% over 2007; use of free content resources increases by 25%; members give the programs, products and services they use an 80% satisfaction rating.

Growing Membership	Becoming more global	Improving IABC's on-line networks	Growing awareness of IABC	Becoming the definitive resource
<p>Working with the membership task force, develop a multi-year membership growth plan.</p> <p>Design research that supports understanding of our audience and segments, gauges satisfaction, and informs product and service decisions.</p> <p>Fully implement call tracking features to determine patterns in customer service calls and better utilize those customer touch points to extract marketing data for decision-making.</p> <p>Enhance Marconi to enable easier access to patterns to support marketing decisions.</p> <p>Increase number of corporate packages, the number of members in corporate packages, and the number of new members recruited through corporate packages in excess of</p>	<p>Using research and consultation with other IABC senior staff, develop plans to add value for members outside the U.S., including (but not limited to): translation, events at alternative times and in alternative locations/languages.</p> <p>Develop process for identifying content experts for CW editorial and IABC conferences that includes working with regional directors, tapping local members and participating in regional events/activities.</p> <p>Test feasibility of holding at least one IABC small conference in Asia, Latin America or Europe tapping regional experts as speakers to increase IABC's exposure and stimulate member growth.</p> <p>Commission at least one research study that focuses on communication issues outside the United States and Canada.</p>	<p>Re-brand IABC's online networking tools under one name and re-introduce them to members, volunteers, prospects and trade media, highlighting the existing features and the new enhancements.</p> <p>Promote online tools to members, chapters and special interest groups through a variety of methods--CW and CW Bulletin, case studies, training, viral marketing.</p> <p>Staff and volunteers promote use of online networking tools by demonstrating use in IABC initiatives like advocacy, International Conference blog and informal discussion groups.</p> <p>Explore and test use of networking tools for work groups and informal networks like COR, the EXCEL committee, program advisory committee, International</p>	<p>Develop a communication plan that will increase members' awareness of IABC tools and benefits and non-members' awareness of IABC.</p> <p>Establish a clear and consistent brand that is communicated through all international communication channels.</p> <p>Increase the number of chapters and regions that support the visual brand identity to 40%.</p> <p>Work with volunteers in all key media markets to coordinate announcements, localize IABC stories and maximize volunteers' existing media contacts and knowledge of local PR practices.</p> <p>Establish expectation of executive board members to give at least one presentation per year to a non-IABC audience.</p>	<p>Design research that supports understanding of our audience and segments, gauges satisfaction with current program, product and service offering and informs product and service decisions.</p> <p>IABC holds its 2008 International Conference in New York and draws 1,600 communication professionals from 45 countries.</p> <p>1,263 entries are received from 23 countries for IABC's 2008 Gold Quill Awards program</p> <p>IABC diversifies its distance learning offerings.</p> <p>IABC offers leadership development and mentoring opportunities at all levels and honors volunteers who excel through the Fellows program, Chapter Management Awards, Chairman's Award, Friend</p>

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<p>overall growth rate (exact percentage TBD).</p> <p>Improve CORP package process to allow for efficient entry, tracking and invoicing, to help improve retention rate for CORPs.</p> <p>Continually enhance training to chapter membership chairs to support the recruitment of individual, corporate package members and student members.</p> <p>Pending IT support, provide online video or audio and "LeaderSpeak" forum.</p> <p>Secure three partnerships with associations in countries with relatively low membership (e.g., affiliate, joint events, translation, accreditation).</p> <p>Increase nonmember pricing for programs and products by up to 50% to demonstrate gap between member and nonmember</p>	<p>Strengthen leadership recruitment and development and retention outside of the U.S.</p> <p>Identify potential leaders to serve on the IEB, Foundation and international committees (i.e. accreditation council, blue ribbon panel, program advisory committee, CW editorial board).</p> <p>Leverage relationships with all chapters and regions to identify potential authors and speakers for IABC publications and programs</p> <p>Develop promotions to increase the number of employers outside the U.S. and Canada to use the IABC Job Centre.</p> <p>Feature 4 supplements in CW which cover content applicable to IABC regions.</p>	<p>Conference speakers and CW editorial planning.</p> <p>Enhance/extend IABC's social networking and conventional website tools to drive increased usage and satisfaction.</p> <p>Implement standard, brand-compliant website hosting templates and encourage chapters and regions to adopt them.</p> <p>Give independent members the ability to post details about their businesses on the IABC web site.</p> <p>Survey members to determine usage and satisfaction with on-line tools.</p>	<p>Work with Issues Advisory Task Force, composed of experts from around the world to scan for issues relevant to communicators, determine which deserve comment and recommend an IABC position, if warranted.</p> <p>Work with a task force to develop a plan to demonstrate the value of communication.</p> <p>Develop global PR plan for the IABC EXCEL Award, Gold Quill Awards program, Accreditation program and Code of Ethics that increases worldwide awareness for IABC's standards of excellence.</p> <p>Board members and staff leaders will be listed with their program topic(s), photos and biographies in the IABC Speakers Bureau which will be promoted to chapters and members.</p> <p>Provide funding through the Leader Visit Program</p>	<p>of the Foundation Award.</p> <p>Increase member awareness and commitment to global communication standards, resulting in an 8% growth in accreditation candidates</p> <p>Develop new ways to communicate value of benefits to members (e.g., case studies, training).</p> <p>Promote findings of IABC research (surveys, polls, Research Foundation studies) to secure coverage and make new contacts in mainstream business media.</p> <p>Develop relationships with media and conference organizers in order to increase the number of unsolicited requests for interviews, statements, research or speaking engagements.</p> <p>Recruit or commission experts to develop a marketing plan which will</p>

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<p>rates and encourage nonmembers to join.</p> <p>Design a program that allows chapter, regional and international volunteer leaders to nominate candidates for a free, one-year membership, based on the candidate's ability to influence a large group of potential members.</p> <p>Use Job Centre to convert non-member Job Centre users to members through e-mail promotions.</p> <p>Modify Job Target so that members see listings two weeks before non-members.</p> <p>Improve hot prospects reporting and tools to help convert non-members to members.</p> <p>Explore new ways to use CW and CW Bulletin as recruitment tools to attract new members.</p> <p>Coordinate member month and member-get-</p>	<p>Recruit new authors from all regions to write articles for CW and CW Bulletin.</p> <p>Identify and recruit a regional board for Latin America</p> <p>Where appropriate, outsource production of materials in other languages or for other cultures to regions that can do it more effectively than HQ</p> <p>The number of accreditation candidates grows internationally receiving applications from 19 countries, focusing on Spanish speaking countries.</p> <p>Provide professional development training to have a multi- lingual staff to support the chapters/members internationally.</p> <p>Work with other departments to streamline and standardize multi-currency policies to allow for future expansion</p>		<p>to send Board and Staff to chapter and regional events</p> <p>Establish baselines in conventional web metrics and external blog ranking services such as Technorati and monitor on an ongoing basis; ensure best practices are followed to allow for growth.</p> <p>Develop "newsworthy" (ie., surveys, high-profile interviews), content in CW and CW Bulletin which could serve as the basis for external media coverage.</p> <p>Position IABC as knowledgeable about corporate social responsibility through participation in ISO 26000 process, CSR content in CW, CWB, and international conference, member and professional research and internal practices.</p>	<p>help to reach the book store revenue goal and increased profit margin.</p> <p>Develop a plan to offer and measure the value of new free content resources through the Knowledge Centre. Develop and implement a plan to raise the visibility of the Research Foundation with internal and external audiences.</p> <p>Continue to streamline online KP, CW and CWB initiatives to allow for growth.</p> <p>Increase sponsorship support for professional development, publications and research projects.</p> <p>Create and monitor a budget that ensures that IABC is financially sound, with income from a variety of sources in order to achieve all the objectives in the strategic plan.</p>

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<p>a-member promotions.</p> <p>Implement two mailing programs in concert with member months to recruit prospects.</p> <p>Fully implement call tracking features to determine patterns in customer service calls and better utilize those customer touch points to extract marketing data for decision-making.</p> <p>Enhance/extend Marconi-to-Great Plains initiative to ensure sustainable membership growth at current staffing levels.</p> <p>Design formalized mentorship program to enhance networking among members and keep senior-level members more involved.</p> <p>Design formalized ambassador program to welcome new members and get them involved.</p>	<p>beyond USD and CAD</p> <p>Ensure that all volunteers feel welcomed and valued for their participation in IABC working groups</p>		<p>Develop and implement a plan to educate employers, recruiters, and non-member industry professionals about the value of IABC's internationally focused accreditation program, which coaches diverse, practicing communicators to become accredited in global communication standards.</p>	

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<p>Develop outreach to college and university professors to educate them about the value of IABC for their students in order to form 6 new student chapters in 2008.</p> <p>Develop campus visit program to recruit potential student members (student job fairs, classroom visits, etc.)</p> <p>Work with International Student Membership Committee to enhance recruitment and retention of student members and improve conversion of student members to professional members.</p> <p>Provide international growth grants to all regions outside North America.</p> <p>Work with all regions to support chapter development.</p> <p>Work with COR and Triage team to assist struggling chapters.</p>				

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<p>Provide annual leadership training and continuing support to chapter and regional leaders.</p> <p>Continue to improve MMA so that chapter leaders can communicate with members and prospects, track trends, and increase retention rates.</p> <p>Explore alternative chapter models using the new online networking tools.</p> <p>Provide chapter audit service and assist the chapter treasurers in the performing the chapter treasury functions.</p> <p>With membership task force, continue to explore the feasibility of a loyalty program and implement if possible.</p> <p>Produce additional market collateral that supports HQ and chapter recruitment/retention efforts (reprints of <i>Wall</i></p>				

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<i>Street Journal</i> article on associations, networking tips for inclusion in welcome packets, re-design of the corporate package brochure.)				