

IMA STRATEGIC PLAN 2010-2012

Approved: 2/2010

MISSION STATEMENT

The Incentive Marketing Association leads incentive professionals and the corporate community as the premier educator and information source in the incentive marketplace.

By promoting the utilization of performance management and measurement tools, results-oriented solutions, the exchange of information and ideas, and high standards of professionalism, IMA advances the effective use of incentives and recognition in employee and customer programs.

Objectives:

- I. **Financial Strength** Develop financial resources to achieve identified goals and provide for IMA's continuing growth.
- II. **Membership Growth, Diversification and Retention** Grow and retain the membership in a manner to support the mission of the association.
- III. **Enhancement of Member Proposition** Continually improve the value of IMA membership to member companies and individuals by developing business tools, services, and benefits to help Members prosper.
- IV. **Corporate Outreach** Advance the effective use of incentives and recognition in employee and customer programs through education and resources/tools.
- V. **Member Education** Be recognized as the primary source of education, resources and training for incentive suppliers and other internal stakeholders.
- VI. **Leadership Development** Ensure and sustain the continued growth of IMA and the incentive industry, and identify, train and nurture future leaders.
- VII. **Strategic Alliances** Leverage partnerships with internal and external stakeholders to realize IMA's mission.
- VIII. **Professional Standards** Promote high standards of professionalism in the incentive field.
- IX. **Marketing – Internal and External Messaging** Establish the IMA brand as the premier educator and information source in the incentive marketplace.
- X. **Global Perspective** Be recognized as a primary source of education, resources and training on incentive marketing and the use of incentive programs.
- XI. **Technology** Leverage technology to realize IMA's mission and help members utilize existing technology to further their business.

OBJECTIVE I – FINANCIAL STRENGTH Develop financial resources to achieve identified goals and provide for IMA’s continuing growth.	Responsibility	Implementation and Proposed Completion Dates
Establish annual budgets for the operating fund and the Education Fund that will support the goals and objectives of the Association. Sources of revenue to include: - Dues - Product Sales (seminars, resources, networking functions, services) -- Advertising to include ROP and Web ads, IMA site, print directory. - Education Fund Donations - Sponsorships - Show Contributions - Interest from Reserves	Board, All Task Forces, Executive Director	Annually
Develop new sources of non-dues income to represent 30% of IMA’s net annual income. Non-dues income sources to include a Certification Program, advertising, new educational programs, member services and affinity programs, and fund-raising initiatives.	Board of Directors Executive Director Task Forces	Ongoing
On an annual basis, utilize 10% of reserves for development of new revenue producing products and services.	Board Staff	First Quarter

OBJECTIVE II– Membership Growth, Diversification and Retention Grow and retain the membership to reflect the diversity of the incentive marketplace and to support the mission of IMA.	Responsibility	Implementation and Proposed Completion Dates
Allocate financial resources, staff resources, and volunteer resources to align and support recruitment and retention efforts.	Board Membership Task Force Executive Director	Ongoing
Increase net membership by at least 15% annually.	Board Membership Task Force	December, 2010
Define and promote value member value proposition by focusing on benefits derived by the individual member, as well as the company.	Membership Task Force	Ongoing
Aggressively pursue and support SIG Development.	Board Membership Director	Ongoing
Deliver an integrated marketing campaign to align IMA products and services with the member value proposition.	Staff	Ongoing
Develop strategy to utilize social networking platforms to retain and attract new members.	Social Media Task Force	2/2010 - 12/2010

OBJECTIVE III– Member Value Proposition Developing business tools, services and benefits to help our members prosper.	Responsibility	Implementation and Proposed Completion Dates
Provide communications and appropriate delivery systems to effectively and consistently promote the IMA member value proposition to members and prospective members.	Membership Task Force Executive Director	Ongoing
Market the member only Web site as a key member communications platform, a tool to facilitate idea sharing, and an efficient transaction vehicle.	Staff	Ongoing
Develop and conduct a comprehensive member benefits, compensation, industry challenge and potential survey on a regular basis. Utilize findings to assess value of proposed products and services.		2012
Utilize online social networking platforms to connect IMA community, stakeholders, potential members.	Social Media Task Force Staff	1/2009 – Ongoing
Facilitate dialog among SIGs re: benefits, recruitment tactics, outreach initiatives, research opportunities, etc.	SIG Liaison Staff	1/2009- 3/2009 Ongoing

OBJECTIVE IV – CORPORATE OUTREACH Advance the effective use of incentives and recognition in employee and customer programs through education and resources/tools.	Responsibility	Implementation and Proposed Completion Dates
Support and work with the Forum for People Performance Management at Northwestern to develop an academic platform for the study of incentive programs as a people performance management tool.	Board Staff	Ongoing
Continue to communicate and clarify the relationship between IMA, the Forum, and the Incentive Federation to Members, media and the Corporate Community.	Board Staff	Ongoing
Advocate use of results measurements in incentive programs via Principles of Results based Incentive Design Curriculum, editorial content in ROP, white papers, Member education, and PR efforts.	Education Task Force Staff	Ongoing
Utilize ROP print publication, ROP Web site, and PR efforts to communicate and promote IMA’s vision: Every C level leader understands motivational theories and incorporates incentive program best practices in their business/people strategy to realize desired business results.	Board Staff Editorial Boards	Ongoing
Enhance ROP website with a variety of resources available to incentive suppliers, end-users, and the academic community on the use of incentives to include: - Research - Case Studies - How-tos	Education & ROP.org, COE Task Forces Staff	12/2010

OBJECTIVE IV – CORPORATE OUTREACH (continued) Advance the effective use of incentives and recognition in employee and customer programs through education and resources/tools.	Responsibility	Implementation and Proposed Completion Dates
Develop and implement site optimization plans for ROP site.	ROP Advertising Advisory Board Staff	2/2010 –10/2010
Create a matrix of site visitors and determine what they want from the site.	Technology & ROP.org Editorial Task Forces Staff	1/2011-5/2011
Utilize End-user Advisory Committee as ROP Corporate Advisory Board	ROP Editorial Board	6/2010
Support supplements, advertorials, editorial, advertising, etc. in target audience publications.	Board/SIGs Staff	Ongoing
Develop Speakers Bureau.	Special Task Force	2012
Develop Student Case Study Competition.	Special Task Force	2011
Develop IMA funded advertising campaign in business media, TV, corporate PR, etc.		

OBJECTIVE V – MEMBER EDUCATION Be recognized as the primary source of education, resources and training for incentive suppliers and other internal stakeholders.	Responsibility	Implementation and Proposed Completion Dates
Recognize the diversity of IMA' s universe as evidenced by offering advanced, intermediate, and beginning training opportunities for IMA members, prospective members and new industry entrants to help them sell more effectively to existing and new customers.	Board, Education Task Force, SIGs, Staff	Ongoing
Update and revise Knowledge Progression Matrix on an annual basis.	Education Task Force	3/2010
Develop and market educational products identified in the Knowledge Progression Matrix with the intent to deliver a minimum of one new product at the entry, intermediate, and advanced levels each year.	Education Task Force Director of Education	12/2010
Manage a fee-based Certification Program based on an educational platform.	Certification Task Force Education Task Force	Ongoing

OBJECTIVE V – MEMBER EDUCATION (continued) Be recognized as the primary source of education, resources and training for incentive suppliers and other internal stakeholders.	Responsibility	Implementation and Proposed Completion Dates
Provide a variety of delivery systems for member education, to include: Summit, print and online resources, audio-conferences, Webinars, <u>online learning tools</u> .	Education Task Force	Ongoing
Deliver a new industry entrant overview curriculum to assist new members and existing members to train new employees.	Orientation Task Force Education Director	7/2010
Maintain a premier web site for the purpose of delivering education, information and resources to members, prospective members. www.incentivemarketing.org	Education Director Task Forces	Ongoing
Develop Education Catalog.	Education Task Force Education Director	2/2010 – 4/2010

OBJECTIVE VI – LEADERSHIP DEVELOPMENT Ensure and sustain the continued growth of IMA and the incentive industry, and identify, train and nurture future leaders.	Responsibility	Implementation and Proposed Completion Dates
Continue to review Board of Directors and Executive Committee nomination and governance policies.	Board Executive Director	Ongoing
Provide Directors with Principles Manual and encourage Directors to earn IP and CPIM designations.	Board Executive Director	Ongoing
Create a member interest/skills assessment tool to identify and best utilize member contributions and areas of expertise.	Mentor Task Force Executive Director	2/2010 – 8/2010
Increase number of volunteers in engaged in Task Force work.	Board Staff	Ongoing
Advise SIG leaders about IMA policies, initiatives, leadership training.	SIG Liaison Executive Director	Ongoing
Develop leadership training opportunities.	Education Task Force Education Director	1/2010 – 10/2010

OBJECTIVE VII– STRATEGIC ALLIANCES Leverage partnerships with internal and external stakeholders to realize IMA’s mission.	Responsibility	Implementation and Proposed Completion Dates
Develop productive alliances with IMA external and internal stakeholders.	Strategic Alliances Task Force Executive Director	Ongoing
Support and work with the Forum for People Performance Management at Northwestern to develop an academic platform for the study of incentive programs as a people performance management tool.	Board Executive Director	Ongoing
Continue to communicate and clarify the relationship between IMA, the Forum, and the Incentive Federation to Members and the Corporate Community.	Board Executive Director	Ongoing
Continue a leadership role in the governance of the Incentive Federation and the Forum for People Performance Management.	Board Executive Director	Ongoing
Annually review IMA’s financial support of the Forum and the Incentive Federation.	Board Executive Director	10/2010
Utilize <u>external stakeholder resources</u> to supplement IMA’s corporate outreach initiatives.	Board Executive Director	12/2010

OBJECTIVE VIII – PROFESSIONAL STANDARDS Promote high standards of professionalism in the incentive field.	Responsibility	Implementation and Proposed Completion Dates
Utilize Circle of Excellence Award program to recognize outstanding incentive programs.	COE Task Force	Ongoing
Recognize members for leadership, volunteerism, seeking continuing education, and earning certification.	Board Executive Director Staff	Ongoing
Review and evaluate IMA’s mission statement to ensure appropriateness.	Executive Director Board of Directors Strategic Planning	Annually
Promote, support and advance CPIM certification program and IP designation.	Board of Directors Education Task Force Director of Education	Ongoing

OBJECTIVE IX – MARKETING: INTERNAL & EXTERNAL MESSAGING Establishing the IMA brand as the premier educator and information source in the incentive marketplace.	Responsibility	Implementation and Proposed Completion Dates
Incorporate Business Improvement Starts Here in IMA internal and external messaging.	Publicist Task Forces	1/2010 – 12/2010
Promote IMA as incentive industry’s premier “brand” for professional education, information and resources.	Board of Directors Staff	Ongoing
Develop and staff informational exhibits at designated trade shows.	Board of Directors Executive Director	Ongoing
Promote Circle of Excellence Awards Recipients to trade media, business media, and membership.	COE Task Force Staff	Ongoing
Communicate “IMA” position statement (“ elevator speech ”) to Board, Task Forces and Members to respond to media inquiries and to promote the Association.	Board Publicist Staff	2/2010 12/2010
Provide Media Training for Directors, designated spokespersons, and interested Members.	Board Education Task Force Staff	2011

OBJECTIVE XI – GLOBAL PERSPECTIVE Be recognized as a primary source of education, resources and training on incentive marketing and the use of incentive programs.	Responsibility	Implementation and Proposed Completion Dates
Promote and market international IMA membership.	Member Benefits Task Force, Education Task Force,	Ongoing
Develop awareness of opportunities in the global marketplace and offer consultative services that may become applicable.	Global Incentive Council	TBD
Develop strategic alliances with international marketing and incentive organizations	Global Incentive Council	TBD

OBJECTIVE XII – TECHNOLOGY Leverage technology to realize IMA’s mission and help members utilize existing technology to further their business.	Responsibility	Implementation and Proposed Completion Dates
Establish appropriate budgets, controls and procedures to allow the IMA to make intelligent business decisions on how to best utilize technology to support its goals and objectives on an ongoing basis.	Board Staff	Ongoing
Significantly differentiate member and non-member access to information and offerings on the IMA web site.	Education Director Task Forces	Ongoing
Integrate functional capabilities to improve operating efficiencies for the Association and its members.	Board Staff	Ongoing
Develop a business model and related service description to provide, value added, Web services that could generate incremental revenue.	Board Staff	Ongoing
Increase visitor traffic to the Websites by 20% each year through increased marketing activities and educational forums. Goal: <u>2010 monthly June sessions – 20,000</u>	Board Staff	6/2010
Educate and inform members of emerging technologies that support and benefit their businesses.	Technology Task Force	Ongoing