

IMA STRATEGIC PLAN 2006-2011

Presented for Board review: 9/2005
Approved: 9/25/2005
Reviewed: 11/2006; 11/2007

MISSION STATEMENT – approved 8/2005

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:

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| 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 | |
| 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. | Incentive Marketing Data | Establish IMA as a central source for industry research and data. |
| XI. | Global Perspective | Be recognized as a primary source of education, resources and training on incentive marketing and the use of incentive programs in North America. |
| XII. | 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 an annual budget that will support the goals and objectives of the Association. Sources of revenue to include: - Dues - Product Sales (seminars, resources, networking functions, services) - Education Fund Donations - Show Contributions - Advertising - Sponsorships - Interest from Reserves	Board, All Task Forces, Executive Director	Annually
Establish a 10% profit expectation on the sales of all mature products and services, unless otherwise approved by the Board of Directors.	Board of Directors	1/06 – Ongoing
Review dues structure on an annual basis to assure IMA’s financial stability and viability. Dues revised in 2006 to include \$250 International Membership and increase from \$400 to \$450 for renewal dues for US based companies. New member dues remained at \$600.00.	Board of Directors Financial Resources Task Force Executive Director Marketing Task Force	1/06 – 12/06 Ongoing
Actively control operating costs as evidenced by adhering to the established budget and requiring that the Executive Task Force must approve expenses that deviate by \$1000 or more from the forecast budget.	Board of Directors Financial Resources Task Force Executive Director	1/06 - Ongoing
Generate income for the IMA Education Fund on an annual basis.	Board of Directors Financial Resources Task Force Executive Director	Ongoing
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 Financial Resources Task Force	1/06 - Ongoing
Decrease overall % of operating budget dependent on show contributions to less than 20%.	Board of Directors Executive Director Financial Resources Task Force	1/06 –1/08 COMPLETED
Segregate show contributions for outreach and member education initiatives, exclusively. Effective in 2007, all show contributions will be made to the Education Foundation and these monies will be used exclusively for outreach and member education.	Board of Directors Task Forces Executive Director Financial Resources Task Force	1/06 –1/10 COMPLETED
Monitor and evaluate existing products and services for profitability and viability.	Marketing Task Force Staff	1/06 - Ongoing
Maintain accessible financial reserves to cover no more than six (6) months of operating expenses	Board, Executive Director	1/06 – 1/11 COMPLETED
On an annual basis, utilize 10% of reserves for development of new revenue producing products and services.	Board Executive Director	1/06 – Ongoing

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
Develop, implement, and support a member driven New Member Recruitment Campaign to realize at least 90 new members in 2008. Explore expanding active recruiters for this task. Recruiter Jim Shomenta retained in 2008.	Membership Growth Task Force	Ongoing COMPLETED
Allocate financial resources, staff resources, and volunteer resources to align and support recruitment and retention efforts.	Board Membership Growth Executive Director	Ongoing
Realize an annual attrition rate of 10% or less.	Board Membership Growth Task Force	Ongoing
Increase net membership by at least 15% annually.	Board Membership Growth Task Force	Ongoing
Define and promote value member value proposition by focusing on benefits derived by the individual member, as well as the company.	Marketing & Membership Growth Task Forces	Ongoing
Aggressively pursue and support SIG Development.	Board Membership Growth	Ongoing
Explore membership growth and increase member value through affiliations with industry associations (SITE, PPAI, ARMS, etc.) and strategic alliances.	Membership Growth & Strategic Alliance Task Forces	Ongoing
Create an integrated marketing campaign for member retention, recruitment, products and services.	Marketing & Membership Growth Task Forces	Ongoing

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.	Member Value Proposition Executive Director	Ongoing
Maintain and enhance a non-threatening environment for the expression of varying points of view.	Board & SIGS Member Value Task Force	Ongoing
Utilize all existing technology and media to deliver cost-effective and timely communications and services.	Member Value Member Growth & Technology Task Forces	Ongoing
Communicate benefits of membership and Task Force and SIG activities to existing members and prospects on a regular basis.	Marketing Task Force Membership Task Force Corporate Outreach	Ongoing
Market the interactive member only web site as a key member communications platform, a tool to facilitate idea sharing, and an efficient transaction vehicle.	Member Value & Technology Task Forces	Ongoing
Develop a twelve-month communications plan for new members.	Member Value & Marketing Task Forces Education Director	12/06 COMPLETED
Protect the integrity of the IMA Membership Directory by qualifying members' category listings.	Board Staff	2/06 Ongoing COMPLETED
ACTION PLANS: Explore hosting a high end-networking event at the Motivation Show.		2/07-12/09
Develop and conduct a comprehensive member benefits, compensation, industry challenge and potential survey.		COMPLETED 2007
Develop Member (Scholarship) Foundation to honor Members.		12/08- 12/11
Develop Trade Show Endorsement Policy.		COMPLETED 2007
Develop a white paper based on end-user research that recommends trade show models.		COMPLETED 2007

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 Performance Center to Members, media and the Corporate Community.	Marketing Task Force	Ongoing
Customize Principles of results based Incentive Design Curriculum for designated audiences and present at a variety of venues including corporate end-users' conferences, trade shows, webinars, etc. Fifty-minute overview version completed for end user trade show in 2007. Associates version completed in 2007 – not presented. Distributors version completed in 2008 – presented at Motivation Show and 2009 PPAI Show.	Corporate Outreach Education Task Forces, Staff	1/07 – 12/08
Present a Buyer/Supplier Synergy Seminar for incentive show attendee educational programs.	Education Task Force, Staff	1/07 –12/09
Target and exhibit at sales and marketing, human resource management and other related vertical market trade shows to promote the use of incentives and the services of IMA's members.	Corporate Outreach Task Force Staff	Ongoing
Enhance 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 & Technology Task Forces Staff	Ongoing
Market web site to end users via direct mail, search engines, etc.	Marketing Task Force Staff	Ongoing
Create and market a Speakers Bureau of IMA members to speak on a variety of incentive marketing issues.	Corporate Outreach, Education & Marketing Task Forces Staff	1/06 – 12/09
ACTION PLANS Market and deliver a “packaged” presentation on the benefits of using incentive programs for members to use for customer presentations, local customer education and networking venues, etc.	Education & Marketing Task Forces	1/06 – 12/09

Develop incentive ROI standards. – <i>Principles curriculum addresses ROI measurables.</i>	Education, Value Prop & Corporate Outreach Task Forces	1/06 – 12/09
Shift emphasis from advertorials to IMA developed editorial, articles, etc. for trade and business media. <i>Return on Performance to Launch in 2009.</i>		1/07- 12/-09
Develop IMA funded advertising campaign in business media, TV, corporate PR, etc.		
Proposed: Create end-user Advisory Committee to address: Customer/industry shared terminology Relationship between recognition and incentive programs Market approaches Identification of vertical industry experts to help communicate the value of incentives		ESTABLISHED 2007
Lead end-buyer research on trade show value propositions.		COMPLETED 2007

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
Use the established educational agenda strategic plan to assure that Member Education is developed for all segments of the membership.	Education Task Force Executive Director	Ongoing
Recognize the diversity of IMA' s universe as evidenced by offering of 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
Hire a Director of Education to work with volunteers to develop and market recommended education products.	Board Executive Director	1/08- Ongoing COMPLETED
Update and revise Knowledge Progression Matrix on an annual basis.	Education Task Force	Ongoing
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 Corporate Outreach Task Forces Web Site Task Force Staff	Ongoing
Utilize trained members, staff and paid instructors to deliver fee-based seminars,	Education Task Force Staff	Ongoing
Enhance web site with additional resources, information, and training opportunities.	Education Task Force,	Ongoing
Deliver a new industry entrant overview curriculum to assist members train new employees.	Education Task Force	Ongoing
Manage a fee-based Certification Program based on an educational platform.	Certification Task Force	Ongoing
Study feasibility of two-tiered certification program: CPIM (test only, for example.) New program to launch in 2009.		COMPLETED 2008
Annually review and assess educational product marketing efforts.	Education Task Force Marketing Task Force	Ongoing
Provide a variety of delivery systems for member education, to possibly include: audio-conferences, webinars, web site regional conferences, etc.	Education Task Force	Ongoing
Develop monthly Webinar platform.		

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
Develop expectations for volunteer performance at the Task Force and Board levels.	Leadership Task Force Board Executive Director	1/06 - 12/06 COMPLETED
Create a matrix to evaluate volunteer performance at the Task Force and Board levels.	Executive Director Leadership Task Force	1/06 - 12/06 COMPLETED
Continue to review Board of Directors and Executive Task Force nomination processes.	Board Executive Director Leadership Task Force	Ongoing
Provide leadership-training opportunities.	Education, Summit & Value Prop Task Forces Director of Education Board	Ongoing
Develop a recognition platform to reward all volunteers.	Leadership Task Force Executive Director	1/06 - 12/06 COMPLETED
Create a member interest/skills assessment tool to identify and best utilize member contributions.	Leadership & Value Prop Task Forces Executive Director	1/06 - 12/06
Provide Board of Directors training and encourage CPIM designation of board members. Provide each new board member with the Principles of Incentive Program Design course.	Executive Director	Ongoing COMPLETED
Increase number of volunteers in engaged in Task Force work.		Ongoing
Utilize message board for volunteer. Task Force communications.		Ongoing
Provide greater guidance for SIG leaders in terms of communications regarding IMA policies, initiatives, leadership training.		Ongoing

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 stakeholders.	Corporate Outreach Board Marketing Executive Director	Ongoing
Create a matrix of external associations, trades, and organizations with which IMA should maintain a communication loop. = Strategic Alliance (SA) Database Prioritize and identify the groups which create the most benefit and synergy.	Corporate Outreach Board Marketing Executive Director	12/09
Develop an information kit, which would be sent periodically to the SA Database.	Corporate Outreach Board Marketing Executive Director	12/09
Develop a communication flow for information coming to the IMA from the SA Database.	Corporate Outreach Board Marketing Executive Director	Ongoing
Develop a break-out session at the Summit to allow the SA group to deliver and receive information/communication.	Corporate Outreach Summit Task Forces Board Marketing Executive Director	12/09
Create a “Road Show” with a SA, with topics that target constituencies which benefit both groups.	Corporate Outreach Board Marketing Executive Director	12/09
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.	Corporate Outreach Board Marketing Executive Director	Ongoing
Continue to communicate and clarify the relationship between IMA, the Forum, and the Incentive Performance Center to Members and the Corporate Community.	Corporate Outreach Board Marketing Executive Director	Ongoing
Create a web page for the information, schedules and activities of SA	Corporate Outreach Executive Director	12/09
Create materials which mirror the marketing materials for end-users. The collateral to end-users will have important messaging to the constituencies of the associations to which we would like to align.	Corporate Outreach Executive Director	12/09
Work closely with other Task Forces such as the Marketing Task Force and the Education Task Force to align messaging and targets.	Corporate Outreach Executive Director	Ongoing

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.	Awards Task Force	Ongoing
Recognize members for leadership, volunteerism, seeking continuing education, and earning certification.	Task Force Executive Director	Ongoing
Review and evaluate IMA’s mission statement to ensure appropriateness.	Executive Director Board of Directors	Annually
Develop and implement voluntary IMA Code of Ethics.	Ethics Task Force Board of Directors	1/06-6/06 COMPLETED
Develop and implement eligibility and service criteria for Executive Committee and utilize criteria for Board of Directors.	Executive Director Board of Directors	1/06-1/07 COMPLETED.
Promote, support and advance CPIM certification program.	Board of Directors Education Task Force	Ongoing
Promote, support and advance the President's Award.	Board of Directors	Annually
Develop and implement recognition program for outstanding leadership, volunteer activity, educational achievement, professional promotion & success, etc. Rising Star Award debuted in 2008.	Executive Director Task Force	1/06 – Ongoing
Promote IMA as incentive industry’s premier “brand” for professional education, information and resources.	Marketing Task Force Board of Directors	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
Continue a leadership role in the governance of the Incentive Performance Center, the Incentive Federation and the Forum for People Performance Management.	Board Corporate Outreach Task Force Executive Director	Ongoing
Utilize resources provided by the IPC and Forum to supplement IMA’s corporate outreach initiatives.	Corporate Outreach Task Force Executive Director	Ongoing
Annually review IMA’s financial support of the Forum.	Board Executive Director	Ongoing
Develop productive alliances with IMA external stakeholders. Suggested Action Plans: <ol style="list-style-type: none"> 1) Facilitate development of supplements, advertorials, editorial, advertising, etc. in target audience publications. 2) Develop a vertical industry template for outreach to include: identification of target audience; vertical industry media and association affiliations; development of targeted resources. 3) Research feasibility of creating an End-User Advisory Board/Customer Focus Groups. 	Corporate Outreach, Strategic Alliance & Marketing Task Forces Executive Director	Ongoing
Develop and staff informational exhibits at designated trade shows.	Corporate Outreach & Marketing Task Forces Executive Director	Ongoing
Promote Circle of Excellence Awards Recipients to trade media, business media, and membership.	Marketing & COE Task Forces Staff	Ongoing
Expand and market IMA’s web site as a comprehensive resource on the incentive marketplace.	Board, Staff Corporate Outreach & Technology Task Forces	1/06 – Ongoing
Create a matrix of site visitors and determine what do they want from the site.	Technology & Membership Task Forces, Staff	Ongoing
Communicate “IMA” position statement to Board, Task Forces and Members to respond to media inquiries and to promote the Association.	Board Staff	Ongoing
Provide Media Training for Directors, designated spokespersons, and interested Members.	Board Education Task Force Staff	Ongoing
Market “Power of Incentives” and “Principals” course and textbook	Marketing Task Force Staff	Ongoing
Develop the conceptual infrastructure for a member speakers’ bureau.	Marketing Task Force	1/06 – 12/06
Communicate industry and member accomplishments, industry research, and the availability of resources on the use of incentives at incentivemarketing.org on a regular basis.	Corporate Outreach & Marketing Task Forces Staff	1/06 – Ongoing
Develop and market the importance of ROI results to suppliers.	Marketing & Education Task Forces Staff	Ongoing

OBJECTIVE X – INCENTIVE MARKETING DATA Establish IMA as a central source for industry research and data.	Responsibility	Implementation and Proposed Completion Dates
<ul style="list-style-type: none"> Define the nature and types of industry data that could be collated and assess its relevance to the member community 		Initial project completed in September 2006
<ul style="list-style-type: none"> Review the possible methods for collecting, collating and storing data. 		
<ul style="list-style-type: none"> Produce plan to incentivize members and non-members to submit relevant industry research and data. 		
<ul style="list-style-type: none"> Provide member base with methodology for accessing data through IMA web site (secure area) 		
<ul style="list-style-type: none"> Establish plan for ongoing collation and maintenance of data reservoir. 		
<ul style="list-style-type: none"> Alliances with related, non-competing data providers (i.e. SITE, FORUM, SHRM) 		
<ul style="list-style-type: none"> Assess long term economic value of data repository. 		
<ul style="list-style-type: none"> Fund end-user research. 		Ongoing

OBJECTIVE XI – GLOBAL PERSPECTIVE Be recognized as a primary source of education, resources and training on incentive marketing and the use of incentive programs in North America.	Responsibility	Implementation and Proposed Completion Dates
<ul style="list-style-type: none"> • Develop value proposition for prospective international IMA members with a view to: <ul style="list-style-type: none"> ○ Offering a subset of member benefits and services relevant for international members. ○ Providing education and thought leadership on the US experience. ○ Facilitate interactions between US and non-US members with a view to growth in the usage of incentives and incentive programs, globally. 	Executive Director, Board of Directors, Member Benefits Task Force, Education Task Force	Jan 2006 – Jan 2007
<ul style="list-style-type: none"> • Develop of a new category of membership for international members. International member fee of \$250 USD effective in 2007. 	Member Benefits Task Force	Jan 2007 – June 2007 COMPLETED
<ul style="list-style-type: none"> • Promote and market international IMA membership <ul style="list-style-type: none"> ○ Education ○ Promotion of major trade show events ○ Promotion of IMA web site IMA-Europe launched on 2007; IMA-Australia launched in 2008. 	Member Benefits Task Force, Education Task Force, Marketing Task Force	June 2007 - Ongoing
<ul style="list-style-type: none"> • Develop awareness of opportunities in the global marketplace and offer consultative services that may become applicable. 		June 2007 - Ongoing
<ul style="list-style-type: none"> • Develop strategic alliances with international marketing and incentive organizations 	Task Force	Jan 2006 - Ongoing

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
<ul style="list-style-type: none"> • 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. 		
<ul style="list-style-type: none"> • Significantly differentiate member and non-member access to information and offerings on the IMA web site. 		
<ul style="list-style-type: none"> • Establish the IMA web site as the primary communications platform by 2009 		
<ul style="list-style-type: none"> • Develop a premier web site for the purpose of delivering education, information and resources to members, prospective members and incentive end buyers. 		
<ul style="list-style-type: none"> • Integrate functional capabilities to improve operating efficiencies for the Association and its members. 		
<ul style="list-style-type: none"> • Develop a business model and related service description to provide, value added, web services that could generate incremental revenue. 		
<ul style="list-style-type: none"> • Increase visitor traffic to the website by 20% each year through increased marketing activities and educational forums. 		
<ul style="list-style-type: none"> • Educate and inform members of emerging technologies that support and benefit their businesses. 		

