



# IAIABC STRATEGIC PLAN 2023-2026

Membership Update, March 2025



## Implement an outreach strategy to deepen connections with existing members and expand membership across the industry.

**OBJECTIVE 1.1** *Establish a mechanism for collecting demographic, firmographic, and position information about our current members, including carriers and other affiliate members.*

**Update** Information will be collected through surveys, renewals, event registrations, focus groups, and/or interviews. Information will only be shared in the aggregate.

**Timeline** July 1, 2023 – December 31, 2026

**Progress** ON TRACK

**OBJECTIVE 1.2** *Articulate and implement a clear, data-informed communications strategy to deepen relationships with current members.*

**Update** IAIABC staff have reviewed metrics related to current communications strategies and are using these to determine optimal strategies for sharing content and connecting with the IAIABC community.

**Timeline** July 1, 2023 – September 30, 2025

**Progress** ON TRACK

**OBJECTIVE 1.3** *Leverage and empower committees to attract new members.*

**Update** A new Committee Handbook is being circulated for review with the IAIABC Board of Directors and Joint Committee Council, outlining expectations of stakeholder groups. Ideas for improved and new communications regarding committee activities are being discussed.

**Timeline** October 1, 2023 – December 31, 2025

**Progress** AT RISK

**OBJECTIVE 1.4** *Identify and engage key C-suite level decision-makers and their incumbents to deepen relationships within member organizations.*

**Update** Assessed engagement among Jurisdictional senior leadership from high to none. Working on identifying appropriate senior leadership within Associate and EDI member organizations. Working with several groups to identify the return on investment for the membership and active participation to share with prospective and current members.

**Timeline** July 1, 2023 – December 31, 2025

**Progress** AT RISK

**OBJECTIVE 1.5** *Identify and target outreach to industry organizations (carriers, employers, labor) to engage them in IAIABC programs, products, and services.*

**Update** Identified specific companies within target sectors to reach out to. Working with current members to help conduct outreach and share the return on investment for participation and membership. We are working on identifying specific contacts within prospective member organizations to connect with.

**Timeline** April 1, 2024 – December 31, 2026

**Progress** AT RISK



## Assess member and industry stakeholder needs to align products, programs, and services to create value.

**OBJECTIVE 2.1** *Complete a portfolio review to assess the viability and impact of existing products, programs, and services, inclusive of EDI.*

**Update** Have set metrics defining success for 55 different programs, products, and services, including conferences, virtual learning, committees, and data reporting standards. Currently applying these metrics to the different programs, products, and services to measure impact.

**Timeline** October 1, 2023 – September 30, 2025

**Progress** **ON TRACK**

**OBJECTIVE 2.2** *Complete a products, programs, and services needs assessment with members and stakeholders. Determine target groups for assessment.*

**Update** Have developed evaluation questions that are consistent across the board to allow for comparisons across time and different programs, products, and services. We have several mechanisms in place to collect evaluation and assessment data. We are working on additional mechanisms.

**Timeline** October 1, 2023 – September 30, 2025

**Progress** **ON TRACK**

**OBJECTIVE 2.3** *Determine our key member and customer audiences and map them to our products, programs, and services to identify gaps and areas of over-saturation.*

**Update** Evaluation questions that are consistent across the board have been developed to allow for comparisons across time and different programs, products, and services. There are several mechanisms in place to collect evaluation and assessment data. Currently evaluating programs, products, and services and identifying areas of over-saturation or gaps.

**Timeline** October 1, 2023 – September 30, 2025

**Progress** **ON TRACK**

**OBJECTIVE 2.4** *Create a roadmap to prioritize and develop new portfolio opportunities.*

**Update** Work has not started on this objective.

**Timeline** July 1, 2025 – September 30, 2026

**Progress** **ON TRACK**

**OBJECTIVE 2.5** *Foster a “fail fast and forward” organizational culture.*

**Update** The Board of Directors is discussing if this objective is already integrated into the Strategic Plan as a whole and if it needs to be its own separate objective.

**Timeline** January 1, 2024 – June 30, 2026

**Progress** **ON TRACK**



## Develop and deliver a multi-modal events strategy that creates value for members and stakeholders while generating consistent income for the Association.

**OBJECTIVE 3.1** *Assess our current events and training portfolio to understand what is working and identify areas of opportunity.*

**Update** Data on goals, audiences, delivery, net income, participation, and content hours have been collected for all current programs, products, and services. Evaluations are being collected on programs, products, and services from attendees and users to assess value and satisfaction. Identifying areas of improvement and growth based on data.

**Timeline** July 1, 2023 – June 30, 2025

**Progress** **ON TRACK**

**OBJECTIVE 3.2** *Create a strategy for our portfolio of events and trainings to ensure value creation and consistent income.*

**Update** A cost-benefit analysis has been conducted on major educational events and trainings. Financial parameters are being set for event and training net income.

**Timeline** October 1, 2023 – December 31, 2025

**Progress** **ON TRACK**

**OBJECTIVE 3.3** *Evaluate and enhance the value proposition for sponsors and partners.*

**Update** Sponsors have provided feedback on sponsor value via survey. Meetings are being held with sponsors to better understand the value proposition and opportunities for improvement.

**Timeline** October 1, 2023 – December 31, 2025

**Progress** **ON TRACK**



## Ensure operational sustainability through strong governance, leadership development, and long-term financial viability.

### OBJECTIVE 4.1 *Ensure committees are aligned to support the strategic work of the Association.*

**Update** Currently working on a committee handbook update and getting feedback from Board of Directors members and committee leaders.

**Timeline** July 1, 2023 – June 30, 2025

**Progress** OFF TRACK

### OBJECTIVE 4.2 *Develop future leader initiatives to ensure long-term success.*

**Update** Working with a NextGen Advisory Group that is providing insights on value in participation; audience identification; and alignment of programs, products, and services.

**Timeline** October 1, 2023 – December 31, 2025

**Progress** ON TRACK

### OBJECTIVE 4.3 *Establish and adhere to a long-term financial plan that fully supports the Association's mission and vision.*

**Update** Goals have been established for the development of a long-term financial plan. Working with the Audit and Finance Committee as well as an external financial planning firm to update financial policies and develop plans for investing IAIABC funds in investment portfolio and back into the IAIABC, as well as long-term budgeting.

**Timeline** July 1, 2023 – December 31, 2026

**Progress** ON TRACK