



## 4Q 2020

## Membership Data Updated end of Jan 2021

# Content

- Strategy Objective
- Strategic Planning Process
- Phase I – Reassess Current state
  - Strategic Issues
  - External Market Trends and Internal Assessment
  - SWOT Analysis and Competitive Landscape
- Phase II – Update Strategy
  - Vision, Mission and Value Proposition
  - Strategic Goals
- Phase III – Update Plans
  - Programs, Membership, Financial, Governance, Philanthropy, Partnership and Marketing Communication
- Phase IV – Manage Performance

# Introduction

## Strategy Objective

**Enhance IWFCT's vision and growth strategy to enable new opportunities and chart continued success**

# Strategic Planning Approach

## Phased Approach



# Current State

## Strategic Issues

### 1. Membership

- How do we increase Gen X base?

### 2. Programs/Engagement

- How do we continue member engagement momentum?

### 3. Branding, Marketing, Communication

- How do we increase IWFCT Brand/visibility?

### 4. Partnership/sponsorship

- How can we start getting Partners/Sponsors?

### 5. Philanthropy

- How do we expand on the 2020 momentum?

### 6. Technology

- Other technologies to remain relevant?

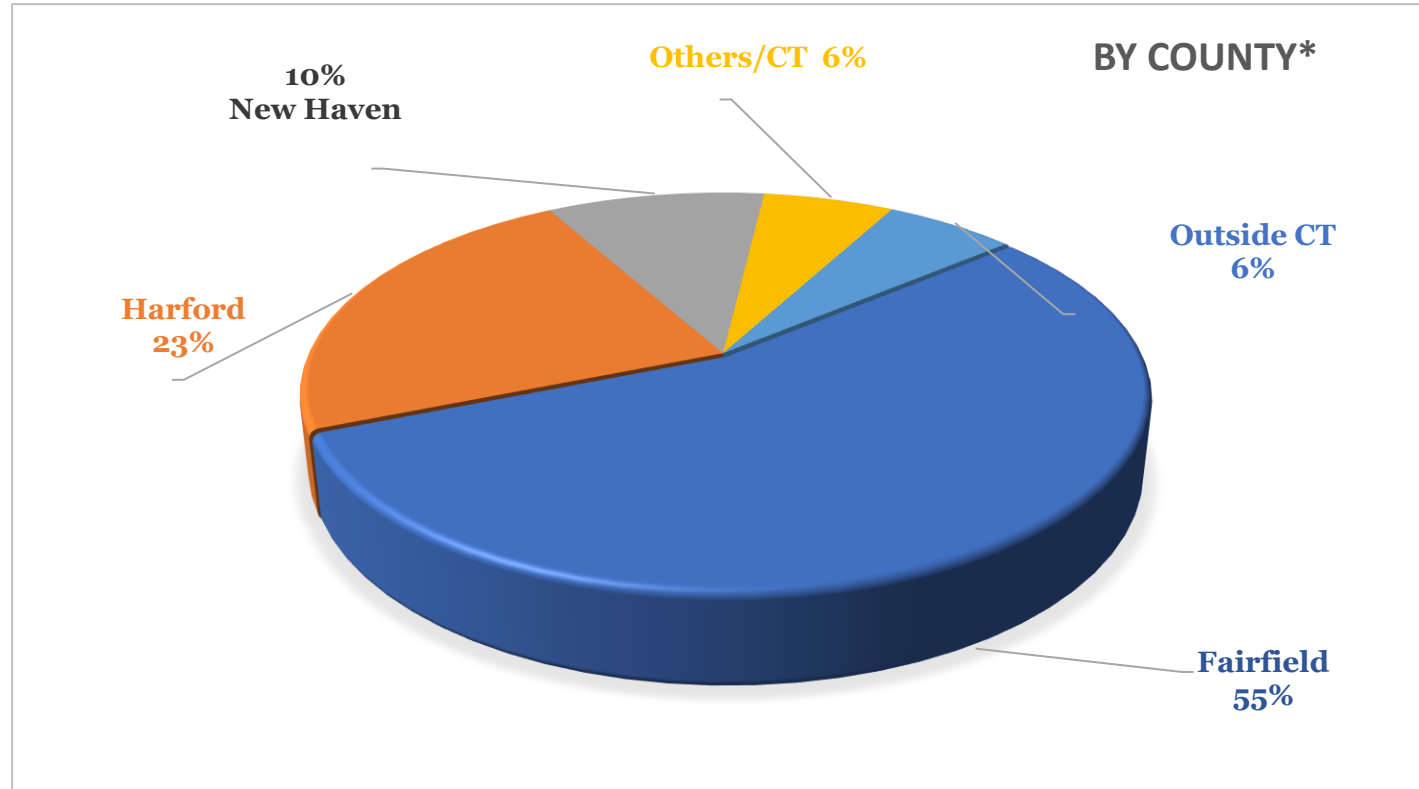
# External Environment

## Key Market Trends

- **Marketplace post-COVID**
  - Marketplace will change how we think about spaces, meetings, travel, work/family balance
- **How business is done**
  - Enhance diverse talent recruitment and make new investments in innovation
- **IT revolution 2.0**
  - Virtual communication tools and Emerging technologies (AI, IoT, Robotics, Cyber, etc..)
- **Digital Media, Social Media**
  - Continues to be critical for branding and market survival
- **A new generation of business leaders**
  - Aligned to technologies, environmental issues, global challenges and working with/for trusted companies
- **Women leadership evolution**
  - Participation on boards and critical leadership positions

# Internal Environment

## Member Location

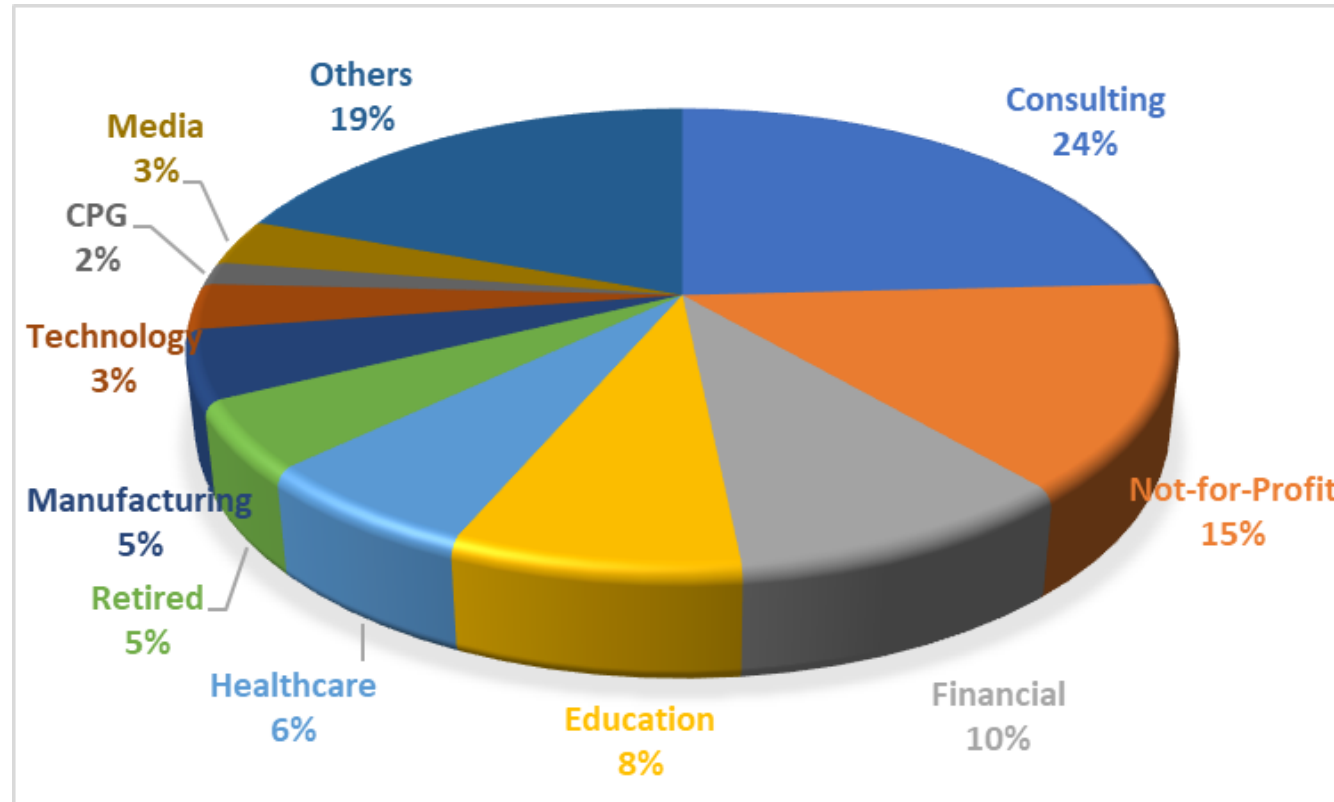


**Others:** Include Litchfield, Middlesex, Windham

**Outside:** Include Florida, Massachusetts, Rhode Island, Texas, UK

# Internal Environment

Members across a diverse and balanced number of industries

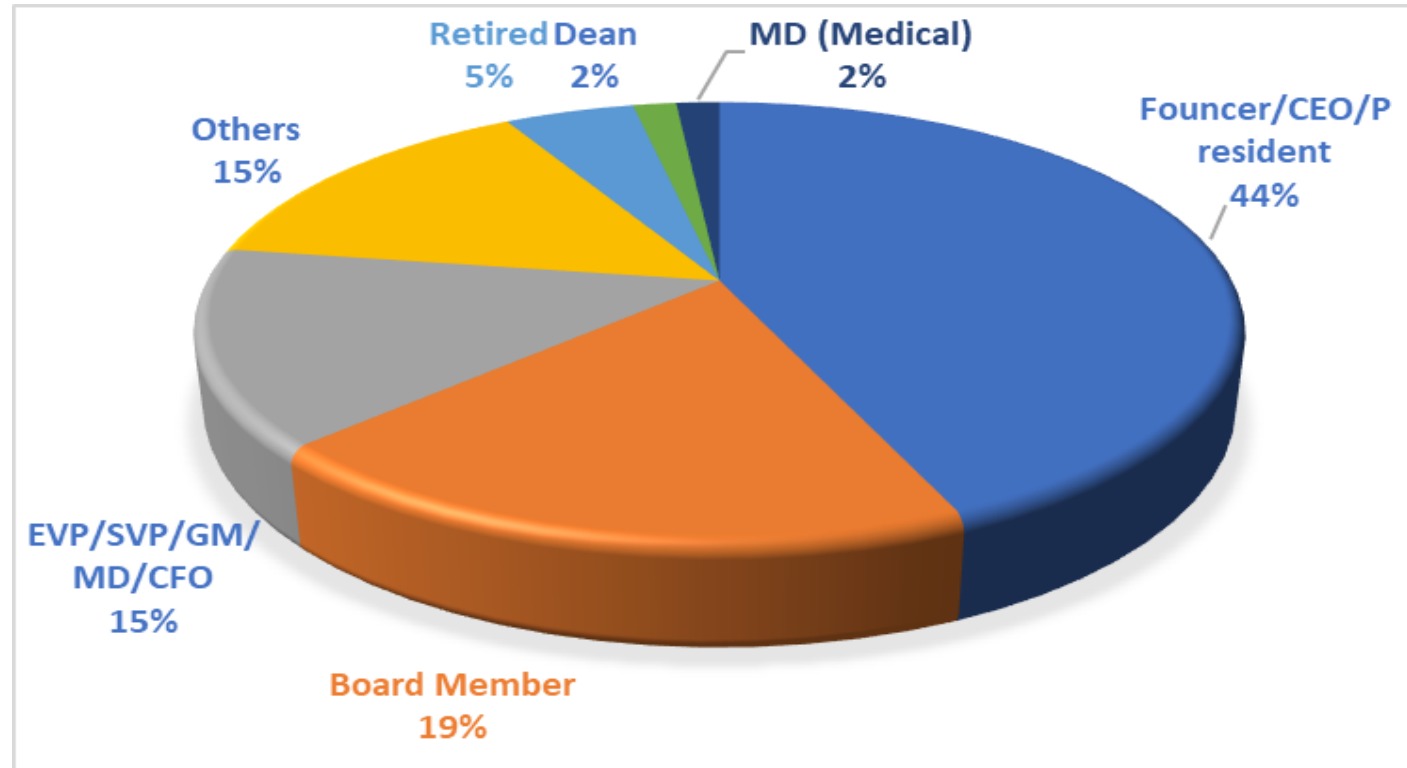


**Others:** Aerospace, Cannabis, Chemicals, Energy, Fashion, Industrial Cleaning, Luxury Goods, PR, Sports, Travel, Telecom



# Internal Environment

Members across a diverse and balanced number of roles



**Others:** Banker, Consultant, Professor, Mentor, Liaison, None

# SWOT Analysis

## Key Areas

Strengths	<ol style="list-style-type: none"><li>1. Access/network to global women leaders</li><li>2. Solid core group of active members</li><li>3. Longevity and reputation of IWF organization</li><li>4. Quality of programs and events (local/global)</li><li>5. Collaboration across IWF Forum (local/global)</li><li>6. Small networking pockets across the state</li><li>7. Strong website allowing visibility to IWFCT</li><li>8. Mentoring</li></ol>	<ol style="list-style-type: none"><li>1. Strategic membership expansion</li><li>2. Expansion to high potential member segments</li><li>3. Bridge trends to membership composition</li><li>4. Sponsorship opportunities</li><li>5. Tapping to member business for events</li><li>6. Inter-Forum teaming</li><li>7. Community engagement</li></ol>	Opportunities
Weaknesses	<ol style="list-style-type: none"><li>1. Higher younger generation members</li><li>2. Stronger in-person engagement across the state</li><li>3. Stronger brand visibility and social media</li><li>4. Higher volunteer base</li></ol>	<ol style="list-style-type: none"><li>1. Competing organizations</li><li>2. Relevance to younger / emerging segments</li><li>3. Cost/benefit to the membership</li><li>4. Access to members time for volunteering</li><li>5. Continued Member alignment with industry trends</li></ol>	Threats

# Strategic Plan

## Strategic Goals & Priorities

### 1. Continue to grow/enhance IWFCT membership

- Identify / recruit new members against a balanced mix of profile
- Continue data analysis and reporting

### 2. Continue to improve member experience/engagement

- Combine virtual events with in-person events
- Solicit member interests and needs
- Leverage members for visibility sessions
- Engage/collaborate with IWF Forums. Exchange best practices
- Contribute to mentoring women

### 3. Increase brand awareness

- Adopt social media through Twitter/LinkedIn
- Continue to expand visibility through our website
- Expand brand through comm. with IWF Forums

### 4. Align Philanthropy to criteria/mission

- Seek member input in line with our criteria

### 5. Integrate Partnership into our strategy

- Leverage members to get business sponsorship

### 6. Data/Technology

- Use website to engage members/increase visibility
- Continue to maintain data. Use for enhancements

# Programs

## Objective and Plan Summary

**Co-Chairs**  
**Susan Dunn**  
**Lisa Nkonoki**

- Members: Based on the event they cover or intros they make

### ***Collaboration, Teaming and Making a Difference***

*Learn from each other; help each other succeed; and help carve successful paths to the next generation of women*

#### **1. Networking & Collaboration**

Supportive community for women leaders  
CT Peer-to-Peer connection/Networking  
Affiliate Relationship

- In-person and virtual. Collaborate with Affiliates
- Intimate, regular, small gathering
- Network. Know members. Support

#### **2. Teaching & Learning**

Compelling Program  
Regional focus

- Technology, Innovation and more
- On-site visits, Virtual Meetings
- International and cultural focus

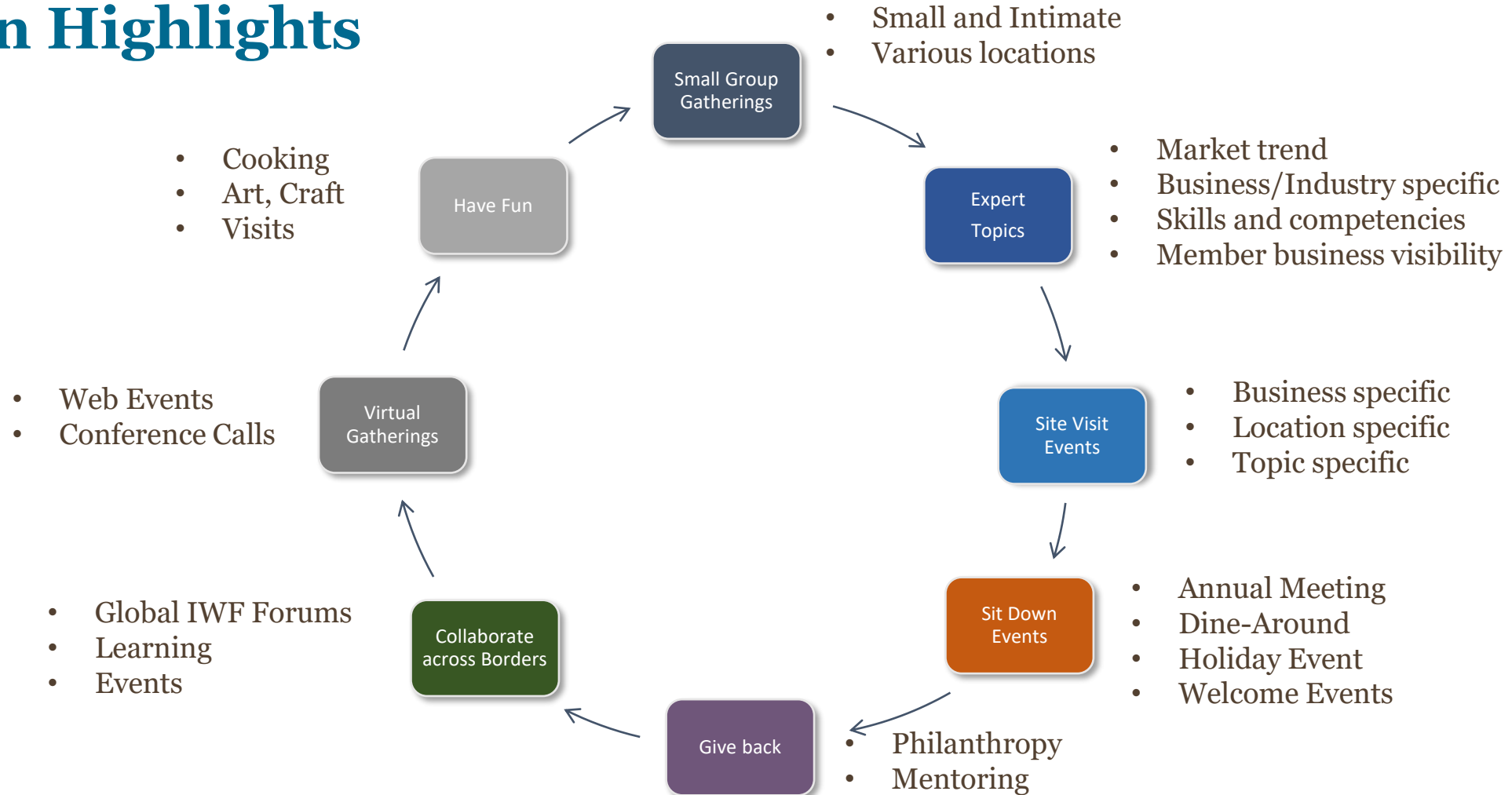
- Reach out to women/Programs
- Make a difference
- Mentor and help network

#### **3. Making a Difference**

Helping Other Women  
Community engagement

# Programs

## Plan Highlights



# Membership

## Objective and Plan Summary

Chair

**Laura Dambier**

- Ann Elvgren
- Kate Larson
- Paddi LeShane
- Martha McCoy
- Meredith Reuben
- Filomena Soyster

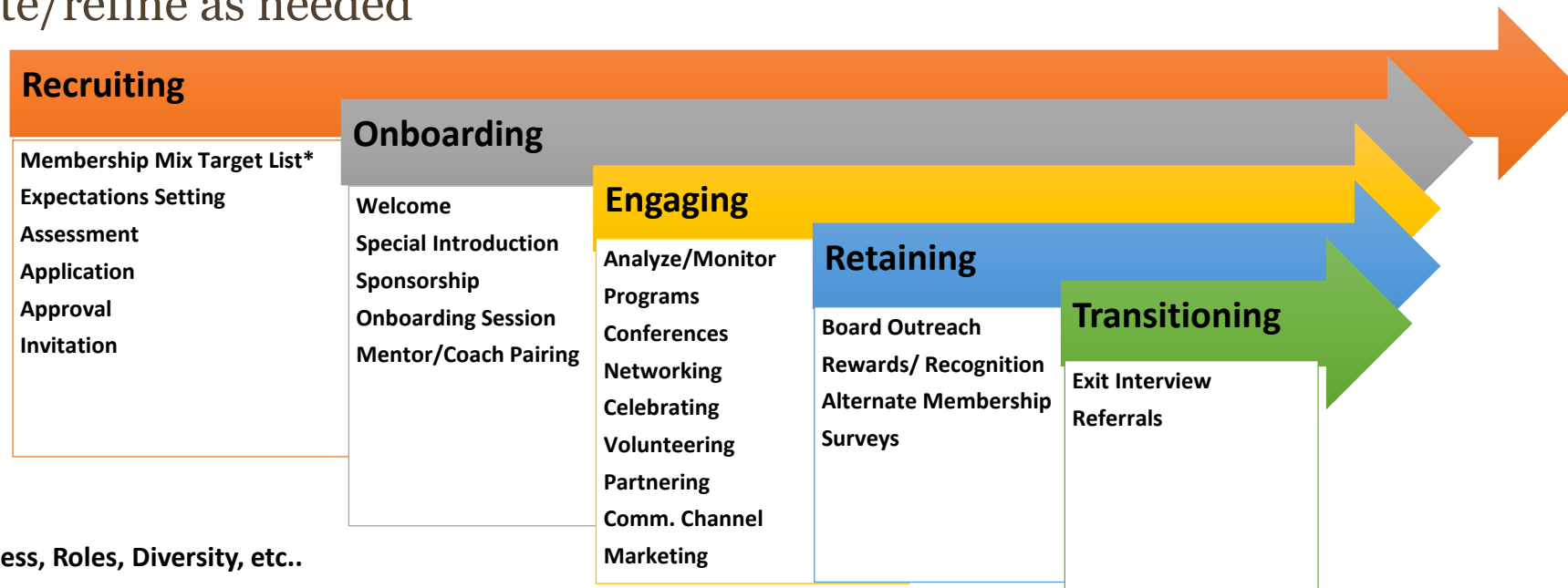
Continue to .....

- grow (15%) while managing the mix in roles, industry, demographic and generation
- strive for a well balanced member profile and target for membership
- engage a strong membership committee
- ambassadorship/new member Liaison Program to ensure successful on-boarding
- tracking and refining, as necessary

# Membership

## Plan-Life Cycle Process

- Follow the established end-to-end member life cycle process
- Utilize existing content for each of the process steps
- Update/refine as needed



\* Industry, Business, Roles, Diversity, etc..

# Financial

## Objective & Plan

- **Objective**

- To steward the organizations' fiscal and administrative operation

- **Plan**

- Align/support new strategic priorities and organizational goals/objectives through fiscal lens
  - Ensure the fiscal sustainability of the organization by identifying investment opportunities appropriate for membership organizations



# Governance

## Objective & Plan

- **Objective**

- Ensure that IWFCT meets its Mission goals and its fiduciary responsibilities while keeping the organization moving forward

- **Plan**

- Continue to review IWFCT By-Laws
- Continue to seek learning from IWF and other Forums
- Adjust as needed
- Vote for the changes, where necessary
- Communicate to members

# Philanthropy

## Objective & Plan

**Chair**  
**Molly Gavin**

- Nancy Bernstein
- Maureen Gorman
- Virginia Giuffre
- Carolyn Dugan

- **Objective**

- Identification, recommendation and implementation of candidates/organizations for philanthropic donations

- **Process**

- Develop a committee
- Follow criteria
- Seek input from IWFCT Members through a survey
- Make final recommendation based on majority input
- Seek Board for final approval

### Criteria

Selection criteria aligns to IWFCT's Vision, Mission and Values. Selected org/project to be:

1. **Local:** Connecticut based organization
2. **Focus:** A non-profit 501(c)3 org. or cause supporting women and/or women in financial need
3. **Mission:** Support / advance women. Makes an impact.
4. **Funding:** Not to exceed \$2500. One-time only; not annual.
5. **Approval:** Unanimous approval of IWFCT Board

# Partnership/Sponsorship

## Objective & Plan

- **Objective**
  - Target sustainable partnerships delivering enhanced visibility and greater value to members
- **Plan**
  - Identify an initial target list. Organizations / Corporations in CT with Senior Executive Women
  - Start small. Select a very small number of partners
  - Design a partnership plan with focus on increased visibility and reciprocal benefit
  - Work closely with the membership and program committees
  - Implement and revisit for any required revision

# Marketing Communication

## Objective & Plan

- **Objective**
  - Expand our brand locally and globally
- **Plan**
  - Request members to be active (Twitter and Linked)
  - Communicate periodically and become visible and engaged across IWF Forums and Social Media
    - Virtual events – Invitations, presenters and recordings
    - Content Marketing (Authored articles, Videos, Speeches, Newsletters)
    - Social media – Updates on Twitter, LinkedIn
    - Local media PR – engagement with media to secure editorial
    - Social media – Updates on Twitter, LinkedIn
    - Website continuous update



# Your Support

**Candidates for Membership  
Topics and Introduction to Presenters  
Partnership introductions**

# Back-up

# Strategic Planning

## Phase I

### Determine Current State

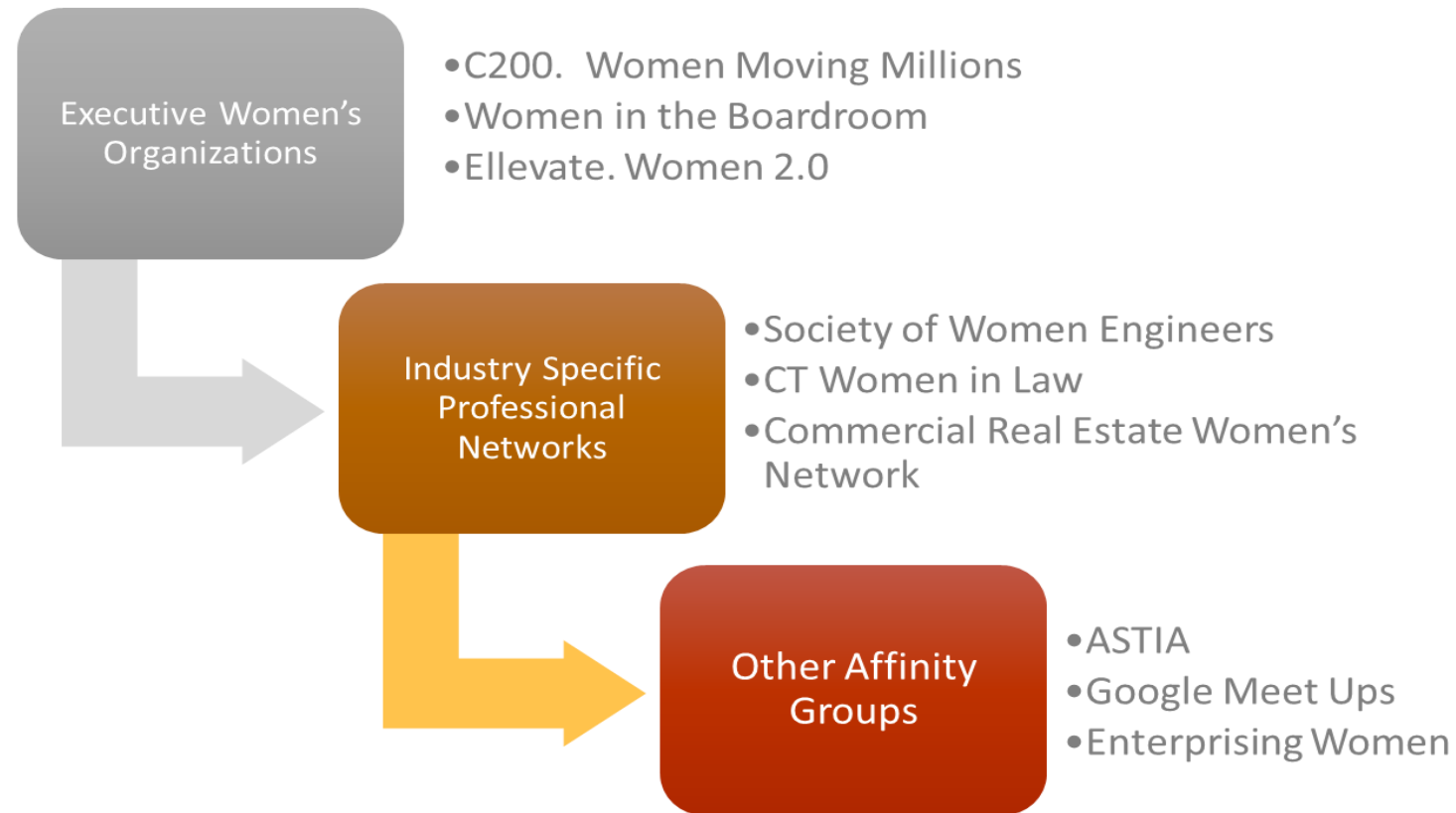
- Strategic Issues
- Market Trends
- Internal Data
- Competitive Position
- SWOT Analysis



### Phase I

# Competitive Landscape

## Across different organizations





# Strategic Planning

## Phase II

### Develop Strategy

- Vision
- Mission
- Value Prop
- Strategic Goals



**Phase II**

# Internal Environment

## Top Industries in CT

1

### Insurance and Financial Services

Includes insurance, hedge funds, consumer financing, venture capital and banking. Connecticut ranks No. 1 in insurance jobs/capita in the U.S. Bridgewater is the largest hedge fund in the world.

2

### Health & Bio Science

Includes large device-manufacturing and biotech-research. Connecticut has 5<sup>th</sup> highest concentration of scientists and engineers in the country. Pharmaceutical giants Pfizer and Bristol-Myers Squibb have their research headquarters in CT. Bioscience employs over 18,000 Connecticut

3

### Large-Scale Manufacturing / Defense Manufacturing

CT Manufacturing companies benefit from the state's central location within the northeast corridor. United Technologies based in Hartford, employs 22,000 residents, Electric Boat, a division of General Dynamics, is the primary supplier of submarines to the Navy.

4

### Digital Media

Video production, software design, and television production are among the fastest growing industries in CT.. Employment expected to reach 20,000 residents by 2020. ESPN is headquartered in Bristol, and A&E cable networks has a large presence in Stamford.

5

### Tourism & Entertainment

More than 1.6 M people visited CT from neighboring states to visit destinations such as Foxwoods and Mohegan Sun Casinos, among the largest and most successful casinos in the country. Tourism employs more than 60,000 people in Connecticut, a 13.6 percent increase over 10 years.

# Strategic Planning

## Phase III

### Build Plans

- Membership
- Programs
- Financial
- Philanthropy
- Partnership
- Communication

← Phase III →

# Strategic Plan

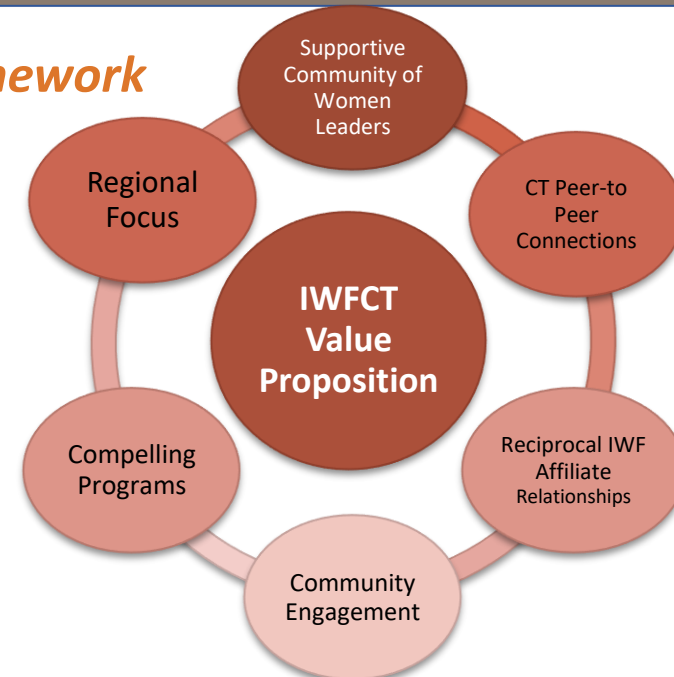
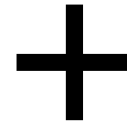
## Vision, Mission and Value Proposition

**Our Vision is to** be the preeminent women's organization of well recognized, respected and empowered women in Connecticut, who are committed to supporting each other and impacting others

**Our Mission is to** bring together accomplished and professional women leaders of significant and diverse achievement and provide them with unique and innovative experiences that contribute to their support and advancement



Aligned with  
IWF's Value Proposition



# Strategic Planning

## Phase IV

Manage  
Performance

- Rollout
- Communicate
- Measure
- Refine

← Phase IV →

# Programs

## Team's Roles & Responsibilities

Role	Responsibility	Meetings
<ul style="list-style-type: none"><li>• <b>Develop Multi Year Program Strategy</b></li><li>• <b>Develop multi Year Program Plan</b></li><li>• <b>Drive the agreed-to plan</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Engage</b></li><li>• <b>Identify Topics</b></li><li>• <b>Identify Presenters</b></li><li>• <b>Channel/Identify Location</b></li><li>• <b>Make Reservation</b></li><li>• <b>Manage Cost.</b></li><li>• <b>Develop Price</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Group meeting:</b> <i>Twice/year</i><ul style="list-style-type: none"><li>• Kick-off Meeting—Sept:<ul style="list-style-type: none"><li>• Review plan. Provide input. Action plan.</li></ul></li><li>• Year End Meeting—May:<ul style="list-style-type: none"><li>• Review Progress. Make Revisions, as necessary</li></ul></li></ul></li><li>• <b>Individual 1x1 Member meetings</b> – <i>One event/year, as needed</i><ul style="list-style-type: none"><li>• Review/Discuss event</li><li>• Support actions</li></ul></li></ul>

# Membership

## Team's Roles & Responsibilities

Role	Responsibility	Meetings
<ul style="list-style-type: none"><li>• <b>Develop Multi Year Membership Strategy</b></li><li>• <b>Develop Multi Year Membership Plan</b></li><li>• <b>Drive the agreed-to plan</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Member Recruitment: Target, assess, approve and invite</b></li><li>• <b>Member On-boarding: Welcome, Greet, Onboard and mentor</b></li><li>• <b>Membership process</b></li><li>• <b>Exit Interviews</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Group meeting:</b> <i>3 to 4 times/year</i></li></ul>