



Long Range Plan

2015-2017



Qualitative Research Study
Insights & Implications
3.12.15

Objectives



- Develop **baseline** for tracking qualitative insights over course of Long Range Plan (2015-2017)
- Understand **perceptions and relevancy** of the organization's current Mission, infrastructure, and offerings in order to advance in a purposeful direction
- Define an approachable and discernable **value proposition**
- Identify **key imperatives** to integrate into Long Range Plan

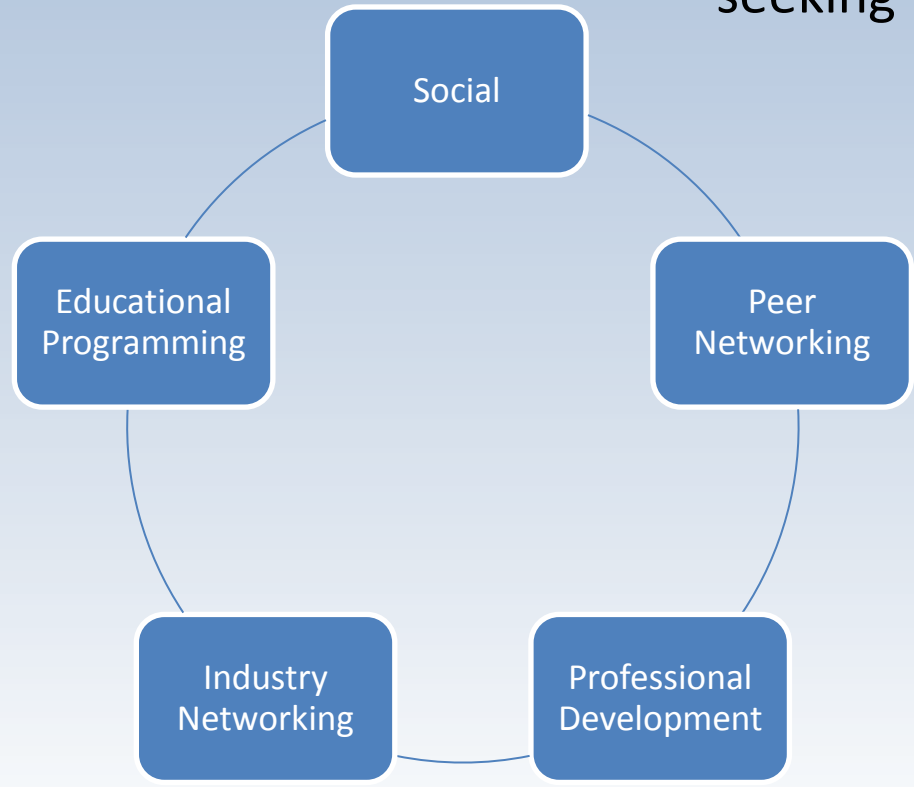
Methodology

- Conducted 12 phone interviews with select group of AAF-Louisville stakeholders (February/March 2015)
 - Past & Current Board Members
 - Lapsed Members
 - Passive Members
 - Active Members
 - YAP Members
 - Long-time & New Members



Membership

- Majority of participants originally got engaged with AAF Louisville (Advertising Club of Louisville) early in their careers seeking value from a myriad of facets



Sustainable Organization

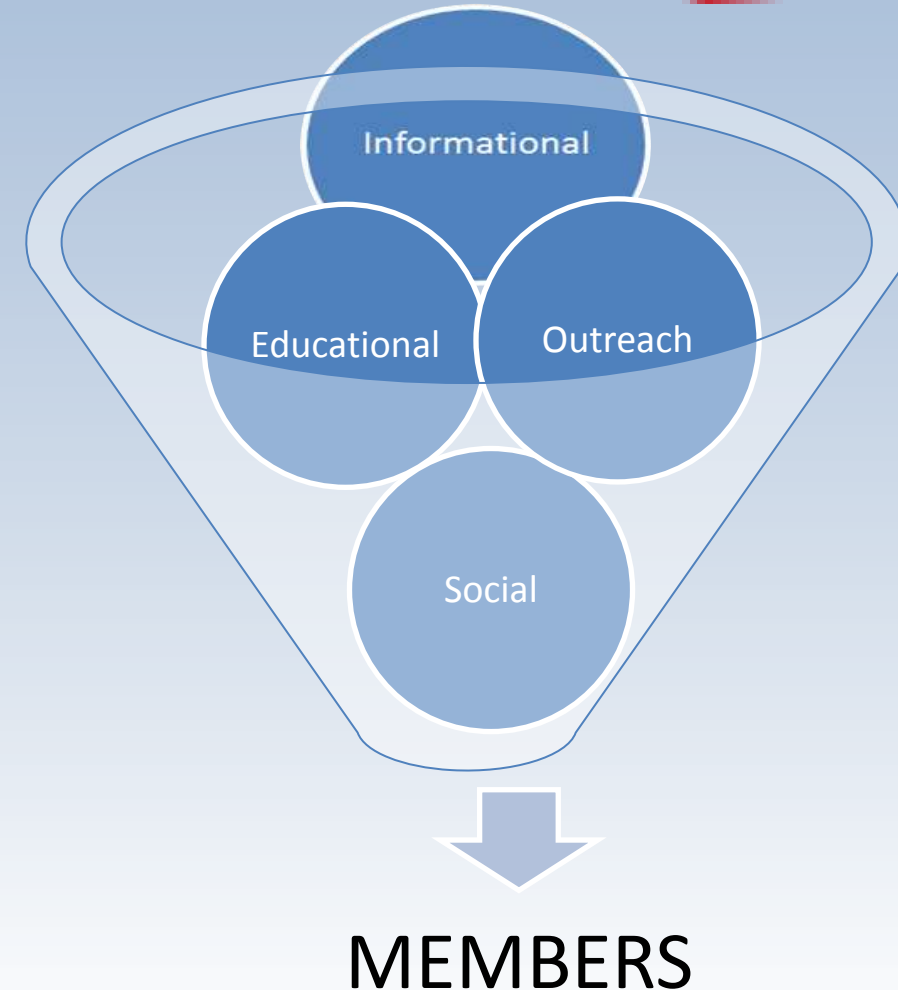
Multifaceted industries	Lack of ethnic diversity
Supportive Member base	Older Member Population
Approachable	Lack of accountability
Emerging leadership	80/20 rule applies
Relevancy high	Lack of Member cultivation

Declining Organization

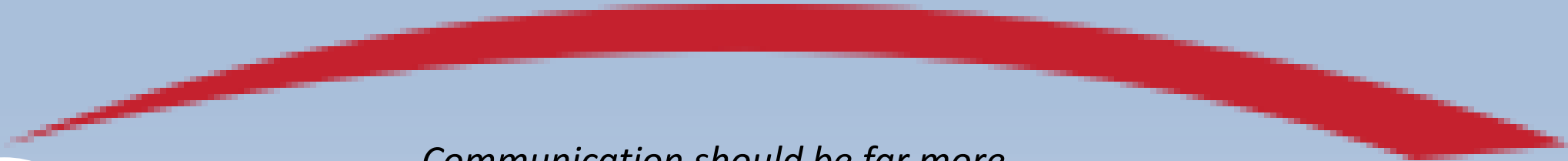
Breadth of Offerings

- Need organization-wide assessment of offerings in terms of:
 - Relevancy to Current & Potential Members
 - Recent attendance
 - Attendees' experience feedback
 - Sponsors' engagement
 - Community impact
 - Overall ROI
 - Alignment with Long Range Plan

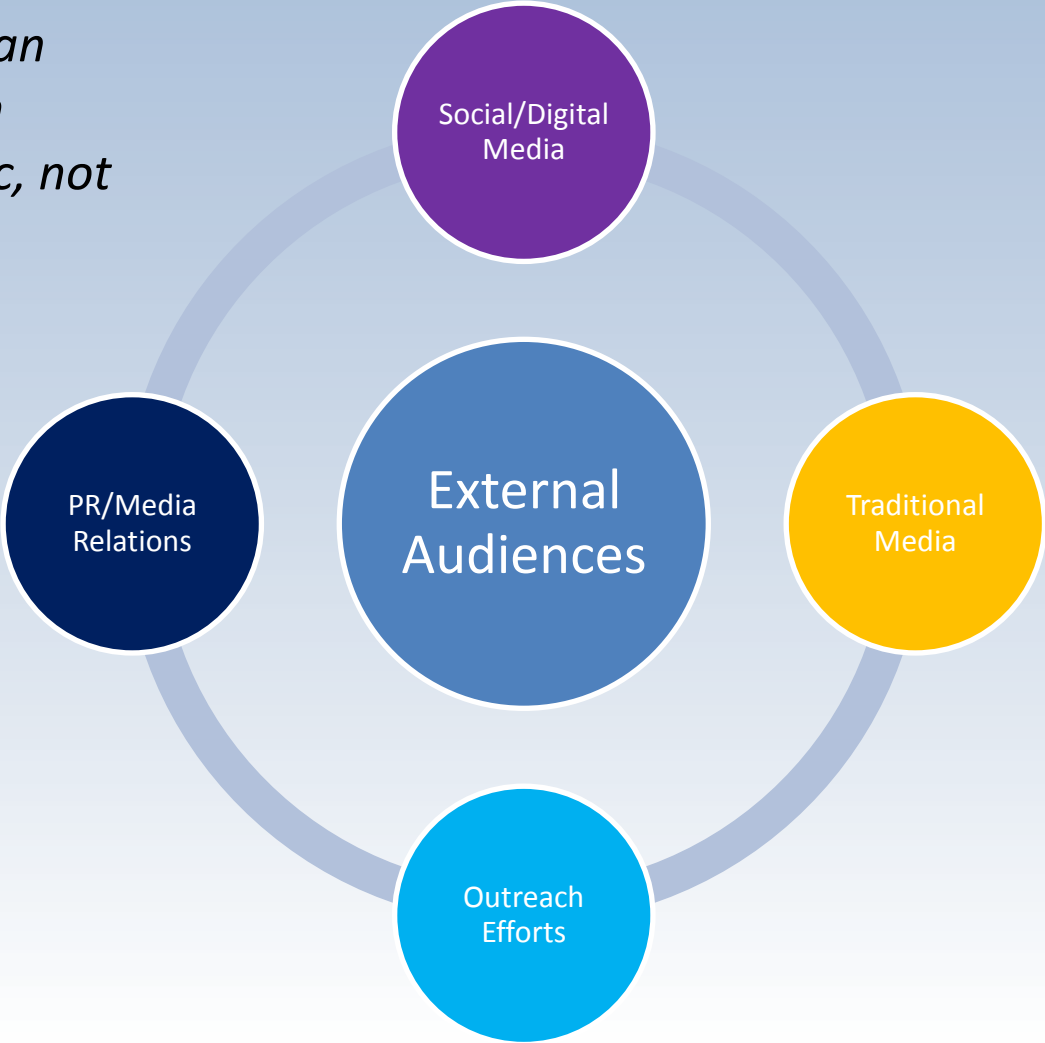
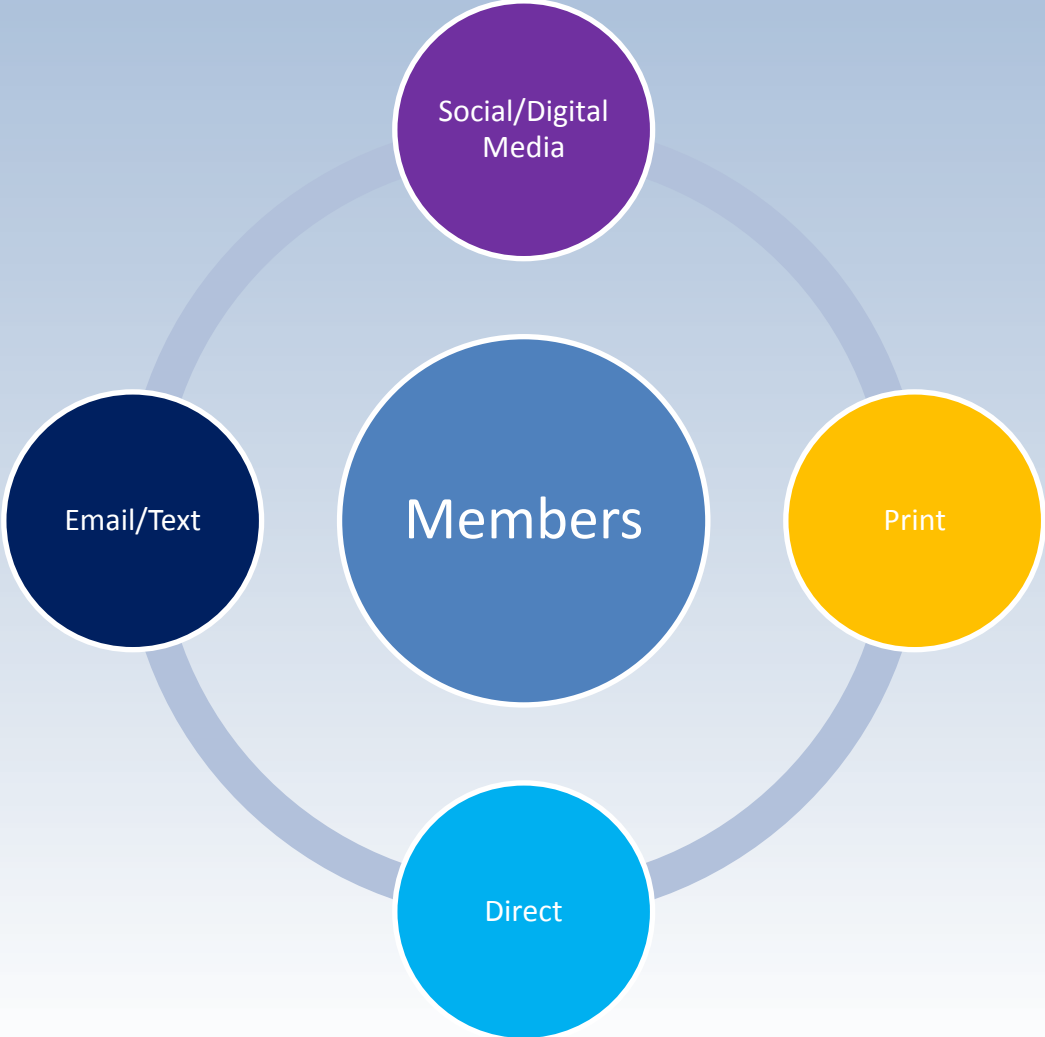
Participants voiced concern that AAF-Louisville is trying to do 'too much' as opposed to honing in on a few exceptional programs/activities throughout the year.



Communication

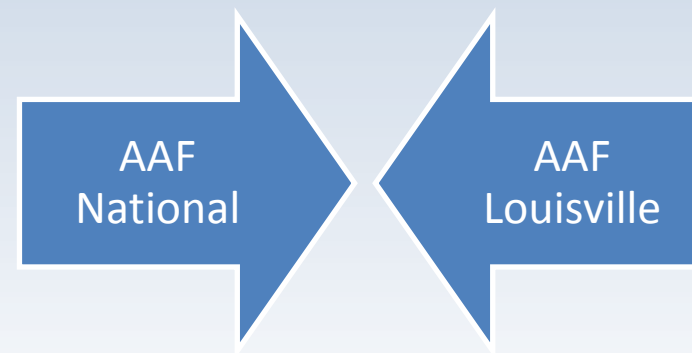


Communication should be far more proactive than reactive---following an integrated strategic communication program that is organization-centric, not driven by Committees



AAF National Affiliation

- All felt having a better understanding of the national affiliation would bring more value in the minds of Members and potential Members
- Need to improve and/or communicate more effectively the 'connectivity' to AAF National resources



Infrastructure



- Research insights used for S.W.O.T. analysis
 - Board of Directors
 - Executive Committee
 - Committee Structure
 - Administrative

- Analysis determined further in-depth assessment of the infrastructure was needed to assure the organization was structured to support the LRP----strategically and tactically

Key Strategic Imperatives



- Communicate newly enhanced **Purpose and Mission** statements
- Define and communicate **Value Proposition**, reinforcing it throughout all communications
- Assess holistic **infrastructure model** (including Board, Committees, Leadership, Administration facets) — consider utilizing outside resources for that assessment
- Assess **'Fund Development'** efforts (inclusive of Members, Sponsors, Donations, Events) — consider reallocation of current internal resources and additional resources needed
- Assess **breadth of offerings** to determine best mix to continue to execute
- Form Task Force to assess and refresh **Louie Awards**
- Continue to build solid **Communications Program** that's inclusive of organizational overarching communications efforts as well as Committee-specific areas
- Better define and communicate **National AAF affiliation** as part of ongoing Communications Platform
- Build **Member & Sponsor Cultivation Programs**; engage Board in both
- **Implement and monitor Long Range Plan with quarterly report outs to entire organization.**



Long Range Plan

2015-2017

Impact

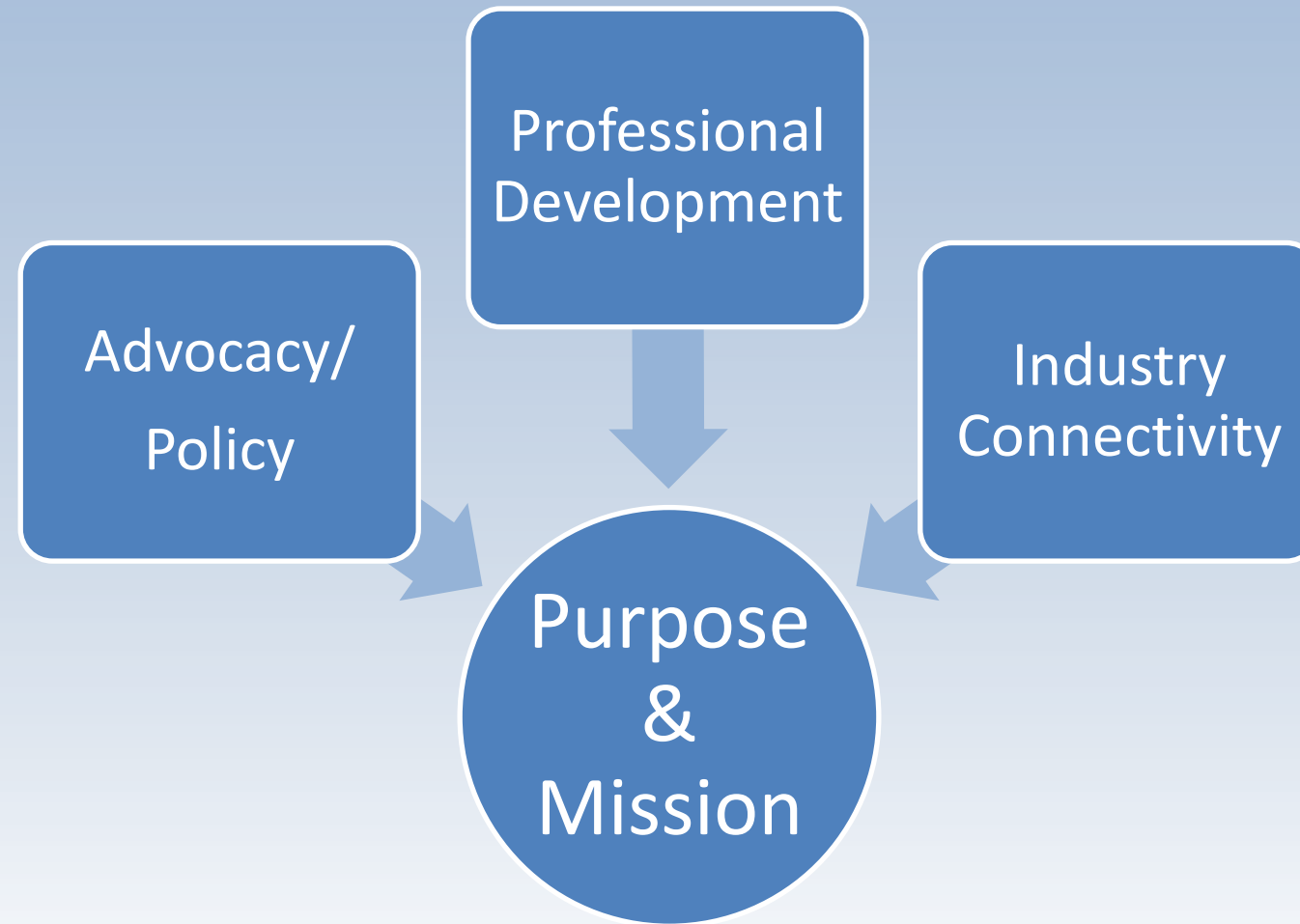
- **Purpose**

To be Greater Louisville's Unified Voice of Advertising

- **Mission**

To grow and enhance Greater Louisville's network of all marketing communications professionals; offering member-centric educational programs, industry connectivity and professional growth resources. AAF-Louisville supports local, regional and national advocacy efforts to protect and promote the well-being of Advertising.

Strategic Pillars



REACH

- AAF-Louisville reaches a diverse audience of professionals within the marketing, communications and advertising disciplines working in a myriad of industries throughout the Greater Louisville geographical footprint.



OFFERINGS



MEMBERS

Our Organization | Mission

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Our Impact | Purpose

To be Greater Louisville's Unified Voice of Advertising

Our Value | Value Proposition (To be finalized)

Our Organizational Strategic Drivers and Goals 2015 - 2017

INFRASTRUCTURE (Board, Committees, Administration, Financial/Operations)

GOAL
Build and maintain a
solid infrastructure to
support the organization over
time.

- Metrics**
- Complete assessment of infrastructure: 2015
 - Develop and execute enhanced model(s) for overall governance: 2016
 - Successful recruitment and retention of new Board/Committee Members under new model: 2017

FUNDING (Sponsorships, Membership, Events)

GOAL
Develop and execute an
integrated Fund
Development Plan
encompassing sponsorships,
membership, events and
programming.

- Metrics**
- Complete integrated Fund Development Plan and model: 2015
 - Meet annual goals for funding streams: 2016

MEMBERSHIP (Recruitment, Engagement, Retention)

GOAL
Achieve and maintain
status as top organization
of attraction for all
marketing communications
professionals.

- Metrics**
- Meet annual goals for increase in new members and overall retention: Ongoing
 - Increase level of engagement from member base: Ongoing

COMMUNITY ENGAGEMENT (Outreach, Public Service, Diversity, Advocacy, Endowment)

GOAL
Be recognized as leading
community-centric
inclusive organization.

- Metrics**
- Increase positive media attention within footprint: 2016
 - Measure total Community Engagement impact: 2016
 - Meet annual Committees' goals: Ongoing

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Our Strategic Areas of Focus 2015 - 2016

Communications

Goals

- Develop a cohesive communication strategy
- Leverage website to streamline communication efforts
- Bolster PR/Media Relations efforts in regards to AAF-Louisville general awareness

Metrics

- Build upon existing Communications Plan and execute with organizational-wide perspective and accountability: 2016
- Monitor website analytics: Ongoing
- Measure media attention: Ongoing

Public Service

Goals

- On-going public service activities with varying levels of engagement
- Retool PMP and Dream Team programs
- Develop formal public service partners solicitation and retention plan

Metrics

- Develop specific plans around each goal: 2015
- Execute and Measure: Ongoing

Industry Relations

Goals

- Educate influencer audiences on the value the advertising industry brings to communities
- Serve as informative hub for advertising related legislative issues
- Increase awareness of value advocacy brings to Members

Metrics

- Solidify I strategies aligning with Long Range Plan: 2015
- Execute and Measure: Ongoing

Sponsorships

Goals

- Develop plan and leverage Board to cultivate Sponsor Relationships for long term engagement
- Develop sustainable sponsorship tiering structure

Metrics

- Develop Fund Development plan, inclusive of tier structure : 2015
- Measure annual sponsorship financial goals: Ongoing

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Diversity

Goals

- Increase diversity within the profession at both the club and institution levels
- Serve as a resource on issues pertaining to diversity and inclusion
- Increase AAF Louisville awareness among local minority populations

Metrics

- Establish specific metrics for each goal: 2015
- Execute and Measure: Ongoing

Membership

Goals

- Recruit and engage new members
- Retain and engage current members
- Increase membership benefit aware

Metrics

- Meet annual membership goals: Ongoing
- Measure retention rates: Ongoing
- Measure 'Voice of Members' feedback: Ongoing

Programs

Goals

- Evolve PD Series with infusion of select local talent and increased relevancy of content
- Evaluate and refresh National Speaker Series in terms of profitability, value to members, and alignment with purpose and mission.

Metrics

- Complete Programs Assessment: 2015
- Measure all facets above: Ongoing

Education

Goals

- Expand outreach to K-12 and colleges to educate and inform students regarding the advertising career path

•Metrics:

- Attract 20 area schools for High School Marketing Challenge: 2016
- Strengthen collaboration with 3-5 colleges---explore NSAC teams
- Gain 10 AAF-Louisville Volunteers per year to partner with Junior Achievement: 2015/2016
- Continue outreach to middle schools as secondary priority

Louie's

Goals

- Elevate awareness and prestige of AAF Louisville's creative awards competition to advertising community and general public
- Form task force to evaluate Louie's "brand" value and ROI

Metrics

- Task Force formed: 2015
- Complete assessment and recommendations: 2016
- Execute enhanced 'branded' awards: 2016

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Young Advertising Professionals

Goals

- Attract and cultivate new YAP members
- Develop seamless track to AAF-Louisville Membership
- Develop programming which provides value and engagement for YAP members early on
- Align with UofL chapter more effectively

Metrics

- Increase YAP (paying) individual members (15-20/yr.): Ongoing
 - Develop active database and measure engagement/attendance/retention: 2016/ongoing
- Appoint YAP Advisor to work with YAP at strategic level, attend meetings, guide leadership (perhaps a role for AAF-Louisville past Presidents). Explore Ad2 National alignment.
- Measure YAP member transition to AAF-Louisville: Ongoing
 - Establish joint student Membership fee for UofL I-COMM members