



## **2006 JCI Business Plan / Plan of Action**

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and the JCI Headquarters Staff**

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## 2006 Plan of Action Overview

The 2006 Plan of Action, which builds upon the plan introduced in 2005, focuses on continuing to position the JCI Headquarters as a source for tools, support and training for JCI National and Local Organizations.

In 2005, the plan was focused on restructuring the Headquarters to become a better service team for our membership and on developing key programs and projects to help Local and National Organizations focus and grow. The key focus areas were Membership, Marketing and Media.

In 2006, the JCI Plan of Action focuses on:

- 1) Continuing to develop new programs and tools for National and Local Organizations
- 2) Implementing existing programs and increasing participation among National and Local Organizations
- 3) Achieving growth by identifying areas of opportunity in National Organizations
- 4) Achieving growth by assisting National Organizations in starting new Local Organizations
- 5) Expanding JCI into new countries
- 6) Continuing the extension of our international brand by clarifying our brand positioning, becoming more consistent in our programs worldwide, and improving the authenticity of the brand experience.
- 7) Continuing development of internal policies and procedures in order to more efficiently handle the administration of the organization
- 8) Continuing to implement and improve the financial activities and budgeting to ensure enhanced corporate responsibility and transparency
- 9) Increasing revenues through more Senate applications and increased sales
- 10) Hiring a professional resource development director to increase sponsorships
- 11) Adding a "membership +" level of membership.
- 12) Redesigning the structure of the JCI World Congress to ensure improved transition from one year to the next and a greater focus on the future.

Overall, JCI's plan is to help Local Organizations recruit members, run better programs and gain increased awareness in their local markets.

The following pages contain an overview of each department's plans as well as a detailed listing of some of the main initiatives and associated costs. This plan of action will be supplemented with the plans of action of members of the JCI Board of Directors and JCI Appointees.

# Corporate Structure

## Structure Overview

In order to ensure that we remain focused on the most important client of JCI -- the National and Local Organizations -- the JCI Headquarters will consist of three main teams:

1. Corporate Services Team
2. Member Services Team
3. Growth and Development Team

These three teams, although distinct in structure, have a synergistic role to play in the development of tools, programs and services for National and Local Organizations.

## Corporate Services Department

This department is focused on managing the corporate aspects of JCI, including Finance, Corporate Communications, Corporate Affairs and other higher-level management support services. All support services related to the JCI Board of Directors, JCI Foundation and Corporate Sponsorships are provided by this department. The Finance Department will remain as it is today, handling all aspects of JCI operational and strategic financial planning issues. The roles and responsibilities of the team are as follows:

- § Edson A Kodama, Secretary General (Chief Executive Officer, CFO)
- § Gladys S. Gist, Senior Communications Director
- § Jessica Daetz, Administrative Assistant to the Secretary General and Office Manager
- § Karen Pratt, Administrative Assistant to the President
- § Jean Miller and Ian Tan, Accounting Managers
- § Earl Sawyer, Senate and Foundation Manager

## Member Services Department

This department is focused on developing the marketing tools, training and resources to ensure that National and Local Organizations can be successful and add value to the experience of JCI members at the local level. The initiatives and programs delivered by this department are decided in concert with the Growth and Development Department. The department comprises the following key roles and responsibilities:

- § Michael Kern, Membership Services Director (Chief Operations Officer)
- § Lyzz Kiple, Program Coordinator
- § Pedro Zaraza, Information, Communications and Technology Director
- § Louis Trahan, Marketing Director
- § Gunther Meyer, Learning and Development Manager
- § Leandro Agostini, Congress and Conferences Manager
- § Earl Sawyer, Sales Manager
- § Shannon Callahan, Programs and Operations Assistant

## Growth and Development Department

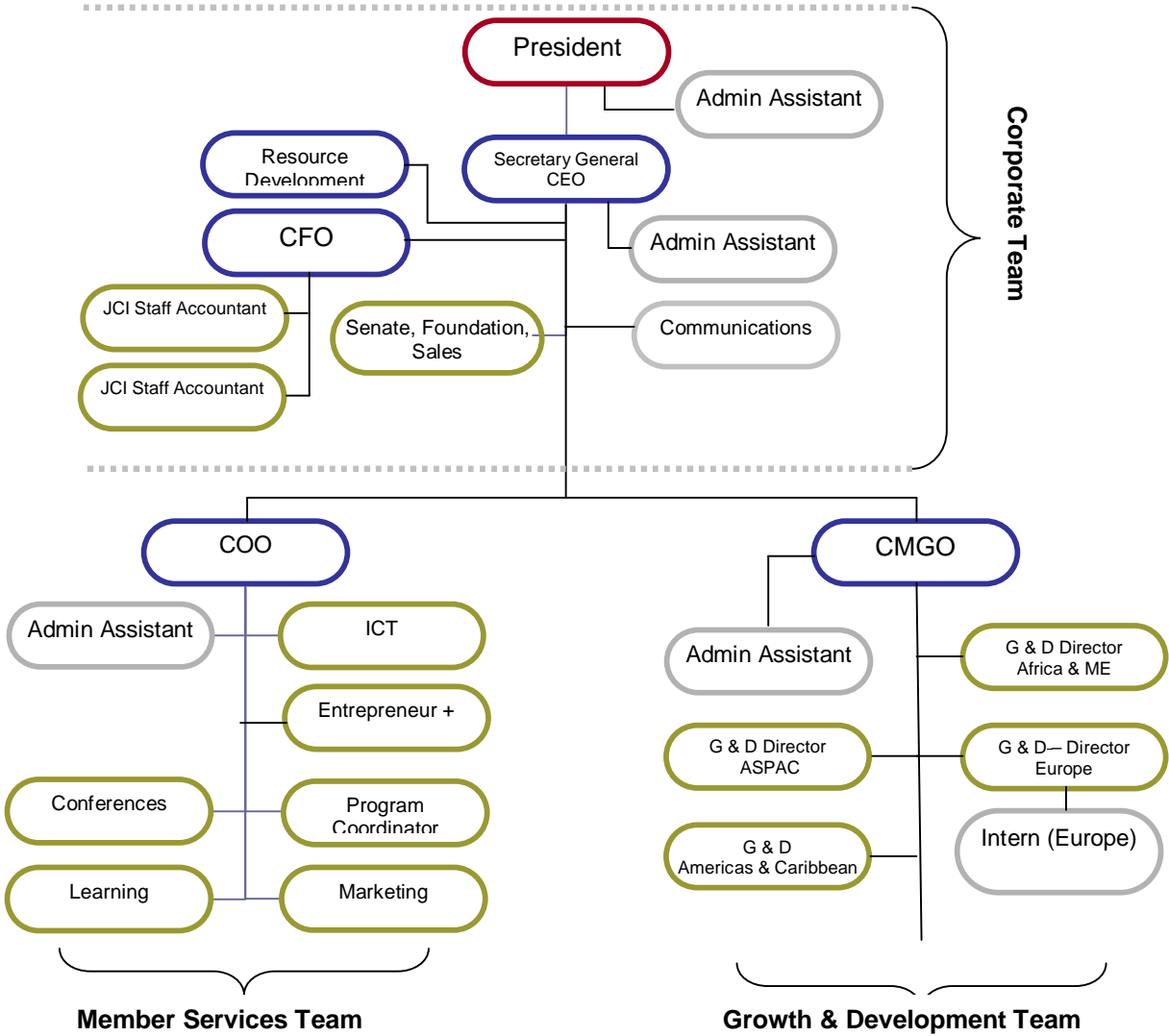
The focus of this department is to ensure that the national and local levels have access to the expertise, tools, programs and resources that they need to grow and develop membership. Consisting of Growth and Development Directors for each geographical area, the focus of this department is to provide assistance and guidance of growth strategies in the assigned countries of each manager. The roles and responsibilities will be outlined as follows:

- § Marcel Fernan, Chief Membership Growth and Development Officer
- § Laura Tabat, Administrative Assistant to Growth and Development Directors
- § Arrey Obenson, Membership Growth and Development Director for Africa and the Middle East
- § Membership Growth and Development Director for Asia-Pacific (position to be filled)
- § Edmond Sakai, Membership Growth and Development Director for the Americas and the Caribbean
- § Zsolt Feher, Membership Growth and Development Director for Europe
- § Orsolya Fodor, Intern to the Membership Growth and Development Director Europe

## Management Team

The JCI Headquarters General Management team consists of the heads of these three departments combined with the Chief Financial Officer. This team provides strategic direction in each of their respective areas and ensures that there is one focused, unidirectional Plan of Action for JCI Headquarters. They also serve as a liaison between the elected JCI Board of Directors and the JCI Executive Committee. Communications between the JCI Board of Directors and the JCI Headquarters team will go through the JCI Secretary General.

# JCI Headquarters Organizational Chart



## Corporate Services Plan of Action

### Overview

In 2006, we will promote membership growth, marketing, and JCI's major events. Through the JCI website and various communications tools, we will promote membership growth. Area Directors will focus on providing the best possible service to National and Local Organizations and will assist them in achieving growth.

### Administration

Regarding administrative matters, we will encourage transparency by drafting and distributing legal instruments and administrative documents detailing job descriptions and expected procedures, which we will use to evaluate and improve employees' performance.

We will develop and use more effective financial reporting tools to ensure that JCI's finances are clearly understood by everyone involved. We will seek JCI officers' and employees' support in reporting expenses correctly and keeping them within the approved budget. We will place a special focus on sourcing to minimize the costs of travel, printing and other services and products.

Every other Monday, we will send an email to JCI Board members and employees to keep everyone informed about internal matters that may affect them, such as staff and officers' vacations and travel plans.

### Corporate Links and Major Events

We will maintain and develop JCI's links with other organizations and major corporations and inform members about the opportunities such links provide to them.

We will promote all major JCI Programs and training seminars, as well as all major events. We will focus on the four JCI Area Conferences and the JCI World Congress in Seoul, Korea, which we will promote extensively to achieve the highest attendance possible.

### Finance Department

In 2005, the JCI Finance Department implemented a new accounting software package with enhanced Excel reporting capabilities to make financial information easily accessible electronically. This migration of data to this new system has been completed. In 2006, the Finance Department will continue to explore the features of this system in order to exploit its capabilities more efficiently. This will allow for improved reporting and greater financial transparency.

We will continue to use the online reporting tools to allow for fast, efficient reimbursement of expenses for elected officers.

We will invest in our finance team by providing some additional training in order to better understand and use the new accounting software.

A Resource Development Director will be hired in 2006 to bring increased sponsorship revenues.

In summary, JCI will operate more efficiently and effectively within the constraints of the established financial budget.

## Communications

In 2006, through various means of communication – such as the website, messages, press releases and newsletters – we will endeavor to support and promote JCI's plan, in English, Spanish and French, to help Local Organizations recruit members, run better programs, and become better known.

We will post news and files on the JCI website, in English, Spanish and French, to keep members informed and motivated. We will draft, post and broadcast newsletters in at least three languages with information regarding major events. We will report about Local Organizations that achieve growth and benefit from it, and about successful training and community development projects that contribute to growth. We will promote growth opportunities in metropolitan areas and report on successful new Local Organizations around the world.

We will clearly express JCI's mission, helping members and prospective members understand how they can benefit from JCI. We will feature young people joining JCI and benefiting from their membership, as well as Senior members helping achieve growth.

We will motivate members to take part in JCI programs and JCI-endorsed programs, such as the JCI Awards Program, The Outstanding Young People (TOYP) program, the Best Business Plan Competition (BBP), the JCI World Speaking Competition, and the Debate Competition (sponsored by 1963 JCI President Eric Stevenson). We will promote the JCI Foundation and the JCI Senate.

We will encourage Local and National Organizations to fully adopt the JCI Brand and Corporate Identity Guidelines and will endeavor to increase international media exposure for JCI.

We will report on JCI meetings and advertise the benefits of attending JCI Area Conferences and the JCI World Congress as well as National Presidents Summit Meetings and Academies. We will market the JCI World Congress in Seoul, Korea, as the best international JCI event ever, and focus on the exciting and stimulating business, leadership, and social opportunities delegates will enjoy.

## **Corporate Affairs**

The relations with external organizations are crucial for building credibility, image, and exposure. JCI has over 20 formal agreements with external organizations, though we're not servicing all demands for cooperation yet.

In 2005, it was suggested that an embargo on signing further agreements be set. In 2006, we will examine all our agreements and decide which bring the most value. Relationships will be based on:

1. The extent to which the partnership reinforce our brand and our products to our four segments (Entrepreneurs, Leaders, Managers and Trainers)?
2. The extent to which the partnership provide:
  - a. Credibility
  - b. Increased membership
  - c. Financial gain

Any partnership not meeting the above criteria will be re-evaluated.

Additionally, we will engage our partners and work more closely with them. Active project work will be invested into these partnerships to build our credibility. We will encourage projects and continuously report them to our partners. Growth and Development Directors will sell the projects in the field.

Project examples: ICC (policy issues on globalization, corporate governance); UNESCO (grassroots projects based on Local and National cooperation with support from Paris and St. Louis); UN (the investment into the UN Millennium Development Goals or MDGs needs to be continued and intensified

– close involvement of Growth and Development Directors to work with a few National Organizations in each Area. We will report on UNICEF and UNESCO grassroots projects.

### *UN Affairs*

We will promote greater exposure for JCI within the UN system by promoting projects (based on each Area's needs and capabilities) related to UN MDGs. UN MDG-related projects and activities will serve to provide members the opportunity to develop their leadership skills while becoming advocates for progress and development in their communities. We will promote the member's role as a citizen and the role of the Local Organization as the people's platform in civil society. Moreover, JCI will endeavor to become a member of the Organization of American States (OAS).

## Meetings and Board of Directors

We will hold the JCI January Board of Directors Meeting (JBM) on the second week of January. The 2006 Plan of Action and Budget allocation will be approved at this meeting,, which will also be a great opportunity for Board members to visit JCI Headquarters and the grave of our founder Henry Giessenbier in St. Louis.

JBM will center its deliberations on the execution of the Plan of Action throughout the year. Goals will be set and dates will be confirmed after assigning each respective team member the task they will perform throughout the year. JBM will serve also as a turning point in the Vice Presidents' term, allowing them to get familiar with the organizational structure, and the support and services available to the members in order to facilitate their official visits to National Organizations in 2006.

The 2006 JCI Mid-year Executive Committee Meeting will be held in June. At this meeting, Executive Committee members will review their Plan of Action and receive a proposed budget for the incoming year. Any constitutional amendment will also be considered at this meeting.

Various JCI Committee Meetings will be held at the World Congress in November before and after the official program for delegates. Current and incoming JCI Officers and International Councilors will attend these meetings. Applications for National Organization affiliation will be considered at the Admission Committee Meeting.

Each year, a new JCI Board is elected during General Assembly at the World Congress. The Headquarters will provide assistance and support to Board members. We will also monitor their official visits to National Organizations and their attendance at JCI Meetings. The nomination process will be announced to National Organizations in June and necessary procedures and related documents will be available on JCI's website. JCI elected officers and appointees are asked to implement the 2006 Plan of Action and complete their reports on the officers' web pages.

# Membership Services Plan of Action

## Overview

2005 was a period of program creation and tool development focused on creating the infrastructure, training and support mechanisms needed to help produce strong National and Local Organizations. These activities will continue to be supported and developed in 2006, but with the additional focus of bringing clarity to our brand and our positioning. In so doing, we will help National and Local Organizations achieve growth by focusing on their recruitment efforts.

Therefore, in addition to providing the tools and programs needed to better manage Local Organizations, JCI will also focus on positioning these programs and tools more clearly, clarifying how JCI benefits young entrepreneurs and leaders.

## Purpose of the Member Services Team

The purpose of the Member Services Department is to determine, develop and deliver the guidance, services, tools and training that will result in stronger Local and National Organizations and will enhance the local member's experience in JCI.

Input from the Growth and Development Department and the JCI Marketing Plan will determine the choice of tools, programs, services and training to be created.

## Activities and Initiatives

The activities and initiatives of the Member Services Department will be directly related to its stated purpose. The following sections of the Plan of Action outline the existing programs we will continue to offer our members throughout 2006, along with some newly proposed initiatives.

By providing services, training and tools in these areas we will provide the opportunity for all Local Organizations to have equal access to professional tools. We will also help bridge the experiential and knowledge gap that may exist between chapter and national leaders.

## Summary

In 2006, we will continue to perfect and support our existing programs and will add a number of new initiatives designed to help Local and National Organizations be more successful.

# Marketing Plan

## Overview

In 2005, the JCI Marketing Plan was focused on a number of internal and external initiatives. JCI's corporate identity was expanded and updated, using the BBP to garner external publicity. We launched *Leader* magazine and formed a new partnership with Entrepreneur Media.

In addition, we brought clarity, authenticity and consistency to JCI programs, which became increasingly visible at Conferences and Congress.

The 2006 Marketing Plan, which builds upon these initiatives, will introduce new ones. Once again the main area of focus will be internal promotions and ongoing development of the JCI brand. Here are some of the main focus areas of the 2006 Plan:

- Continuation of development of the global brand
- Enhanced promotion of JCI Programs to Local and National Organizations
- Increased promotion of Conferences and Congress to National and Local Organizations.
- Stronger relationships with media partners.
- Greater expansion of *Leader Magazine*.
- Improved global visibility through JCI programs
- Continued development of tools to help Local and National Organizations gain visibility in their communities

Some of the initiatives, listed in detail in the following section, will be handled solely within the marketing department while others will require collaboration among different departments.

## Internal Marketing

The following initiatives are focused on improving the visibility of JCI programs, services and meetings to our members.

### ***Continuation of development of the global brand***

In order for JCI to build a true brand on a global basis, we will ensure that our brand has clarity, consistency and authenticity. We will start by providing tools and programs in each of the four product segments and through all of our delivery channels.

**JCI University Programs.** The marketing department will work with the JCI University to identify new courses to improve our product offering. We will also help structure programs within the JCI University website and on promotional materials.

**JCI Programs.** We will work with the JCI Programs Coordinator to add two new business-oriented programs to JCI's program offering.

**Conference Programs.** We will endeavor to ensure that all Conference programs include activities, seminars and speakers that support our branding and include products and services for four segments. In addition, we will add at least one new activity to the Conferences and Congress.

**Web tools** – We will continue to work with the JCI IT department to ensure that we offer online tools to fully support our brand.

**Sales Items** – We will endeavor to expand our product offering to include products for all four segments in our inventory to reinforce our brand and bring in additional revenue.

### ***Promotion of Programs among Local and National Organizations***

JCI provides tools, programs, advice and support to our Local and National Organizations. Ensuring that our Local and National Organizations know about and have access to these programs is a key part of our job. The JCI Marketing Plan calls for the following actions to fulfill this obligation:

- **Use of JCI website.** As in the past, we will continue to use the JCI website to promote programs. We will do this by having program-specific sections of the website in addition to cross-promoting programs on main pages.
- **Booths at all Conferences and World Congress.** The JCI Marketing Department will set up booths to promote JCI programs at all Area Conferences. These booths will be staffed by two members of the JCI Member Services department. The purpose of the booths is to be able to discuss the different JCI programs with the members directly and get feedback for existing and future programs.
- **Use of the Local Organization websites to include program information.** In 2005, JCI introduced Local Organization websites. These websites will automatically be configured to include JCI program information.
- **Articles in *Leader* magazine.** We will continue to feature articles in *Leader* that focus on JCI programs and will update the resource directory at the back of the magazine.
- **Commercials/posters for all Conferences and Congress.** We will develop and print posters promoting JCI programs and display them at Conference and Congress sites. We will also create commercials advertising the JCI programs and play them during Conferences and Congress.
- **Vice President Kit.** We will update the Vice President tool kit. This kit will include presentations for all programs and promotional videos.

### ***Promotion of Conferences and Congress to National and Local Organizations***

JCI will continue to promote attendance at Conferences and Congress through a number of initiatives in 2006.

**Being master of the message** – We will ensure that the communication of the Conferences are aligned with our brand and that of the Congress Organizing Committees (COCs) are fully aware of what messages we want to send.

**Development of incentive programs** – We will endeavor to develop incentive programs for Local and National Organizations to participate in Conferences and Congress. Further description of these incentive programs can be found under the Conference Plan of Action.

**Use of the JCI email lists** – We will continue to utilize the email lists to send information about Conferences to members

**Use of Local and National Organization websites** – We will continue to advertise the Conferences and Congress on Local and National Organization websites. We will do this by creating banner ads that link to the JCI website for those Local and National Organizations that have their own site. For those using JCI-provided sites, the information will be embedded on the site.

**Leader Magazine** – We will use *Leader* to promote upcoming JCI Conferences and Congresses. Currently we do this through a resource directory at the back of the magazine but we will include a full-page advertisement in future editions (a Congress advertisement in the May issue and a Conference advertisement in the October issue).

**Vice President Tool Kit** – The previously mentioned Vice President Tool Kit will include Conference and Congress promotional materials

**New Conference and Congress Promotional Video** – In 2006, we will develop a Conference and Congress promotional video using footage from Fukuoka, Vienna, and an Area Conference.

## External Marketing

### ***Building relationships with Media partners***

In 2006, JCI will use its programs to build relationships with major media companies.

**Entrepreneur** – We have received a commitment from Entrepreneur Media to sponsor the 2006 Best Business Plan Competition. We will receive editorial mention as well as listings on the Entrepreneur.com website and other promotions. We will be looking at other ways of maximizing this relationship.

**Moran Media** – The publisher of *Leader*, *Exchange for Women*, *Small Business Success* and other small business magazines, Moran Media will once again sponsor the JCI Best Business Plan. We will continue to use this relationship to bring JCI exposure in the entrepreneurial market.

**Relationships with Leadership based magazines** – We will forge stronger, more formal relationships with leadership-oriented magazines such as *Forbes*, *Time*, *Executive Excellence*, *Performance Magazine* and *Fortune*, among others.

**Continue to Expand Leader Magazine** – As the initial response to *Leader* magazine has been extremely positive, we will find a publishing partner in each of our geographical areas. We have already had some interest from contacts in Brazil and Nigeria.

Ideally, we will publish *Leader* for the following areas:

- South America (Spanish)
- Africa (French)
- Africa (English)
- Europe (French)
- Europe (English)
- Asia (English)

### ***Use of JCI Programs to improve visibility***

**Media Partners for BBP** – As mentioned previously, we have confirmed Entrepreneur Media and Moran Media as media partners.

**Media Partners for TOYP** – If possible, we will establish similar partnerships with the TOYP program.

### ***Develop tools to help Local and National Organizations gain visibility in their communities***

**Media and Communication Master Class** – JCI will use the existing European course to design a JCI-certified Media and Communications course.

**Branding Agents** – We will train and support national and local branding agents that will work with Local Organizations to ensure brand authenticity on the local level. (

**Development of How-to-Start-a-Chapter Kit** – In 2006, we will develop a kit to help start Local Organizations. The kit will have a manual, copies of the recruitment video, poster or flyer samples, a

PowerPoint presentation, informational pamphlets, letters to officials, suggested plan of action for the project and other pertinent information.

**Development of Recruitment Kit** – In 2006, we will develop a kit to help Local Organizations recruit members. The kit will have a manual, copies of the recruitment video, poster or flyer samples, a PowerPoint presentation, informational pamphlets and other pertinent information.

### ***Promotion of JCI to Partner Organizations***

Through our partnerships, we will increase our visibility by attending partner conferences and sponsoring events:

**Small business conferences in the USA** – We will have JCI booths at small business conferences in the United States.

**AIESEC** – We will be more visible at the AIESEC world convention by having a booth and sponsoring some kind of award or activity.

**SIFE** – We need to develop this relationship further and try to have a booth at their World Conference.

**ICC** – We need to continue our presence at the annual ICC meetings.

**Rotary** – We will encourage exchange of booths at our respective World Congresses.

### ***Other items***

**2006 Board Photos at JBM** – We will once again hire a professional photographer to take board photos at JBM. These will be team photos, both formal and informal, as well as formal portraits for the Board.

**2006 Board Poster** – We will update the board poster for the front foyer.

**2005 Annual Report** – An annual report will be created for 2005.

**JCI History Video** – This video will be updated and reproduced.

### ***Corporate Identity***

The JCI Marketing Department will continue to support the adoption of the corporate identity by moderating the marketing forum, answering questions and having a booth at the Conferences and Congress.

### ***Marketing Brochures***

New marketing brochures will have to be created to support continued branding efforts.

**Eight-page Brochure** – Reprinted in 2005, this brochure will be phased out in favor of a more informative brochure printed in 6 languages (English, French, Spanish, Japanese, Korean, and German). The new brochure will be broken into our four segments.

**Segment Brochures** – Brochures will be created for each of our segments to allow National and Local Organizations to have more focused information to present to prospective members.

**JCI University** – We will create a new brochure to advertise the JCI Certified Training Courses. The format of this brochure is yet to be determined and will depend on the new structure of the JCI University Trainer Certification Program. The brochures will be presented in the four correspondence languages.

**Conference and Congress brochure** – A brochure will be created that will promote attendance at Conference and Congress. This small brochure will contain a mini –CD-ROM that includes the Conference promotional video.

**Program Brochures** – We will create a brochure that outlines all of the programs available through JCI and a description of each.

**JCI Resource Guide** – This will be a simple guide that lists all of the resources available through JCI Headquarters.

## Conferences/Meetings

### Overview

JCI Conferences and Congresses play an important part in the success of JCI. In addition to being a source of revenue, JCI Conferences are also a key delivery channel for our products. As such, these events play an important role in building the JCI brand. Additionally, JCI Conferences and Congresses are the venues that allow JCI members to determine the business of the organization.

The 2005 Conference and Congress Plan strive to:

1. Deliver a consistent, professional image
2. Enhance and support the JCI brand
3. Provide a suitable venue for members to discuss the business of the organization
4. Be a vehicle for the dissemination of program and corporate information
5. Create an environment that allows for the sharing and exploration of different cultures, which is the basis for cross-cultural communication, understanding and friendship

In 2006 the JCI Conferences and Congress will be the top conferences for young professionals around the world.

### Conference Identity

We will provide the four 2006 Conference committees with ready-to-use artwork for the creation of all Conference materials. Those who want to use them have the option of doing so; alternatively, they may create their own identity, so long as it adheres to JCI branding guidelines and is approved by JCI.

In 2006, we will also create the same identity for the 2007 Conferences.

### Conference Program

It has long been a desire to standardize the content of the four Conferences. In 2006 we will continue in this direction by ensuring each Conference has the same forums, meetings and activities. In addition we will ensure similar types of training happen in each Conference.

**Training** – Training seminars, both JCI Branded Seminars (ACHIEVE, LEAD, etc) and non-branded generic seminars will be delivered to each of the four product segments (Entrepreneurs, Leaders, Managers and Trainers).

**Forums** – We will hold forums under each of the four areas. Samples of forums include Young members Forum, Local Presidents Forums, Trainers Forum, and Business Forum with ICC.

**Programs** – We will run programs in each of the four areas in order to bring more value to the members. Programs proposed for 2006 are World Speaking Competition, Debate, BNE, Business Lounge, and Stock Market Game.

**Speakers** – We will ensure that the speakers invited to the Conferences and Congress will speak on topics relevant to our four segments and will help create clarity around our brand.

In summary, the Conference programs will be focused on ensuring we are offering products to each of the four segments.

## Conference Promotion

We will be promoting the Conferences using the JCI website and mailing lists. In addition, we will feature articles and information in JCI *Leader* magazine. We will also create a generic promotional brochure that promotes the professional development and networking side of JCI Conferences and Congress.

## Conference Contracts

The Conference contracts will be updated to address some outstanding issues. Included in these issues will be a clause requiring future Conferences to use our Conference identity designs. In addition, the JCI compensation plan will be changed to better reflect the true cost of the additional services JCI provides.

## Conference Locations and Dates

The following are the dates for the Conferences:

- JCI Conference of the Americas, Pointe-a-Pitre, Guadeloupe, May 2006
- JCI African and Middle East Conference, Tunisia, June 2006
- JCI Asia Pacific Conference, Takamatsu, Japan, May 2006
- JCI European Conference, Tallinn, Estonia, June 2006

## JCI MetNet

In 2006, JCI will host the first official JCI Metro Chapter Conference. This Conference will be for Metro Local Organizations and the location has not yet been determined.

## JCI World Congress

The 2006 JCI World Congress will be held in Seoul, Korea, November 10-18.

We will use 2006 to start a redesign of the JCI World Congress program content. In prior years, the focus of the Congress has been on celebrating the past but in 2006 we will transform the Congress into a strong focus on the future. We will ensure that the 2007 team (JCI Board of Directors and 2007 National Presidents) will have 1½ days for a proper handover and to work on future plans before the end of the Congress.

## Programs

### Existing Programs

#### **TOYP**

This year we will pursue sponsorship opportunities for each of the 10 categories. As such, we will need to restructure the program to enable an honoree to be represented from each category. In addition we will work on creating an online database of past honorees only accessible to past honorees to allow them to network with each other and expand honoree benefits.

#### Deadlines:

July 2005:	Research potential sponsors for the TOYP Program
August 15, 2005:	Start sending out sponsorship proposals to potential sponsors for 2006
January 30, 2006:	Update the nomination form and website
January 31, 2006:	Officially open the TOYP Program for the year
May 20, 2006:	Deadline for the TOYP Program
August 20, 2006:	Announce the TOYP Honorees

#### **Best Business Plan**

We are going to continue to expand this program next year by pursuing sponsorship possibilities. By acquiring top-level sponsors for 2006, we aspire to raise the start-up fund to US\$25,000 as well as continue to offer additional prizes (like software) for the finalists. This will enable the JCI BBP Competition to be more competitive with similar programs and assist in attracting potential new members to JCI. We will also pursue media sponsors in North America, South America and Europe for advertising opportunities to expand the awareness of JCI and the BBP Competition. Structurally, there will be only minor changes to the competition for the sake of clarity.

#### Deadlines:

July 2005:	Research potential sponsors for the BBP Competition
August 15, 2005:	Start sending out sponsorship proposals to potential sponsors for 2006
January 30, 2006:	Deadline for the collection of names of National Organizations that will be holding a national BBP Competition
January 31, 2006:	Upload information from National Organizations to the website and officially open the BBP Competition for the year
July 1, 2006:	Deadline for the Competition
August 15, 2006:	Announce the four finalists of the JCI BBP Competition

#### **Business Networking Events at Conferences and Congress**

In 2005, we developed the BNE Kit, which will be distributed in three languages during JCI World Congress. In addition we will hold a business networking event during the World Congress. In 2006 we will hold BNE's during all four Area Conferences and JCI World Congress and promote accordingly.

#### **Twinning Program**

In 2006, we will build and update a database of twinning agreements, starting in 2005. We will also develop a twinning guide to assist National and Local Organizations with their twinning agreements to make the most of these agreements. The program will be run at all four Area Conferences and JCI World Congress, as in previous years.

#### **Debate**

In 2005, a debating guide for the chairman and judges was developed to streamline all debating competitions. In 2006, the program will be run at all four Area Conferences and JCI World Congress, as in previous years.

### ***World Speaking***

In 2006, the program will be run at all four Area Conferences and JCI World Congress, as in previous years.

### ***Awards Program***

In 2006, we will continue to run the electronic awards system for the four Area Conferences and JCI World Congress, as in previous years.

## **New Programs and Kits**

In addition to continuing and improving upon existing programs, JCI will add new programs to the product offering.

### ***Recruitment Kit***

In 2006, the Membership Services team, in conjunction with the Growth and Development team, will develop a recruitment kit for use at the Local Organization level. The Membership Services team will be responsible for the logistics (writing, design, final package), while the Growth and Development team will provide the concepts and necessary content.

### ***How to Start a Chapter Kit:***

In 2006, the Membership Services team, in conjunction with the Growth and Development team, will develop a How to Start a Chapter kit for use at the Local Organization level. The Membership Services team will be responsible for the logistics (writing, design, final package), while the Growth and Development team will provide the concepts and necessary content.

### ***Expert Lunch Circle:***

Concept: 15 members enjoy a private, roundtable lunch with an expert in a given field. The lunch will last approximately two hours, with a minimum participation fee (to be determined at a later date). The experts will be reimbursed for their time, although we will strongly recommend first asking them to donate their time. Members will not only benefit from the Expert's experience, but also have opportunities to build business relationships. This program could be run at multiple times throughout the year.

### ***E.A.T. (Entrepreneurs Action Training):***

Concept: A monthly entrepreneurship dinner series hosted by a Local Organization. A trainer holds a one-hour power development seminar, which is then followed by a dinner. During the dinner, a keynote speech is given by a local, young entrepreneur (under 40). The program will be funded by the sale of tickets to the event. This program could be run monthly or bi-monthly, as determined by the Local Organization.

### ***Stock Market Game:***

Concept: At each Conference, interested members register their groups (no more than five per group). Each group is given a virtual amount of money which they will use to play in the stock market. The group that has had the most success with their stocks by the time World Congress begins will be deemed the winner and will receive a monetary prize. We could recognize the overall winner for all four Conferences or one per area. JCI will create an online system to keep track of everything and generate updates. After the initial design of the program, it will run itself for the most part.

## ***Young Entrepreneur of the Year Awards***

This new program will honor an outstanding young entrepreneur. It will be open to young entrepreneurs under the age of 40 and will combine business success with positive contributions to society. The program will be run nationally with regional winners (one per area) nominated as international finalists. A winner will be chosen from the four and will be honored during World Congress.

## **Summary**

These programs will be completed and/or launched during the Seoul World Congress, with the exception of the Young Entrepreneur Awards which will be launched in Vienna if approved. The Stock Market game will be launched at the four Conferences and the "How to Start a Chapter" will be ready in the first quarter of the year, to support the Growth and Development goal of building a stronger by starting up more Local Organizations.

## **Senate, Sales, Foundation**

### **Sales**

We will continue developing the e-store:

- Get all the products pictured and correct on the site
- Get the shipping problem resolved
- Get the site translated into Spanish and French
- Expand products to include products of relevance for all our four segments, such as books on management, entrepreneurship, sales, training and magazine subscriptions to magazines relevant to the four segments.
- Develop other new products such as a kit for Local Organizations that will include pins, program information, gavel, and books to help the Local Organization President do a better job.
- Improve the promotion of the Sales items through National Organization publications and web sites, more information in officer kits, and promotion at all meetings.

We will develop better financial reports with the results of the sales items and the associated profit margins. From this information, we will develop a budget for the sales department

### **Senate**

We will work with the National Organizations to look for ways to encourage more participation in the Senate program. The goal is to increase the numbers of Senatorships presented by 10 percent over 2005. We will continue to update all of the Senate documents and pins to make sure they are compliant with the JCI branding guidelines.

We will work to change the Senate function conflicts at Congress. For example, perhaps we could change the Senate Banquet to a Senate Lunch to allow more time for the delegates to attend other JCI Functions.

### **Foundation**

We will work to come up with new revenue sources for the Foundation. We will also work more closely with the fundraisers to ensure they have all the materials they need to raise funds in their areas. We will provide quarterly financials to the board. We will also work closely with the Executive Director to provide information he may need for investments or fundraising initiatives.

We will handle the Foundation Reception for Conferences and Congress and make sure the database is improved and correct.

We will appoint a larger number of appointees to raise contributions especially in Europe and the Americas.

We will work with IT to develop a separate web site for the Foundation.

## Learning and Performance

### Overview of Department and Goals

The mission of the JCI Learning and Performance team, based on the overall JCI Mission and the direction set by the Board of Directors, is ***to continuously seek the enhancement of personal skills and performance of the members and officers at all levels in conducting the organization's business and activities, by updating, developing and acquiring pertinent training courses, materials and activities to be made available to all members at the most efficient and cost-effective way.***

As a product-delivery channel, the JCI University will ensure its seminars and programs are aligned with the JCI Branding Plan.

### One-Hour Seminars

Materials for 10 One-Hour Seminars, including PowerPoint slides, are updated and available in three languages on the website. The 10 seminars are:

- Customer Satisfaction Comes First, Profit Comes Second (Entrepreneurship)
- How to Win any Debate or Argument (Leadership)
- Junior Chamber Vision, Mission and Values (Leadership)
- Managing the Mingling (Entrepreneurship)
- New Members Orientation (Management)
- New Members Project (Management)
- People Centered Management (Management)
- Project Planning (Management)
- The Chair (Leadership)
- The Successful Executive (Leadership)

New courses will be developed by IGs, ITFs, NGs and NTFs during the year. We will develop at least one new course per quarter. JCI will decide on the topics and small teams of ITFs will write them.

### Chapter Management Training

This course will be updated and modified and will be the basis for the new JCI ADMIN program (described later). Once JCI ADMIN is finalized and launched, Chapter Management Training will be removed from the JCI University curriculum.

### Existing JCI Signature Courses

#### **JCI Achieve (Management)**

We will continue to conduct Training-for-Trainer courses and encourage Local Organizations to organize JCI Achieve for local officers.

### ***JCI Lead (Leadership)***

The course exists in English, but it is being translated by trainers without professional supervision. We will update it, revise it, and translate it into Spanish and French.

### ***JCI Prime (Trainer)***

The course will be revised and split into two courses, JCI Presenter and JCI Trainer. JCI Prime will be a basic speaking/presentation skills course based on practice and team work, conducted by Certified Trainers at the local and regional levels.

### ***JCI Excel (Trainer)***

The course, which will be updated, will be known as JCI Designer.

## **Proposed New JCI Signature Courses**

### ***ENTREPRENEURSHIP***

#### **JCI Business Start-up:**

This two-day (12-hour) course for prospective entrepreneurs who want to start their own business, developed by a professional training company, was pilot-tested in Vienna.

### ***LEADERSHIP***

#### **JCI Coach:**

This new leadership course will teach the basics of coaching to members. The course will be created by a team of trainers and will be presented during the World Congress in Seoul, Korea.

#### **JCI Adventure:**

The content of JCI Adventure, a combination of the German Adventure course and the Local Leaders course, will focus on local officer leadership themes, including motivation, human relations, leading volunteers, and an outdoors team building activity.

### ***MANAGEMENT***

#### **JCI Admin:**

The second Local Officers course, JCI Admin, will include all administrative issues of a Local Organization, such as Planning, Programs, Meetings, Finances, and Communications.

#### **National Vice President Training:**

The National Leaders course (for National Vice Presidents) will be revised and split into two one-day courses.

#### **Association Management:**

This course, which deals with Finances, Strategic Planning, Communications, Conventions, Association Management, will be offered for National Board members.

## **Internet-Based Tools**

### ***Course Management***

All JCI-endorsed or accredited courses will be programmed online, allowing registration, course management and communications with registered participants.

### ***JCI University Website:***

All publications (manuals and courses) will be available online in PDF format for printing and PowerPoint slides will be made available for download when appropriate.

### **Trainers Database:**

We will clean the data by removing duplicate entries and updating records. The database will be linked to the course online programming tool, allowing a course to be placed online only if a Certified Trainer agrees to conduct it. Trainers will be able to register for JCI Prime and JCI Excel only if the minimum hours are logged in.

## **JCI Trainer Certification Program**

A revision is recommended and trainers will be able to log in their hours and apply online for status changes. Commissioners will vote online for IG, ITF, NG and NTF status. CLT status will be reached by attending JCI Prime and CNT status, by attending JCI Excel.

## **Information and Computer Technology**

### **1. We will design, develop and maintain applications to offer information and interact with members worldwide.**

Web maintenance:

- Assign owners to each piece of content available
- Create a tool to alert owners when content is outdated and needs to be revised.
- Establish deadlines for benchmarking evaluations, revisions and new versions
- Continue development of National and Local Organization Websites
- Modify BizNet technology

### **2. We will develop and maintain products and services to help JCI members to make their administrative tasks easier and more productive:**

- a. Automate the administrative processes of the JCI Board of Directors, JCI Headquarters, and JCI Programs.
- b. Offer JCI News to be posted in any partner website and allow JCI site to receive partners' news (using RSS technology).
- c. Maintain ongoing programs: JCI Awards, meeting registration system, content management system.
- d. Maintain and upgrade all JCI server equipment and software like email spam blockers and antivirus, firewalls, routers, web servers, and backup systems.
- e. Seek collaboration of National Secretariats to translate our website and make it available to members of large National Organizations that are not currently being served, such as JCI Germany, JCI Japan and JCI Korea.
- f. Improve the interest form system.
- g. Create an IT section with IT tools that allow members to better use our website and improve theirs, such as JCI banners, guidelines, templates, and logos.
- h. Provide e-messaging.
- i. Complete the JCI Headquarters IT control room.

### **3. We will offer JCI members training and support for all JCI IT products and services:**

- a. Offer frequent training to JCI staff on how to use the JCI website and enhance technical skills on productivity software.
- b. Update JCI Officers IT manual according to new and improved products.
- c. Train the JCI Board of Directors in how to use IT tools that help them make their work easier.
- d. Update JCI National Organizations' IT manuals according to new and changed products.
- e. Train the National Secretary Generals and National Presidents during specific meetings like World Congress, Area Conferences or any other large event.

- f. Seek possibilities and means to provide online IT training seminars for Local and National Organizations.
- g. Create an interactive online manual to train members in the use of the JCI website.
- h. Continue to support the JCI staff in the use of their equipment.

**4. We will produce and update content to make JCI information and technology products accurate and reliable:**

- a. Create new ways to generate content ownership by different JCI staff members
- b. Research new ways to acquire content and get content translated
- c. Create new ways to communicate directly with members (i.e. podcasting)

**5. We will promote information and technology products to ensure JCI members take advantage of them:**

- a. Promote JCI IT products through non-electronic media (brochures, flyers, articles in magazines, seminars).
- b. Create incentives for members to use the IT products such as free registrations, JCI boutique freebies.
- c. Create an electronic banner posting procedure manual.
- d. Develop a survey system to make online and onsite surveys using optical scanners to easily retrieve info from survey forms. This system will help us to create event and demographic surveys.

## 2006 Member Services Initiatives

### Continued Existing Programs and Services

<b>Folder</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will continue to use the existing folder that has been created and printed. When these folders run out, we will redesign and reprint new ones. This folder will be used as part of projects that are created by JCI as well as being made available to National and Local Organizations.		

**Budget Implications:** US\$10,000

<b>Corporate Identity Guide</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
This guide is up-to-date and will be made available to National and Local Organizations.		
Distribution	Conferences and Congress	

**Budget Implications:** US\$500

<b>Marketing Brochure(s)</b>	Area: <b>Management</b>	Department: <b>Marketing</b>
This brochure was updated and printed in 2005. We will use these copies until they run out and then we will design and print a new brochure to replace it. JCI will distribute this brochure to National and Local Organizations upon request and will distribute them at Conferences and Congresses. In addition, electronic versions will be provided to National Organizations so that they can print locally if they desire.		
Re-design Brochure Electronic online Print and Launch: US\$20,000	June 2006 July 2006 Seoul, Korea	

**Budget Implications:** US\$7,500

<b>Recruitment Video</b>	Area: <b>Management</b>	Department: <b>Marketing</b>
This video will continue to be used and distributed. It will be loaded onto any memory stick sales items, and included in the recruitment kit.		
Delivery to Local and National Organizations		Conferences/Congress 2006

**Budget Implications:** US\$500

<b>Recruitment Poster</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
This poster will be phased out. We will make it available at Conferences and Congresses		
Distribution		Conferences and Congress

**Budget Implications:** US\$500

<b>JCI Leader magazine</b>	Area: <b>Entrepreneurship</b>	Department: <b>Marketing</b>
The JCI <i>Leader</i> magazine will continue to be printed and will be expanded into other areas. This magazine is a revenue generating project.		
		May 1, 2006 October 1, 2006

**Budget Implications:** (US\$15,000)

<b>Online/Event Sales</b>	Area: <b>Corporate</b>	Department: <b>Sales</b>
Sales remains an important part of JCI's revenue stream. In 2006, the store will be expanded to include sales items in all four product segments.		
Sales of Items		Year round

**Budget Implications:** US\$500

<b>ACHIEVE</b>	Area: <b>Management</b>	Department: <b>University</b>
ACHIEVE will be shortened to a one-day course and will continue to be delivered at JCI Conferences and Congress. In addition, ACHIEVE train-the-trainer courses will be delivered at Conferences and Congress.		

**Budget Implications:** US\$1,000

<b>JCI BizStart</b>	Area: <b>Entrepreneurship</b>	Department: <b>University</b>
We will conduct JCI BizStart, a new entrepreneurial program introduced in Vienna, at all Area Conferences and at Congress. In addition, we will hold train-the-trainer courses throughout the year.		

**Budget Implications:** US\$10,000

<b>PRIME</b>	Area: <b>Train the Trainer</b>	Department: <b>University</b>
We will continue to conduct Prime at Conferences and at Congress. In addition, we will run special train-the-trainer courses.		

**Budget Implications:** US\$10,000

<b>LEAD</b>	Area: <b>Train the Trainer</b>	Department: <b>University</b>
We will continue to conduct Lead at Conferences and Congress. In addition, we will run special train-the-trainer courses.		

**Budget Implications:** US\$10,000

<b>Best Business Plan Kit</b>	Area: <b>Entrepreneurship</b>	Department: <b>Programs</b>
It's completed. We will distribute it at Conferences and Congress.		
Distribution	Conferences and Congress	

**Budget Implications:** US\$500 (shipping)

<b>TOYP</b>	Area: <b>Leadership</b>	Department: <b>Programs</b>
Completed. We will distribute at it Conferences and Congress.		
Distribution	Conferences and Congress	

**Budget Implications:** US\$500 (shipping)

<b>Twinning</b>	Area: <b>Management</b>	Department: <b>Programs</b>
In 2006, we will build and update a database of twinning agreements. We will also develop a twinning guide to assist National and Local Organizations with their twinning agreements to make the most of these agreements. The program will be run at all four Area Conferences and JCI World Congress, as in previous years.		

**Budget Implications:** US\$1000

<b>Biznet</b>	Area: <b>Entrepreneurship</b>	Department: <b>Programs</b>
BizNet needs to undergo a complete check of all content to ensure that all of it exists in the system and visitors can find content easily. The remaining bugs will be cleared and additional interesting pages will be added. Other initiatives need to be embarked upon -- for example, with the upgrade of the JCI website, it will be possible to get BizNews direct from other websites through an RSS feed. Also, we will add a Career postings section to the Biznet (see below).		

**Budget Implications:** US\$10,000

<b>Debate Program</b>	Area: <b>Leadership</b>	Department: <b>Programs</b>
A standard JCI Debating Competition Program will be run at all Conferences and Congress.		

**Budget Implications:** US\$0

<b>Speaking Competition</b>	Area: <b>Leadership</b>	Department: <b>Programs</b>
Continue with the standard JCI World Speaking Competition at four Area Conferences and World Congress.		

**Budget Implications:** US\$0

<b>BNE Kits</b>	Area: <b>Entrepreneurship</b>	Department: <b>Programs</b>
We will distribute the BNE Kits at Conferences, Congress, Local Organizations in A Box, and directly.		

**Budget Implications:** US\$0

<b>PowerPoint Programs</b>	Area: <b>Marketing</b>	Department: <b>Membership Services</b>
Continuing update		

**Budget Implications:** US\$0

<b>100% Efficiency</b>	Area: <b>Management</b>	Department: <b>Programs</b>
We will design and conceive new rules, and prepare detailed notes on earning points in the program. We will prepare a promotional PowerPoint presentation of the 100% efficiency program, and include the program on the JCI website and in CDs. We will prepare a one-page leaflet for promotions and a table for quarterly rankings and evaluation.		

**Budget Implications:** US\$ 3000

<b>Vice President Tool Kit</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will continue to improve upon the Vice President Toolkit		

**Budget Implications:** US\$250

<b>Board Photos</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
Same as before with the photographer.		

**Budget Implications:** US\$700

<b>Conference ID</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
Create an ID badge format that can be used in all the Area Conferences		

**Budget Implications:** US\$5000

<b>Congress ID</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
Create an ID badge format for the World Congress in Seoul		

**Budget Implications:** US\$5000

## 2006 New Initiatives

<b>Recruitment Kit</b>	Area: <b>Management</b>	Department: <b>Marketing</b>
The kit will include the recruitment video, the recruitment PowerPoint presentation, programs information, electronic copies of the brochure and samples of other brochures. It will also include a workbook that discusses how to set up your recruitment plan and will contain all necessary worksheets and exercises.		

**Budget Implications:** US\$25,000

<b>Program Brochures</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
<p>To better promote JCI Programs, we will create a collection of single-page program brochures that can be included in membership kits, conference kits and other places. We will also include electronic PDF files of the programs on CD-ROM and on the website.</p>		

**Budget Implications:** US\$2,500

<b>JCI History Video</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
<p>This PowerPoint presentation already exists and simply needs to be updated to look professional and fit our current corporate identity and design theme.</p>		

**Budget Implications:** US\$5,000

<b>Corporate/Annual Report</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
<p>This document will be necessary as JCI continues to explore corporate sponsorship at an international level. It will also lend credibility to National and Local Organizations as they approach sponsors and potential partners.</p>		

**Budget Implications:** US\$12,000

<b>Promotional Items</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
<p>As elected officers and JCI staff travel, we will provide them with 'giveaway' promotional items to thank or recognize members. The idea is to pick a few inexpensive promo items and provide them to staff and elected officers. These items may or may not be for sale through Sales.</p>		

**Budget Implications:** US\$5,000

<b>Media/Communications Class</b>	Area: <b>Management</b>	Department: <b>University</b>
<p>We will hire a training company to develop/deliver a two-day media training course that can be used for JCI Board members as well as JCI National and Local Organization Presidents.</p>		

**Budget Implications:** US\$10,000

<b>Membership/Dues Management Database</b>	Area: <b>Management</b>	Department: <b>IT</b>
We will help manage a local organization. Operationally, we will produce a complete local organization management program. The first step of this program will be a membership tracking and dues management system. All other components will build from here.		

**Budget Implications:** US\$15,000

<b>Program Survey</b>	Area: <b>Corporate</b>	Department: <b>Programs</b>
We will create and distribute a survey on JCI programs, asking member feedback on the value of the programs.		

**Budget Implications:** US\$ 2500

<b>Product Segment Brochure</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will create a single, double-sided brochure that explains each of the four segments and which programs and training we run in each segment.		

**Budget Implications:** US\$2,500

<b>JCI Resource Guide</b>	Area: <b>Corporate</b>	Department: <b>Programs</b>
We will provide a simple guide to the resources that are available at the JCI Headquarters.		

**Budget Implications:** US\$0

<b>University Brochure</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will create a brochure that outlines all the existing JCI University Programs and the Certification Program		

**Budget Implications:** US\$2,500

<b>JCI Coach</b>	Area: <b>Leadership</b>	Department: <b>University</b>
We will promote and conduct the JCI Coach program.		

**Budget Implications:** US\$5,000

<b>Booth at Conferences</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will have a booth at all Conferences to promote JCI Programs and Services and perhaps even create logos on site for Local Organizations.		

**Budget Implications:** US\$25,000

<b>Program Commercials/Poster</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will create commercials and posters advertising JCI programs and send them to the Conferences to be displayed.		

**Budget Implications:** US\$5,000

<b>Incentive Program</b>	Area: <b>Corporate</b>	Department: <b>Conferences</b>
We will come up with an incentive program to encourage Local Organizations to send members to Conferences.		

**Budget Implications:** US\$0

<b>Conference/Congress Brochure</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will create a generic Conference/Congress promotional flyer that Local Organizations can use to promote attendance at JCI Conferences and functions.		

**Budget Implications:** US\$10,000

<b>Partner Conferences</b>	Area: <b>Corporate</b>	Department: <b>Marketing</b>
We will attend partner conferences and events and have a booth or sponsor an event.		

**Budget Implications:** US\$25,000

<b>How to Start a Local Organization Kit</b>	Area: <b>Management</b>	Department: <b>Programs</b>
This comprehensive kit will give National Organizations a step-by-step guide to starting a Local Organization.		

**Budget Implications:** US\$20,000

<b>Expert Lunch Circle</b>	Area: <b>Entrepreneur</b>	Department: <b>Programs</b>
Through the Expert Lunch Circle, 15 members will enjoy a private roundtable lunch with an expert in a given field. The lunch will last approximately two hours. A minimum lunch participation fee will be determined later. The expert will be reimbursed for his/her time, although we will strongly recommend first approaching them to donate their time. Not only will the members benefit from the expert's experience and advice, but they will also have opportunities to build business relationships. This program could be run at anytime throughout the year and as many times as the Local Organization wants		

**Budget Implications:** US\$5,000

<b>E.A.T.</b>	Area: <b>Entrepreneur</b>	Department: <b>Programs</b>
<p>We will promote a monthly entrepreneurship dinner series (E.A.T.) hosted by a Local Organization. As part of E.A.T., a trainer holds a one-hour power development seminar which is then followed by a dinner. During the dinner, a keynote speech is given by a local young entrepreneur (under 40). The program will be funded by the sale of tickets to the event. This program could be run monthly or bi-monthly, as determined by the Local Organization.</p>		

**Budget Implications:** US\$5,000

<b>Stock Market Game</b>	Area: <b>Entrepreneur</b>	Department: <b>Programs</b>
<p>We will recommend that, at each Conference, interested members register their groups (no more than five per group). Each group is given a virtual amount of money which they will use to play in the stock market. The group that has had the most success with their stocks by the time World Congress begins will be deemed the winner and will receive a monetary prize. We may recognize the overall winner for all four Conferences or one per area. JCI will create an online system to keep track of everything and generate updates. After the initial design of the program, it will run itself for the most part.</p>		

**Budget Implications:** US\$2,500

<b>Y.E.Y.A</b>	Area: <b>Entrepreneur</b>	Department: <b>Programs</b>
<p>Through the Young Entrepreneur of the Year Award, we will honor an outstanding young entrepreneur. Participation will be open to young entrepreneurs under the age of 40 and will combine business success with positive contributions to society. The program will be run nationally with regional winners (one per area), who will be nominated as international finalists. A winner will be chosen from the four and honored during World Congress.</p>		

**Budget Implications:** US\$50,000

<b>Local Organization in a Box</b>	Area: <b>Corporate</b>	Department: <b>Sales</b>
<p>Using this is a new sales idea, we will to bundle some commonly purchased items into one package. Items will include things like officer pins, kits, promotion brochures, and a gavel.</p>		

**Budget Implications:** US\$0

<b>JCI Adventure</b>	Area: <b>Leadership</b>	Department: <b>University</b>
<p>A combination of the German Adventure course and the Local Leaders course, JCI Adventure, will focus on local officer leadership issues such as motivation, human relations, leading volunteers, and an outdoors team-building activity.</p>		

**Budget Implications:** US\$15,000

<b>JCI Admin</b>	Area: <b>Management</b>	Department: <b>University</b>
<p>To create JCI Admin, we will revise the second Local Officers course, including all local administrative issues, such as Planning, Programs, Meetings, Finances, and Communications.</p>		

**Budget Implications:** US\$15,000

<b>Association Management</b>	Area: <b>Management</b>	Department: <b>University</b>
We will offer this course to National Board members to help them with Finances, Strategic Planning, Communications, Conventions, Association Management.		

**Budget Implications:** US\$15,000

<b>National Vice President Training</b>	Area: <b>Management</b>	Department: <b>University</b>
We will revise the National Leaders course, a course for National Vice Presidents, and split into two one-day courses.		

**Budget Implications:** US\$15,000

<b>JCI Premium</b>	Area: <b>Train the Trainer</b>	Department: <b>University</b>
We will offer JCI Premium, the first step for those who attended JCI Prime and decide to go into a training career. Content will focus on Adult Learning, Needs Assessment, Training tools, Presentation and Training Techniques.		

**Budget Implications:** US\$15,000

## Summary of Continuing Existing Initiatives in 2006

Initiative	Department	Corp	Ent	Ldshp	Mgmt	TTT	Budget
Pocket Folder	Marketing	X					US\$10,000
Corporate Identity Guide	Marketing	X					US\$500
Marketing Brochure	Marketing				X		US\$7,500
Recruitment Video	Marketing				X		US\$500
Recruitment Poster	Marketing	X					US\$500
JCI <i>Leader</i> Magazine	Marketing		X				US\$0
Online/event sales	Sales	X					US\$500
ACHIEVE	University				X		US\$1,000
JCI BizStart	University	X					US\$10,000
PRIME	University					X	US\$10,000
LEAD	University			X			US\$10,000
Best Business Plan	Programs		X				US\$500
TOYP Kit	Programs			X			US\$500
Twining Program	Programs				X		US\$1,000
Biznet	Programs		X				US\$10,000
Debate Program	Programs			X			US\$0
Speaking Competition	Programs			X			US\$0
BNE Kits	Programs		X				US\$0
Power Point – Programs	Programs	X					US\$0
100% Efficiency	Programs				X		US\$3,000
Vice President Tool Kit	Marketing	X					US\$2,000
Mini-Directory	Marketing	X					US\$0
Board Photos	Marketing	X					US\$700
Conference ID	Marketing	X					US\$5,000
Congress ID	Marketing	X					US\$5,000

**Total Budget Implication: US\$ 78,200**

## Summary of New Initiatives in 2006

Initiative	Department	Corp	Entrepr.	Ldshp	Mgmt	TTT	Budget
Recruitment Kit	Marketing				X		US\$25,000
Program Brochure	Marketing	X					US\$2500
JCI History Video	Marketing	X					US\$5000
Annual Report	Marketing	X					US\$13,000
Promotional Items	Marketing	X					US\$5,000
Media/Communications	University				X		US\$10,000
Membership Dues Database	IT				X		US\$15000
Program Surveys	Programs	X					US\$2,500
Leading Chapter Program	Programs				X		US\$25,000
Product Segment Brochure	Marketing	X					US\$2,500
JCI Resource Guide	Programs				X		US\$0
University Brochure	Marketing	X					US\$2,500
JCI Coach	University			X			US\$5,000
Booth at Conferences	Marketing	X					US\$25,000
Program Commercials/Poster	Marketing	X					US\$5,000
Incentive Program	Conferences	X					US\$0
Conference/Congress Brochure	Marketing	X					US\$10,000
Partner Conferences	Marketing	X					US\$25,000
How to Start a Chapter	Programs				X		US\$20,000
Expert Lunch Circle	Programs		X				US\$5,000
E.A.T.	Programs		X				US\$5,000
Stock Market Game	Programs		X				US\$2,500
Young Entrepreneur of the Year	Programs		X				US\$50,000
Local Organization in a Box	Sales				X		US\$0
JCI Adventure	University			X			US\$15,000
JCI Admin	University				X		US\$15,000
Association Management	University				X		US\$15,000
National Vice Presidents Training	University				X		US\$15,000
JCI Premium	University					X	US\$15,000

**Total Budget Implication: US\$ 335,500**

## Future Initiatives

- Training – Effective Speaking
- Training – Intercultural Leadership
- Skills Development Road Map
- Home Stay Database
- Sponsorship Course and Power Point presentations
- Fundraising Guide
- Fill able templates for producing press-ready artwork for cards
- Membership Kit
- Press Release Kit
- Research resource for information for Local and National Organizations
- Quality Assurance Program
- Terms of Reference (update)
- Document Management system for Local Organizations
- Physical Asset Acquisition
- Financial/Bookkeeping Program for Local Organizations
- Time Management Training
- Debate Training
- Exchange Programs
- Internship Partnership Program
- Performance Benchmarking Program
- Evaluation and Continuous Improvement
- Media Kit (video clips)
- PSA's/Commercials
- Global Marketing
- Direct Marketing
- Project Management Tool
- Event Management Tool
- Secretariat Service
- Business/Trade Mission
- Executive MBA

**Note:** These programs and initiatives are simply suggestions and will need to be considered as part of the plan in future years and will be subject to future financial and physical resources.

# JCI Membership Growth and Development Plan of Action

## Overview

Membership is crucial to the survival of every organization and to ensure growth of its membership, every organization must develop a strategy for recruitment, retention, capacity building and development of its members.

In the past decade, the JCI membership has declined from 320,157 in 1994 to 182,498 in 2005. However following recent structural changes of the administrative structure of the organization and an overhaul of the JCI program, this strategic plan is aimed at reversing the membership decline of the organization and realizing growth within three years of the execution of this plan.

**We will bring back a culture that fosters starting new Local Organizations. As it's impossible to start these Local Organizations from the JCI Headquarters, we will use the Identify, Train, and Support (ITS) strategy to establish new Local Organizations.**

**IDENTIFY:** When we want start Local Organizations in an area, we need to identify several champions of new Local Organizations. Instead of starting one Local Organization in a city, we start several, so that they can support one another at the beginning and create the synergy that will keep them alive. The National Organizations and the development councils in the area will assist in identifying these key individuals.

**TRAIN:** Train those key persons on how to start a Local Organization.

**SUPPORT:** Support those key persons from JCI Headquarters in the process of starting the Local Organization and helping it become a strong local player in cooperation with the other newly started Local Organizations.

To realize this ambitious endeavor, the department has developed an overall strategic plan, which will be implemented in the various geographic areas, with specific objectives for each National Organization.

## Departmental Vision

Attract, Retain and Serve.

## Departmental Objective

To increase the overall JCI membership to 190,000 members by the end of 2008, approximately a five percent increase from its current membership.

## Three year goals of the strategic plan

*To extend JCI programs and services to at least 11 new countries and metropolitan areas around the world, and to involve Development Councils in these efforts.*

- *Area A: Ghana, United Arab Emirates, Libya, and Chad. (Alternative plans may include the Comoros Island, Democratic Republic of Congo.)*
- *Area B: Vietnam and Uzbekistan*
- *Area C: (Latin America) To extend JCI programs and services to Chile, and the cities of Rio de Janeiro and Cancun as well as strengthen them in Buenos Aires, Bogota, Mexico City, and Sao Paulo.*
- *Area D: Albania and/or Macedonia and/or Croatia and/or Czech Republic and/or Bosnia Herzegovina*

**GOAL 2**

*To ensure that all JCI National Organizations adopt and implement all key JCI programs, namely: JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program. To provide information and training to JCI Vice Presidents during the January Board Meeting and at Congress so they may successfully become involved in these efforts.*

**GOAL 3**

*To ensure effective and efficient management of Local and National Organizations.*

**GOAL 4**

*To implement the establishment of Regional Offices and National Secretariats in most national organizations under the leadership of a Chief Administrative Officer (CAO).*

**GOAL 5**

*Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.*

## Summary

The following individual plans of action for the different areas of JCI are details of actions planned for 2006 based on the accomplishments of the goals stated above.

## JCI (EUROPE) GROWTH AND DEVELOPMENT

*(Based on JCI Growth and Development Department Strategic Plan 2005 – 2008)*

### Overview

In the past decade, the JCI membership in Europe has declined 17%, from 37,058 in 1994 to 30,447 in 2005. However in 2005 1,2% growth has been observed and following recent structural changes of the administrative structure of the organization and an overhaul of the JCI programs, the department's strategic plan is aimed at reversing the membership decline of the organization and realizing 5% growth in the three years in which this plan will be executed. It is an important fact that 17% of the loss occurred in just a few national organizations such as JCI UK, JCI France, JCI Belgium and JCI Finland.

In Europe, 85% of the total membership is concentrated in the top 10 National Organizations; therefore, servicing and channeling JCI program information to these countries is crucial. More attention will be paid to those National Organizations while continuing to work in the other National Organizations in Europe.

With the foundation of JCI Europe, the area is ready for implementing area based all country coverage programs. With the new entity's increased visibility, political and press connections and additional funding can be achieved in the near future.

Providing continuous support to academies, such as the "Local President Maker" JCI European Academy or the PR and Media Master Class are essential in expanding volunteer education and growing the organization.

Area meetings, such as the Presidents meeting in February (Vilnius, Lithuania) and JCI European Conference (Tallinn, Estonia) will not be coordinated by the Area Director and its team. The Area Director will have meetings with all National Presidents individually, and as many Local Presidents as possible, to solicit needs and opinions. In addition, the Area Director participates at General Assembly meetings and benchmark sessions and educates National Presidents and other officers.

## 2006 Plan as it relates to departmental goals

### **Goal 1:**

To extend JCI programs and services to at least 11 new countries and/or metropolitan areas around the world.

#### **Action Steps:**

- Establish JCI in one or two additional countries. (Albania and/or Macedonia and/or Croatia and/or Czech Republic and/or Bosnia Herzegovina.) Could we assist all metro areas in starting up Expatriate Local Organizations? (Easy target group and they are very interested in getting involved in the local community)
- Focus on National Organizations that have experienced severe membership loss in the last decade (UK, Belgium, Finland, France) Can we target some areas where we can help start up Local Organizations using the ITS strategy?
- Participate in AIESEC, JADE, AEGEE, Junior Achievement large meetings and explore expanded relationships with SIFE, IAESTE and other student organizations.

#### **Budget Implication**

- Development travel (Traveling to National Organizations, airfare, additional cost) US\$12,000
- Communication US\$3,000
- Other (postage, freight, office supplies) US\$2,000

### **Goal 2:**

To ensure that all JCI National Organizations adopt and implement all key JCI programs, namely JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program.

#### **Action Steps:**

- Implement a JCI Business Network Event in 10 National Organizations in Europe.
- Increase the JCI Best Business Plan Competition participant National Organizations by 5-7.
- Inform Deputy Presidents about the programs and analyze their action plan to determine whether or not the programs should be run by the respective National Organization.
- Continue knowledge sharing about UN MDGs. Ask National Organizations to categorize their projects under UN MDGs without creating new ones.
- Continue cooperation with Careers in Europe, Careers Innovation, ILO, etc.
- Promote JCI Know-How Transfer program as an area-based program with a highly effective event.

### **Goal 3:**

To ensure effective and efficient management of local and national organizations.

#### **Action Steps:**

- Provide support to JCI European Academy
- To make sure that all National Organizations will be measured by the 100% Efficiency Program.
- Provide support for PR and Media Master class and the Central European Business Academy

### **Budget implication**

- JCI European Academy is in financial danger. An annual US\$15,000 grant is required to maintain the same level of Academy for 2006.

### **Goal 4:**

To implement the establishment of Regional Offices and National Secretariats in most National Organizations under the leadership of a Chief Administrative Officer (CAO).

### **Action Steps:**

- Ensure alignment of National Secretariats, encourage them to cooperate and benchmark each other's best practices.
- Establish effective communications between National Secretariats and JCI Headquarters.
- Continue to employ Orsolya Fodor, the Growth and Development Assistant.
- Allocate additional financial resources for JCI Europe Board Members' expenses and for JCI Europe grant filing application consultants. This allocation is required initially; later, the entity could become self-financing.

### **Budget implication**

- Assistant compensation and expenses US\$9,000
- Fee for grant application consultants US\$5,000
- Expenses for JCI Europe Board members US\$5,000

### **Goal 5:**

Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.

### **Action in 2006**

- Help to assist in researching and developing "How to Create Local Organization" guides, which will be integrated into the JCI Recruitment Kit.

## **JCI (AFRICA) GROWTH AND DEVELOPMENT**

*(Based on JCI Growth and Development Department Strategic Plan for 2005 – 2008)*

### **Overview**

In the last 10 years, JCI membership in Africa and the Middle East has increased by 17.38% from 6823 members in 1994 to 8009 members in 2005. In 2004, JCI made a significant leap in its membership by recording growth of 17% overall.

Following recent structural changes of the administrative structure of the organization and an overhaul of the JCI programs, the Membership Growth and Development department's strategic plan is aimed at reversing the membership decline of the organization and realizing 5% growth in the three years in which this plan will be executed. While significant growth in Africa and the Middle East has come from key organizations like JCI Tunisia and JCI Nigeria (both National Organizations have experienced an average annual growth of 15% in the last three years) the overall membership still remains fragile and susceptible to political, social and economic trends within the continent and more specifically within specified countries. However, some small organizations have experienced sudden growth such as JCI

Zimbabwe and JCI Madagascar and this has gone a long way to replace losses in Cote d'Ivoire, which has suffered from a prolonged period of civil strife.

In Africa and the Middle East, 79.5% of the total membership is concentrated in the top 10 National Organizations, representing 6,346 members. It is therefore vital that JCI services and programs reach the members in these countries to ensure retention and sustainable growth. Despite the foregoing, there is tremendous potential for growth in some smaller National Organizations like South Africa, Namibia, Kenya, Syria, and Morocco.

Mindful of the fact that there are many untapped countries and/or territories in the Area, this strategic plan embarks on extending JCI programs and activities to targeted countries. The search for new markets shall be continuous within the plans of the Area's Strategic plan.

Training and support offered to National Organizations will ensure the future of JCI in most National Organizations. JCI needs to take control of management of key National Organizations with specific goals and objectives to be carried out within a specified period of time.

The Growth and Development Director will become a more strategic player in planning and managing National Organizations. More direct interaction with Local, Deputy and National Presidents to ensure continuity and career planning will be key to the future of JCI in the area. The JCI Growth and Development Director will be more visible in the field, attending key meetings of National Organizations to promote JCI programs, educate and motivate leadership.

## 2006 Plan as it relates to departmental goals

### **Goal 1:**

To extend JCI programs and service to at least 11 new countries and/or metropolitan areas around the world.

#### **Action Steps:**

- Open up contacts in these countries and seek high-level contact to ensure high-profile membership.
- Research economic and political potential of each country and identify connections.
- Seek ways and means of finding revenue to cover expenses of speaking events.
- Attend strategic meetings of other organizations in Africa and the Middle East in a bid to promote the organization in those countries.

#### **Budget Implication**

- |   |                   |
|---|-------------------|
| • Development travel (Airfare and lodging, additional cost) | <b>US\$15,000</b> |
| • Communication   | <b>US\$2,000</b>  |
| • Event planning and expenses                               | <b>US\$10,000</b> |
| • Other (postage, freight, office supplies)                 | <b>US\$3,000</b>  |

### **Goal 2:**

To ensure that all JCI National Organizations adopt and implement key JCI programs, namely JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program.

### **Action Steps:**

- Target Tunisia, Nigeria, Cote d'Ivoire, Benin, Cameroon, Zimbabwe, South Africa, Syria, Namibia and Mauritius as countries in which to aggressively promote JCI programs in 2006.
- Educate National Organizations on how to employ JCI programs for recruitment, marketing and fundraising.
- Work with all National Organizations to draft their plans of action and ensure their implementation through 2006.
- Continue knowledge sharing about UN MDGs. Ask National Organizations to categorize their projects under UN MDGs, without creating new ones.

### **Budget Implication**

- Communications, Shipments, Events **US\$15,000**

### **Goal 3:**

To ensure effective and efficient management of Local and National Organizations.

### **Action Steps:**

- Support National Organizations in planning and organizing JCI LEAD courses and JCI ACHIEVE courses. (Go back to organizing International Training Schools that will group more than one national organization).
- Assist National Organizations in ensuring continuity and career planning.
- Seek ways and means of providing incentives for National Organizations to implement JCI Training programs that will enhance effective management of the National Organizations.
- To make sure all National Organizations will be measured by the 100% Efficiency Program.
- Improve the quality and effectiveness of the African Leadership Academy.

### **Budget implication**

- Incentives for organizing JCI Training Programs: **US\$10,000**
- Assistance to the African Academy: **US\$15,000**

### **Goal 4:**

To implement the establishment of Regional Offices and National Secretariats in most National Organizations under the leadership of a Chief Administrative Officer (CAO).

### **Action Steps:**

- Ensure alignment of National Secretariats, encouraging them to cooperate and benchmark each other's best practices.
- Establish effective communications between National Secretariats and JCI Headquarters.
- Target five key countries in which to establish a pilot test for the establishment of JCI-controlled secretariats. (South Africa, Kenya, Cote d'Ivoire, Tunisia, Nigeria, Cameroon).
- Seek alternative sources of funding to support national secretariats in acquiring much needed equipment that will improve services to members.
- Ensure the availability of communication facilities in established Secretariats and identify sources of funding to cover overhead costs.
- Identify and train Chief Administrative Officers in each of these pilot secretariats.
- Direct the travel of JCI Board members in the area to free up funds to pursue Secretariat projects.

## Budget implication

- Cost of Secretariats management **US\$25,000**
- Acquisition of Secretariat equipment **US\$10,000**
- Attendance of events and trainings by CAOs **US\$5,000**

## Goal 5:

Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.

## Action in 2006

- Assist in researching and developing “How to Create Local Organization” guides, which will be integrated into the JCI Recruitment Kit.

# JCI (ASIA-PACIFIC) GROWTH AND DEVELOPMENT

*(Based on JCI Growth and Development Department Strategic Plan 2005 – 2008)*

## Overview

JCI membership in Asia-Pacific and Oceania declined 26.6% from 125,983 in 1994 to 91,623 in 2005. Although a decrease still occurred in 2005, the membership decrease has slowed to 1.68% as compared to the average of 4.73% the past 4 years. With the efforts of focusing on membership growth and the reorganization of the JCI Headquarters, the Growth and Development Department’s aim is to reverse the decline and realize 5% growth in the next three years.

Significantly the top five National Organizations in the Area (Japan, Korea, India, Taiwan and the Philippines) represent 95% of the total membership of Area B. It is the decline in membership in these National Organizations that affect the growth figures. Therefore, servicing and channeling JCI program information to these countries is crucial. On the other hand, 15 other National Organizations have great potential in developing their membership base as they have not yet maximized their capacity to reach out to potential members. Emerging countries like China and Vietnam will also be a good source of membership in the future.

Providing continuous support to academies, such as the “Local President Maker,” JCI Asia Pacific and Oceania Academy, and the PR and Media Master Class are an essential part of JCI’s volunteer’s education to better lead the organization.

Area meetings, such as JCI Asia-Pacific and Oceania Conference will not be coordinated by the Area Director and the Area team. The Area Director will have meetings with all National Presidents individually, and as many Local Presidents as possible to solicit needs and opinions. In addition, the Director will attend General Assembly meetings and benchmark sessions and educate National Presidents and other officers.

## 2006 Plan as it relates to departmental goals

### Goal 1:

To extend JCI programs and services to at least 11 new countries and/or metropolitan areas around the world.

### **Action Steps:**

- Establishment of JCI in Vietnam and the re-establishment of JCI Uzbekistan
- Participation in AIESEC, Junior Achievement large meetings and increased contact with the International Chamber of Commerce (ICC).

### **Budget Implication**

- Development Grant to the Asia Pacific Development Council **US\$15,000**
- Communications **US\$1,000**
- Other (postage, freight, office supplies) **US\$2,000**

### **Goal 2:**

To ensure that all JCI National Organizations adopt and implement all key JCI programs, namely JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program.

### **Action Steps:**

- Implement a JCI Business Network Event in 15 National Organizations in Asia Pacific and Oceania
- Increase the JCI Best Business Plan Competition participant to 15 National Organizations
- Inform incoming National Boards about the programs and analyze their action plans to determine whether or not the programs should be run by the respective National Organizations.
- Continuously share information on UN MDGs, asking National Organizations to categorize their projects under the area's priority UN MDG.
- Promote the JCI Know-How transfer as an area-based program with a highly effective event.

### **Goal 3:**

To ensure effective and efficient management of Local and National Organizations.

### **Action Steps:**

- Provide support to JCI Academy
- Ensure that the programs of all National Organizations are aligned with those of JCI, as gauged by the 100% Efficiency Program.

### **Goal 4:**

To implement the establishment of Regional Offices and National Secretariats in most National Organizations, under the leadership of a Chief Administrative Officer (CAO).

### **Action Steps:**

- Encourage leading National Secretariats to share best practices with developing ones.
- Establish effective communications between National Secretariats and JCI Headquarters.

### **Budget implication**

- Pay for Assistant's compensation and expenses **US\$10,000**
- Pay a fee for grant application consultants **US\$5,000**

### **Goal 5:**

Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.

#### **Action in 2006**

- Help in researching and developing “How to Create Local Organization” guides, which will be integrated into the JCI Recruitment Kit.

## **JCI (LATIN AMERICA) GROWTH AND DEVELOPMENT**

*(Based on JCI Growth and Development Department Strategic Plan 2005 – 2008)*

### **Overview**

In the past decade, JCI membership in Latin America has declined 18.8%, from 7,175 in 1994 to 5,827 in 2005. However, after the structural changes of the administration and an overhaul of programs in 2005, the department’s strategic plan is aimed at reversing the membership decline of the organization and realizing 5% growth in the next three years. It is important to note that most of the loss has taken place in Argentina, Venezuela, and Panama.

Four National Organizations (out of 14) have the greatest opportunities for development due to their unique circumstances. These National Organizations can positively change the growth curve in the area as they represent almost 50% of Latin America’s membership: Brazil, Colombia, Mexico, and Argentina.

Considering that the three pillars of any nonprofit anywhere in the world are a correct understanding of the mission/vision statement, knowledge of professional fundraising techniques, and implementation of programs that fulfill the mission/vision, JCI will focus on those areas in Latin America.

Thus, JCI Achieve, professional fundraising seminars, and business-related programs are essential elements in training JCI’s volunteers -- who have experience in for-profit organizations – to better lead JCI.

Except for the Area Conference, the Area Director will coordinate Area meetings such as the National Presidents in January (Cancun, Mexico) and the JCI Academy (Mexico City, Mexico). The Area Conference will be coordinated by the Congress and Conferences Director. The Area Director will have meetings with all National Presidents individually, and with as many Local Presidents as possible to solicit needs and opinions. In addition, the Area Director will attend General Assembly meetings and benchmark sessions and educate National Presidents and other officers.

### **2006 Plan as it relates to departmental goals**

#### **Goal 1:**

To extend JCI programs and services to at least 11 new countries and/or metropolitan areas around the world.

#### **Action Steps:**

- Identify and open up communications with key people in Chile and Rio de Janeiro.
- Establish Local Organizations in Mexico City.
- Strengthen the foundation pillars of JCI in Cancun.

- Participate in the Organization of American States (OAS), NGO Committee on UNICEF, and UN meetings.

#### **Budget Implication**

- Development travel (Traveling to National Organizations, airfare, additional cost):  
**US\$12,000**
- Communication  
**US\$3,000**
- Other (postage, freight, office supplies)  
**US\$ 2,000**

#### **Goal 2:**

To ensure that all JCI National Organizations adopt and implement all key JCI programs, namely JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program.

#### **Action Steps:**

- Implement a JCI Business Network Event in 35% of the National Organizations.
- Increase the JCI Best Business Plan Competition participating National Organizations by 35%.
- Analyze National Organizations' plans of action for 2007 so that JCI can make sure most of the programs are included.
- Continue work regarding UN MDGs. Ask National Organizations to categorize their projects under UN MDGs without creating new ones and upload them to JCI Project Gallery.

#### **Goal 3:**

To ensure effective and efficient management of Local and National Organizations.

#### **Action Steps:**

- Provide support to National Presidents Meeting and American Leadership Academy.
- Ensure that all National Organizations will be measured by the 100% Efficiency Program.
- Conduct JCI Achieve and seminars on Professional Fundraising Techniques

#### **Budget implication**

- The National Presidents Meeting and the American Leadership Academy are in financial danger. Annual US\$10,000 and US\$5,000 grants are required to maintain the same level for 2006.

#### **Goal 4:**

To implement the establishment of Regional Offices and National Secretariats in most National Organizations under the leadership of a Chief Administrative Officer (CAO).

#### **Action Steps:**

- Reallocate financial resources from JCI Area C Executive Vice President and Vice Presidents budget in order to pay or hire selected National Organizations' employees.
- Conduct an experiment by financing part of the salaries of the Head Staff. As a result and as a first step, JCI will encourage full alignment of the professional National Headquarters of Brazil,

Colombia and Mexico with the office of the Area C Latin America Director in order to grow the membership of the country.

- Conduct an experiment by hiring a full-time employee in Argentina. JCI Argentina can obtain equipment and an office in the capital of the country (in the Argentina Chamber of Commerce thanks to the successful visit made by President Kevin early in 2005).

#### **Budget implication**

- Expenses of professional Headquarters in Brazil, Colombia, and Mexico for 12 months (US\$200/month):  
**US\$ 7,200**

#### **Goal 5:**

Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.

#### **Action in 2006.**

- Help to assist in researching and developing “How to Create Local Organization” guides, which will be integrated into the JCI Recruitment Kit.

## **JCI (NORTH AMERICA and METRO LOCAL ORGANIZATIONS) GROWTH AND DEVELOPMENT**

*(Based on JCI Growth and Development Department Strategic Plan 2005 – 2008)*

### **Overview**

JCI USA has decreased the most in the past 10 years in JCI. To address this decline, we will focus on establishing JCI Metropolitan and Minority Local Organizations in 2006. JCI will be more involved with the JCI MetNet Program.

#### **Goal 1:**

To focus on establishing JCI Metropolitan Local Organizations and become more involved with the JCI MetNet Program.

#### **Action Steps:**

- Coordinate with the JCI MetNet Director on the planning and implementation of the JCI MetNet Conference
- Request JCI Metropolitan Local Organizations be represented at the MetNet Conference.

#### **Goal 2:**

To ensure that all JCI National Organizations adopt and implement all key JCI programs, namely JCI Best Business Plan, JCI Ten Outstanding Young Persons Program, JCI Business Networking Event, JCI Public Speaking, and the JCI Awards Program.

#### **Action Steps:**

- Implement a JCI Business Network Event with the MetNet Local Organizations.

- Implement the JCI Best Business Plan Competition.
- Analyze National Organizations' plans of action for 2007 so that JCI can make sure most of the programs are included
- Continue work regarding UN MDGs. Ask National Organizations to categorize their projects under UN MDGs without creating new ones and upload them to JCI Project Gallery.

**Goal 3:**

To ensure effective and efficient management of Local and National Organizations.

**Action Steps:**

- Provide support to National Presidents Meeting and American Leadership Academy.
- Ensure that all National Organizations will be measured by the 100% Efficiency Program.

**Goal 4:**

Assist the National Organizations in establishing minority Local Organizations in major cities in the USA and Canada.

**Action Steps:**

- Establish contacts of former members from overseas or groups that are interested in setting up JCI Local Organizations.
- Coordinate with JCI USA and the JCI Vice Presidents assigned to the area to provide orientation and proper program briefing.

**Goal 5:**

Provide tools for National Organizations to ensure Recruitment, Retention and Improved Services.

**Action in 2006**

- Assist in researching and developing "How to Create A Local Organization" guides, which will be integrated into the JCI Recruitment Kit.