

## IABC Queensland: Strategic planning

### Goals and objectives

IABC Queensland was established in 2008 and although one of the smaller chapters in the IABC family, enjoyed steady support from its local comms community.

However, by the end of 2018, membership had dipped below 50 and only two events had been delivered during the calendar year due to a significant change in the board membership and a lack of coordinated, structured strategic planning.

In late 2018 the new board agreed to a strategic refresh and embarked on a process to develop a new strategic plan and supporting process, to:

- deliver increases in membership and financial standing
- provide clearer alignment between IABC Queensland's strategic plan and the IABC1720 Strategic Framework
- establish a structure for strategic planning including a three-yearly cycle, annual updates and review gates
- provide greater accountability to individual board members for their respective portfolio areas.

The IABC Queensland Strategic Plan is attached and is scheduled for review in January 2020.

### Strategy alignment

IABC Queensland has put significant focus into its alignment with the IABC1720 Strategic Framework during 2019 and updated the Strategic Plan started in late 2018 by:

- reflect the updated vision, mission and purpose and align portfolio plans
- established review gates which provide opportunities throughout the year for the board to identify current challenges and adjust the strategy as required
- streamlined processes to ensure consistent approaches to chapter events, member engagement and communication
- remove "peripheral" initiatives to allow the board to focus on the activities that will bring the greatest value given the small number of board members.

### Chapter planning

IABC Queensland has integrated its Strategic Plan into the activities delivered through the year by incorporating consistent measurement into the implementation of the events program, allowing us to make informed decisions about future events.

The Strategic Plan has already provided us a solid foundation to weather storms at the global or regional level and to consolidate our successes on an ongoing basis.

The board also took inspiration from sessions attended by the President at Leadership Institute 2019; namely the principles that people join IABC to meet, learn or help, and that they need to form five relationships to justify ongoing membership.

In answer to these two principles, we implemented a buddy system to help us monitor member satisfaction and provide personal contact.

In addition, the principles of the great hook, content and event experience also gleaned from LI2019 became our guiding principle in the development of events and keeps us focused on delivering consistently strong member value.

## Budget

A targeted budget was set for the delivery of the events program and is attached to this submission.

## Implementation

### Timeline

#### October 2018

- Developed a templated strategic partnership proposal
- Partnered with QUT to deliver annual Business Breakfast events

#### November 2018

- Agreed the IABC Queensland Strategic Plan 2018-2021
- Added to the agenda to include updates against the strategic plan at every board meeting

#### January 2019

- Began to finalise a rolling program of events
- Implemented buddy system
- Reflected meet/learn/help, five relationships and hook/content/experience on agendas

#### February 2019

- Developed a strategy to convert event attendees to members (including measurement) as part of the IABC Queensland Strategic Engagement Framework
- Developed events calendar, register and budget tracker
- Developed communications calendar and reformatted newsletter
- Delivered Whiteboard Ninja event with Simon Banks

#### April

- Delivered Has The Luck Run Out event with David Fagan

#### May 2019

- Established buddy list and email template as talking points
- Established process for welcoming new members and contacting those soon to lapse
- Delivered How To Beat The House – The Critical Role of Communication in Business Transformation with David Cook

#### June

- Delivered Global Trends In Social Media Marketing event with Mel Kettle

#### July 2019

- Held AGM
- Delivered End Of Financial Year Party

## August 2019

- Delivered Get Video Smart event with Julian Mather – IABC Queensland’s most successful event ever both in attendee numbers and profit.

## September 2019

- Delivered Business Breakfast: Flipping The Script On Corporate Storytelling event with Shawn Callaghan and Dr Anne Lane in partnership with QUT.

## October 2019

- Established board succession plan
- Established board roles and responsibilities
- Celebrated 16 new members as a result of Member Month activities
- Delivered Strategic Communication Masterclass event with Sia Papageorgiou

## November 2019

- Recorded IABC Queensland’s highest ever
- Recorded IABC Queensland’s highest ever bank balance (\$17419)
- Delivered the final event for the year – Nearly-Christmas Party

## Challenges

In 2019 IABC lost a key corporate sponsor – Telstra – at a national level, which resulted in the loss of two members from the Queensland chapter.

In addition, the transformation of IABC’s global website encountered problems which meant new and renewing members were unable to complete transactions for some months, and leader resources and reports were unavailable.

The strategic plan allowed the chapter to continue tracking against its targets which in turn had been aligned to the overarching IABC1720 Strategic Framework, meaning our efforts were not derailed by this unexpected turn of events.

## Telling our story

Throughout 2019 we used a range of tactics to tell the story of the IABC Queensland revitalisation, through messaging in LinkedIn posts, newsletters, at all our events and in our [first ever video](#) [President’s message](#).

## Measurement

Review gates were established as part of the strategic plan to encompass:

- portfolio changes as a result of the AGM in July of each year
- a review of calendar year performance in November of each year
- a strategic reset in January of each year

These review gates are the final section of the attached strategic plan.

Measurement is included throughout the plan, with targets set and performance tracked at each stage.

## Results

The enhanced strategic plan delivered:

- an events program in 2019 that generated a profit for the chapter of \$4028 and our highest ever cash balance of \$17,408.82.
- a 20% lift in membership to IABC Queensland's highest-ever number of members – 58 as of November 2019, especially pleasing given it had dipped to a historic low of 32 in August 2019.
- a strong foundation for success in the face of significant hurdles during the year including the loss of a key corporate membership (Telstra) and the challenges that resulted from the IABC website transformation, which meant new or renewing members were unable to complete transactions.