

## ADVOCACY

IFA strives to be known as the pre-eminent advocacy organization.

- Political and legislative public policy goals achieved
- Effective grass roots and grass tops engagement
- Effective member company CEO engagement
- Integration of all IFA tools—including public relations—and programs
- Significant contributions to Political Action Committee

### Competencies Needed:

- Grass roots and grass tops mobilization
- Data strategy and relevant data by district
- Integration of public relations function into advocacy

### Gaps to Close:

- Economist
- Business Intelligence Platform
- Data source for employment, economic, franchise demographic data
- Data capture capability for member data
- Proper funding for advocacy priorities

### Strategic Initiatives:

- Develop a priority matrix that categorizes policy issues based on their impact on the franchise model, the resources required, and the probability to succeed.
- Develop a specific plan for major policy priorities ensuring consideration of the following components
  - Expected duration
  - Coalition partners
  - Outside lobbyists
  - Inside resources
  - Franchise industry experts
  - Communications
- Enhance PAC fundraising activities and establish and execute fundraising plan
- Maximize efficacy of the Franchise Action Network
- Assess efficacy of expanding advocacy to international markets
- Develop a best in class external communication function to achieve the following:
  - Support and enhance advocacy efforts on targeted policy priorities
  - Advance a positive image of franchising to external audiences

# MEMBER VALUE

IFA strives to deliver tangible and valuable opportunities and information to our members.

- IFA meetings are viewed as places to get business done, meet important business and political leaders, and get critical business intelligence
- IFA publications deliver timely and essential information about the franchising model and are used by key decision makers as information sources
- IFA knows its members and potential members and delivers convening and information opportunities of value to them.
- IFA offers effective platforms to generate business leads and networking
- IFA offers best-in-class affinity programs

## Competencies Needed:

- Data gathering capability
- Member polling capability

## Gaps to Close:

- Business intelligence platform
- Data analysis capability
- Identification and communication of areas where IFA is uniquely qualified to deliver member value
- Independent assessment of proper partners for delivery of value
- Effective communications function
- Proper identification of roles of Board, committees, management
- Revenue model
- Marketing automation capability

## Strategic Initiatives:

- Develop a research function to support understanding of member needs and satisfaction with IFA.
- Develop a communication plan to identify and articulate IFA value to all groups of actual and targeted membership and the public
  - Consider ability of IFA to serve as effective lead generator to our members
- Ensure conference programs are designed and located to maximize value to attendees and participants
  - Assess locations
  - Ensure educational programs are responsive to member issues and are best in class
    - Assess particular value to franchisees, including multi-unit franchisees
  - Ensure conferences are designed to maximize business opportunities for franchisors, franchisees and suppliers.
  - Develop and execute marketing plans that effectively communicate essential and important information to the appropriate audience.
  - Assess need for international, remote and virtual programs.
- Develop a prioritization matrix to address franchise business needs outside the United States.

- Develop and execute communications plan to ensure the delivery of relevant and important industry information to members. Ensure the plan includes consideration of minimizing duplicate and unnecessary communications.
- Develop a plan to identify and deliver on engagement opportunities for franchisees.
- Grow and diversify sustainable sources of non-dues revenue
- Develop communications plan to highlight successes of diversity, veterans, women, immigrant and minority franchise owners

## ORGANIZATIONAL EXCELLENCE

IFA strives to be recognized as an organization that operates as efficiently and cost effectively as possible. Systems, people and process should be recognized as highly functioning and properly focused on ensuring the availability of information to support the strategic needs and direction of IFA.

- IFA messaging and direction is clear and consistent across all levels
- Direction is constantly assessed and adjusted based on monitored information
- Management and information is completely transparent and values-centered
- Systems, people and process are deployed and directed as needed and in a consistent manner
- Diverse thinking and backgrounds are encouraged and valued

### Gaps to Close:

- Consistency of expectations from Board through Staff
- Proper identification of roles of Board, committees, management
- Governance manual
- Dues structure

### Strategic Initiatives:

- Institutionalize enhanced board member development programs, including increased focus on values-based leadership
- Ensure organizational culture and hiring practices exist to attract and retain best in class talent in key roles at IFA.
- Ensure technology platform exists to support operational excellence
- Assess reserve policy and investment policy to ensure long term sustainability
- Ensure administrative processes are supported by best practices and cost/benefit analysis