



Business Plan

Created: June 15, 2010

Vision

MPI International: Build a rich global meeting industry community

TBAMPI: We will build personal and business connections, provide valuable education and establish industry recognition for our members. (Build Connections, Provide Education, Establish Recognition)

Mission

MPI International: Make our members successful by building connections to:

- Knowledge/Ideas
- Relationships
- Marketplaces

TBAMPI: TBAMPI is the area's recognized industry leader and the connection point for meeting professionals and the business community.

MPI's 2010-2011 - Strategic Imperatives

Build a Great Organization - Create a remarkable culture and structure

Evolve from Association to Global Community - Deploy programs, knowledge platforms and brand architecture to align with vision

Reinvent Business Relationship with Chapters - Invest in chapters to create channel partnerships around community results

Elevate the Member Conversation and Experience - Elevate programs and services to a higher level of experience and business return

Chapter Business Metrics

Tampa Chapter	Chapter Actuals 09 - 10	Meets Expectations 1	Exceeds Expectations 2	Notes
1. Net Member Growth	347	3.0%	5.0%	Meets Goal = 2 Points, Exceeds = 4 Points
2. Membership Satisfaction	8.50%	8.55%	8.65%	Meets Goal = 1 Point, Exceeds = 2 Points

3. Engagement/ Participation					Meets Goal = 1 Point, Exceeds = 2 Points
Increase Satisfaction Scores of Education Programs (weighted at 33.33%)	4%	4.2%	4.3%		Monthly Education Events
Increase Volunteers (weighted at 33.33%)	96 as Feb	5.00%	10.00%		Does not include SEC Volunteers
Increase Member Attendance at Networking Events	23.5 thru March	12.0%	20.0%		After 5 Programs Only (8- 10 per year)
4. Chapter Financial Management		Meet	Exceeds		
Total Revenue Less Total Expenses divided by Total Revenue	2010-2011 Budgeted Actuals	2010-2011	2010-2011		

	Revenue	Expenses	Margin	Education Expenses	Education Ratio
<i>2008-2009 Gross Margins</i>					
<i>Actual</i>	\$152,200.90	\$113,901.14	25.16%	\$29,685.37	19.50%
<i>2007-2008 Gross Margins</i>					
<i>Actual</i>	\$156,898.53	\$155,440.78	0.93%	\$34,894.96	22.24%
<i>2006-2007 Gross Margins</i>					
<i>Actual</i>	\$227,881.84	\$189,477.31	16.85%	\$23,151.66	10.16%
<i>2005-2006 Gross Margin Actual</i>	\$209,339.42	\$209,529.59	-0.09%	\$31,285.15	14.94%
			10.71%		

Executive summary

As the Tampa Bay Area MPI Chapter achieves worldwide results after being ranked in the top ten globally, we continue to further our commitment and resolve towards achieving our goals and objectives. The chapter's vision for the upcoming year will be focused on "Connecting is Affecting". We plan to work this year to provide our members as many opportunities as possible, whether it is growing their personal network or giving them face to face time with potential clients. The Communications team will continue the success of the combined Florida chapters' publication, Florida Connects, and is keeping up with technology by establishing a committee member to update and promote TBAMPI through social media opportunities like Facebook and LinkedIn. Our website will continue to be a key component of our communication plan and will illustrate the multifaceted member benefits of connecting through TBAMPI. The Education team will ensure we meet the education needs of our members with industry-pertinent speakers and topics, ensuring each meeting will have a valuable educational component with take-a-ways for our attendees. We will also bring back the very popular Meetings Academy this year which gives our members a full day of Educational content. The Special Events team continues to go beyond the boundaries to make our events better than before. We will be adding two new Special Events this year and will not be hosting our Annual Meeting Marketplace due to too many conflicts this coming year. The Membership team continues to develop new ways to encourage member participation like creating a new registration experience, a customized member tracking program, volunteer opportunities and multiple new volunteer appreciation and recognition programs and projects. We will focus on growing our membership base and retaining the members we currently have.

Current situation

Basic data

Name of Chapter : Meeting Professionals International (MPI) Tampa Bay Area Chapter
Status/Incorporation : July 20, 1984, Florida
Office : 250 Wilshire Boulevard, Suite 179, Casselberry, FL 32707
Head Office : MPI Headquarters, Dallas, Texas, USA

Brief history of the Chapter and Current Status

Meeting Professionals International (MPI), the world's largest association for the meetings and events industry, is committed to positioning meetings and events as a key strategic component of an organization's success. The 347 member Tampa Bay Area chapter of MPI, established in 1984, empowers its members to increase their strategic value with education, professional development, and business growth opportunities. The TBAMPI chapter has long been a leader within the organization, ranking in 2009-2010 among the top both nationally and internationally. For more information, visit www.TampaBayMPI.org.

Resources

Our Chapter resources consist of funding, time & talent of our volunteers and MPI resources.

Funding: Our chapter has a total of **\$104,970**. to fund chapter activities this year. (See appendix A for the budget)

Time & talent: Our chapter has 96 volunteers. In addition to our established chairpersons and their committees, we have additional talent in our "Volunteers at Large" that we engage in special projects and committee activities.

MPI Resources: Our chapter will make full use of the tools and assistance provided by headquarters, especially:

<ul style="list-style-type: none"> Chapter Leaders Forums/Conference Chapter Logos/Marketing Templates Chapter Online Resources/Toolkits Culture Active Tool GroupSpace Industry Calendar Leadership Presentations 	<ul style="list-style-type: none"> List Rentals - Complimentary MPI Foundation Grants Past Presidents Platinum Educational Series Processes and Procedures Skills Assessment Staff (Chapter Business Managers)
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Monitoring and Evaluation Tools: To ensure that we accomplish our plans and remain committed to our objectives, we will:

- Monitor our progress against the new chapter business metrics on a quarterly basis
- Review our business plan at each board meeting to ensure progress against our objectives and action items
- Review our budget at each board meeting
- Do an evaluation of our education programs and ensure that we have a score of at least a 4.2 on a 5 point scale
- Perform a chapter needs assessment on an annual basis

Products and services

Research papers, Florida Connects, e-Focus, Web site, CultureActive tool, skills assessment, job bank, educational sessions, local secretariat, etc.

Operating Environment/Market Analyses

The Industry (Economy, Trends)

Social	Technology
<ul style="list-style-type: none"> • Trend in life and work balance affecting volunteerism • Trend in people expecting more with less resources to rely on • Trend of differences in generational approach including student involvement • Trend of Globalization • Trend of technology replacing face-to-face social interaction • Trend of increased industry related media awareness • Trend of new ways of social networking 	<ul style="list-style-type: none"> • Trend in the increase of virtual meetings • Trend in the increase of need for speed of communications • Trend of the increased need of connectivity • Trend of more digital data collection • Trend in members utilizing more meetings-based software • Trend in the cost of technology decreasing • Trend in the use of online chatting through avenues like Facebook and Twitter
Economic	Political
<ul style="list-style-type: none"> • Trend of procurement taking a more important role in the meetings industry • Trend of corporate social responsibility and green meetings • Trend of an increase of awareness of the impact of weather conditions • Trend of rising energy and gas costs • Trend of an increase in cost of food & beverage • Trend of an increased cost of security • Trend of supplier market • Trend in the increase of members becoming unemployed or losing business 	<ul style="list-style-type: none"> • Trend in increased concessions given to real estate developers • Trend in the decrease of city provided services • Trend in the standardization in industry practices • Trend toward politicians increasing government regulations

The Local Industry

Our area has a strong representation of meeting planners from a variety of segments of the industry—association planners, corporate planners, independent planners, destination management companies—as well as solid hospitality community support and understanding. Geographically, our chapter is spread between areas that range widely in their base of business with some areas (specifically Tampa and Sarasota) being predominantly targets for larger conventions and meetings; the beach communities represented in our membership tend to attract smaller meetings and more social events. This diversity in our marketplace allows our chapter members flexibility and strength on both sides of meeting negotiations. We also have a great base of support because of this variety.

Market Analyses

The Tampa Bay Area Chapter of MPI is very fortunate to have a relatively equal balance of meeting planners as suppliers. Our membership consists of planners representing roughly half of our 347 total members. The balance is made up of suppliers, lifetime members, and students. We receive equal interest online and at meetings from both suppliers and planners. The corporate planner base is the strongest on the planner side and the hotel supplier is the strongest on the supplier side. We have a continuing education program with the University of South Florida to further drive membership and awareness of our organization.

Competitor Analyses

Competition	How They Compete ("X" All That Apply)					Collaboration Possible?
	Education	Membership	Volunteers	Networking	Sponsors	
ASAE	X	X			X	Y
ISES (Orlando)		X			X	Y
MPI Orlando Chapter	X	X	X	X	X	Y
HSMAI (Orlando)	X	X		X	X	Y
SGMP	X	X	X	X	X	Y
CVBs	X	X	X	X	X	Y
PCMA	X	X	X	X	X	Y
SITE						N
ICCA						N
NACE	X	X	X	X	X	Y
FSAE	X	X	X	X	X	Y

Competitive Advantages

Our chapter encompasses a large geographic area and includes two of Florida's largest cities, Tampa and St. Petersburg. Add Sarasota, Clearwater, Lakeland, and Bradenton and you have some of the fastest growing communities in the country for a market rich with opportunities for businesses that conduct meetings and have meeting planning departments.

Historically, our chapter has maintained an even ratio of planner members to supplier members and we have a reputation among other Florida chapters and MPI International for consistently achieving chapter goals and being at the forefront of best practices for chapters of our size.

Compared to other industry associations in our region, MPI Tampa Bay is the largest and most active. No other industry association has a strong presence in our region, making MPI Tampa Bay the association most sought after for partnership opportunities which result in even more exposure to the marketplace for MPI Tampa Bay.

Other associations that do have a presence in the area are not strategic in their plans for growth and individuals who have membership in more than one industry association easily see the benefits of membership with MPI Tampa Bay and, as a result, commit more of their resources to MPI than to other industry associations.

Action Plan

Objective 1: Build Connections		Completion	Person/ Committee Responsible	Budget	Completion Date	Metric
Goal 1	Coordinate internal board communications					
Action	Distribute timely monthly agenda and board report requests	Ongoing	VP Admin	\$0	Ongoing	
Action	Draft and distribute timely monthly board minutes	Ongoing	VP Admin	\$0	Ongoing	
Action	Support President as needed	Ongoing	President Elect / VP Admin	\$0	Ongoing	
Action	Update and maintain '10-'11 Board contact list	Ongoing	VP Admin	\$0	Ongoing	
Action	Collect and maintain all Chapter Historical Data	In Progress	VP Admin	\$150	Ongoing	
Goal 2	Meet with VP's, Directors, PP & PE Individually					
Action	Call or meet with VP's Individually	Ongoing	President	\$0	July & January	
Action	Call or meet with Director's Individually	Ongoing	President	\$0	August & February	
Action	Meet with Past President & President Elect	Ongoing	President	\$0	September & March	
Goal 3	Maintain communication between TONS & Foundation and chapter	Ongoing	President / Past President	\$500	Ongoing	
Goal 4	Work with Past President's Council to keep them involved	Ongoing	President	\$100	Ongoing	
Goal 5	Create Chapter Communications plan					
Action	Create and publish communications calendar	In progress	Communications	\$0	8/1/2010	
Action	Update calendar as needed and distribute to board	In progress	Communications	\$0	Ongoing	
Goal 6	Increase interest/visitation to website					
Action	Update current website photos (website header and '10-'11 Board headshots)	In Progress	Communications/ Ch Admin	\$600	9/30/2010	
Action	Redesign navigation and visual interest of connections section to website	In Progress	Communications / Ch Admin	\$0	12/1/2010	
Action	Investigate categorizing membership for website	In Progress	Communications / Ch Admin	\$0	1/1/2011	
Action	Update testimonials on website and tie into Connections Campaign	In Prpgress	Communications / Ch Admin	\$0	9/1/10	

Goal 7	Create & publicize formal connections campaign					
Action	Create Chapter marketing / communications campaign	In progress	Communications	\$1000	9/1/2011	
Action	Incorporate theme of 'Connecting is Affecting' into all campaigns	In Progress	Communications	\$0	Ongoing	
Goal 8	Create programs that foster networking/membership - --- Increase participation at MPI After 5s					
Action	Improve post luncheon surveys to fine tune needs of the chapter	Ongoing	Education	\$0	9/1/2011	
Action	Create Strategic Alliances with other professional associations	Ongoing	Education	\$0	Ongoing	
Action	Increase participation at MPI After 5s	Ongoing	Special Events /Communication	\$0	Ongoing	
Goal 9	Increase Membership Base					
Action	Establish a committee for – all Special Events	Ongoing	Membership / Special Events	\$0	Ongoing	
Action	Implement CRM	In Progress	Membership	\$0	12/1/2011	
Action	Help obtain prizes to reward members for getting referrals	Ongoing	Membership / Strategic Alliances	\$1500	Ongoing	
Action	Maintain retention rate of 73%	Ongoing	Membership	\$0	Ongoing	
Action	Managing volunteer involvement	Ongoing	Membership/Ti m	\$0	Ongoing	
Action	Increase membership to 364 members	Ongoing	Membership	\$0	6/30/2011	
Goal 10	Assimilate new members into MPI culture					
Action	Assist with creation of volunteer opportunities for other committees	In progress	Membership	\$0	Ongoing	
Action	Enhance prospect/new member orientations and host a minimum of 4	Ongoing	Membership	\$0	6/30/2011	
Action	Board Member participation in prospect/new member orientations	In Progress	Membership	\$0	Ongoing	
Action	Have 2 Ambassadors attend and participate in every meeting & event	Ongoing	Membership	\$0	6/30/2011	
Objective 2:	Provide Education					
			Person/ Committee Responsible	Budget	Completion Date	
Goal 11	Conduct at least 4 meetings with industry specific topics					

Action	Obtain speakers	Ongoing	Education	\$16,000	Ongoing	
Action	Obtain leaders in Industry as speakers increasing luncheon attendance	Ongoing	Education	(see above)	Ongoing	
Action	Use advanced Marketing and PR efforts to promote	Ongoing	Education / Communications	\$375	Ongoing	
Action	Create at least 1 interactive monthly meeting topic	In Progress	Education Committee	(see above)	Ongoing	
	Encourage further development of industry knowledge and professional certifications					
Action	Secure CMP study group	In Progress	Education	\$375	10/10/10	
Action	Promote CMP certification value, study group benefits, success rates and availability	Ongoing	Education		Ongoing	
Goal 12	Provide educational program opportunities on both sides of Tampa Bay					
Action	Survey planners and suppliers to determine locations and topics	Ongoing	Education / Membership	\$0	2/1/2011	
Action	Obtain locations in Pinellas and Hillsborough for a minimum of 2 meetings each	Ongoing	Strategic Alliances / Education	\$0	10/1/2011	
Goal 13	Offer educational programs with valuable, identifiable learning objectives					
Action	Contract speakers who are content experts in field, can develop and deliver materials to achieve learning objectives of attendees	Ongoing	Education	(see above)	Ongoing	
Action	Publicize learning objectives (what you'll take-away) along with chapter meeting information	Ongoing	Education	\$0	Ongoing	
Goal 14	Secure Sponsorships for all educational Programs					
Action	Use creative methods to increase chapter meeting sponsorship	Ongoing	Strategic Alliance	\$2000	Ongoing	
Action	Evaluate, adjust and provide sponsor benefits which increase sponsors interest, participation and opportunity for ROI	Ongoing	Strategic Alliance	\$0	Ongoing	
Action	Develop sponsorship tracking program	In Progress	Strategic Alliance	\$0	Ongoing	

Action	Secure single sponsors for multiple meetings/events at initial contract inception for fiscal year activities	In Progress	Strategic Alliance	\$0	Ongoing	
Goal 15	Use face-to-face methods to enhance member communications					
Action	Update and improve Guest and New Member Registration Experience	In Progress	Membership	\$250	9/30/2010	
Action	Conduct Table Host program so hosts are prepared with updated agenda and announcements	Ongoing	Membership	\$200	Ongoing	
Action	Create committee position job descriptions	In Progress	Membership	\$0	8/30/2010	
Action	Post volunteer shifts online for shift sign up on website	Ongoing	Membership	\$0	7/30/2010	
Goal 16	Educate board members and committee chairs					
Action	Conduct needs assessment and analyze results	In progress	Membership	\$0	1/30/2011	
Action	Provide leadership training for board team at mid-year retreat & Succession Planning	In Progress	President	\$1,400	12/1/2010	
Action	Create a new and innovative Volunteer Training Program	In Progress	Membership	\$0	12/1/2010	
Objective 3:	Establish Recognition					
			Person/ Committee Responsible	Budget	Completion Date	
Goal 17	Reach Out to Community					
Action	Conduct a Community Charity Outreach Program/Event	In Progress	Past Presidents / Communications	\$0	5/30/2011	
Action	Update & Maintain formal press kit	In progress	Communications	\$0	Ongoing	
Goal 18	Maintain Board birthday list					
Action	Create 2009-2010 Board birthday list	In Progress	VP Admin	\$0	7/1/2010	
Action	Send Board birthday cards	Ongoing	President	\$30	Ongoing	
Goal 19	Maintain Member of the Month archives	Ongoing	VP Admin	\$0	Ongoing	
	Conduct consistent print and online communications to membership					
Action	Write & send 11 e-focus newsletters	Ongoing	Communications	\$0	6/30/2011	

Action	Update the e-focus newsletter	Ongoing	Communications	\$0	9/1/2010	
Action	Write & send 4 Florida Connects magazines	Ongoing	Communications	\$0	6/30/2011	
Goal 21	Establish social media sites					
Action	Update & maintain chapter FaceBook	Ongoing	Communications	\$0	Ongoing	
Action	Update & maintain chapter LinkedIn	Ongoing	Communications	\$0	Ongoing	
Goal 22	Develop and grow CSR policies and activities					
Action	Maintain base CSR policy	Ongoing	Communications	\$0	Ongoing	
Action	Complete & publicize one CSR item per quarter	Ongoing	Communications	\$0	Ongoing	
Action	Plan and conduct 3-4 community outreach events per year	Ongoing	Communications	\$0	6/30/2011	
Goal 23	Participate in grant/scholarship programs					
Action	Award 2 community outreach grants	Ongoing	Communications	\$1000	6/30/2011	
Action	Award two scholarships	Ongoing	Membership	\$750	6/30/2011	
Action	Apply for MPI Foundation grant	In Progress	VP Finance / Membership	\$0	9/1/2010	
Action	Apply for grant to support CRM or Customer Database Software Program	In Progress	Membership	\$0	9/1/2010	
Goal 24	Promote Sponsor Contributions					
Action	Create new methods to recognize sponsors during chapter meetings	Ongoing	Strategic Alliance/Communications	\$0	Ongoing	
Action	Survey past sponsors to determine methods to keep or increase sponsorship	In Progress	Strategic Alliances/Communications	\$0	6/30/2011	
Action	Dedicate volunteer member to sponsorship fulfillment and satisfaction	Ongoing	Strategic Alliances/Membership	\$0	12/1/2010	
Goal 25	Maintain clear budget with performance tracking					
Action	Meet MPI International metric criteria for finances	Ongoing	VP/ Finance	\$0	End of term	
Action	Create a \$0 balance budget with a positive income stream based on a monthly budget allocation	Complete	VP/ Finance	\$0	7/1/2010	
Action	Ensure that financial decisions made by the board serve our membership and their goals (charities, members, professional development)	Ongoing	VP/ Finance	\$0	Ongoing	

Action	Create 2 engaging and profitable special events	In Progress	Special Events	\$3000	7/1/2011	
Action	Establish a chairperson for each event and raffle	In Progress	Special Events	\$0	10/1/2010	
Action	Promote raffle items on website	Ongoing	Special Events / Communications /Tim	\$0	Ongoing	
Action	Post budget on website	Complete	VP/Finance	\$0	Ongoing	
Action	Obtain monthly budget updates from all committees	Ongoing	VP/Finance	\$0	Ongoing	
Goal 26	Recognize and award members for significant efforts and proven results					
Action	Maintain "Member of the Month" awarded 11 per year – and recognize winners at Monthly Meetings, on website and through enewsletter	Ongoing	Membership / Leadership Development / Communications	\$500	Ongoing	
Action	Present a thank you gift to all volunteers	In progress	Membership/Member Care	\$2,000	6/30/2011	
Action	Develop incentive contests for membership	In Progress	Membership	\$1,500	6/30/2011	
Action	Make "Thank You for Joining" and "Thank You for Renewing" calls to all members	Membership	Membership/Member Care	\$500	6/30/2011	
Action	Determine and deliver Thank you Lottery Cards & Bday Cards	In Progress	Membership/Member Care	\$0	6/30/2011	
Action	Secure and maintain volunteers tracking system	Ongoing	Membership/Leadership Development	\$0	6/30/2011	
Goal 27	Maintain and update annual awards program process					
Action	Identify award categories and establish criteria for each	In Progress	President / VP Admin	\$1210	1/15/2011	
Action	Obtain nominations from all members in appropriate categories	In Progress	President / VP Admin	\$0	5/15/2011	
Action	Distribute ballots to all members on appropriate categories	In Progress	President / VP Admin	\$0	5/30/2011	

Risk Analysis

At this point, you have assessed the current organization goals, chapter situation, local market, budgetary needs, etc. In this section, you should look into the successful processes and possible challenges/dangers around the corner, identify them and come up with solutions so they won't surprise you when they come up during the year.

SWOT Analysis– Strengths, Weaknesses, Opportunities and Threats

Strengths

1. Secure large number of volunteers willing to serve on various committees.

2. Maintain of a very strong financial position for the chapter.
3. Develop and sustain strong connections between members.
4. Register positive attendance percentages at monthly education events, MPI After 5s, and special events.
5. Support of sponsors renewing and new sponsor partners.

Weaknesses

1. Usage of confusing, unbalanced, dated Sponsorship/Partnership program.
2. Limited intra-team communication between board divisions (Education, Membership, Communication, Finance)
3. Lack of planned, consistent, timely, integrated Chapter communications methods.
4. Communication practice currently in place, with emails sent "as needed" and members feel overwhelmed with overloaded email in-boxes
5. Not focused on communicating the value of membership

Opportunities

1. Empower Immediate Past President and President-Elect to work together on developing a leadership development and succession planning process for the board. Rollout this process to the entire board so they can help find their successors.
2. Continue with sponsorship solicitation, and ensure sponsors are pleased with the ROI of their sponsorship.
3. Develop a communication tool to encourage communication between the board and committees. Ensure that committee reports are presented at board level so VPs can determine areas that might impact their division.
4. VP of Communications and team to develop a marketing timeline at the beginning of their term to ensure that communications chapter-wide are timely. Develop a standard operating procedure for random one-off communications that occur during the year.
5. Provide more recognition to members through Member of the Month through exposure on website, in newsletter, during monthly meetings, and at After 5s.

Threats

1. A member may resign from the board. Due to no succession planning, the chapter had a hard time finding a viable replacement.
2. Due to outside economic influences, supplier members are less likely to renew their memberships and/or sponsor events.
3. Monthly meeting participation could be down this fiscal year because registration announcements have been delayed.
4. Members may see the membership as "cliquish," which may deter them from becoming more engaged.
5. Lack of providing clear communication.
6. Lack of executing complete project follow through.