

**TOASTMASTERS**  
INTERNATIONAL

**2016**

**CEO REPORT**

AUGUST 2016

PRESIDENT 2016  
DIGNIFIED CL

SELECT D



# CONTENTS

**5** ■ **FROM THE CEO**

**6** ■ **BY THE NUMBERS**

- 6** Clubs by Country
- 7** Membership Growth & Payments
- 8** Members by Country
- 9** Payments by Region
- 9** Club Growth
- 10** District Reformatations
- 11** Paid Clubs
- 12** Awards by Country
- 13** Education Awards
- 14** Focus on Clubs & Districts
- 15** Education & Product Sales
- 15** Social Media

PRESIDENT 2016

**16** ■ **CLUB EXPERIENCE**

- 16** Brand Promise
- 17** Online Tools
- 17** Online Clubs
- 18** Ralph C. Smedley Memorial Fund
- 19** Toastmasters Pathways
- 19** Translations

**20** ■ **DISTRICT**

- 20** Automating Payment and Approval Process
- 20** Toastmasters Lead Management (Insightly)

**21** ■ **ORGANIZATIONAL SUPPORT**

- 21** Publicity

**22** ■ **2015-2016 MILESTONES**

HED CLUB

**“ THE MAIN  
THING IS TO  
KEEP THE  
MAIN THING  
THE MAIN  
THING. ”**

–Stephen Covey



## FROM THE CEO

We are living in an extraordinary era, where technology allows us to be globally connected and information is at our fingertips. It also means that we have more to process—more emails, phone calls, social media updates, videos, news and ideas—without the benefit of more time to process all this information. So we jump from one topic to another so quickly that we often forget where we started, and we lose our way.



In the office we have what we refer to as “bright shiny objects” or “squirrels.” These are the concepts, thoughts, bright ideas, problems or other interruptions that lead us off track during a focused discussion. Their value ranges from less than zero (those that distract from the discussion) to unmeasurably positive (those that provide previously unknown strategic or operational insight). Most fall somewhere in the middle of the range—neither detracting from nor adding to the overall discussion, yet negatively impacting the effort because of the time they consume. To minimize the chance of getting, and staying, off track, we give everyone present in the discussion permission to bring us back by calling out “Squirrel!”

For Toastmasters, the “main thing,” as described by Stephen Covey, is clearly the Toastmasters club. Clubs are the primary and basic unit of the organization, and the delivery system of what makes Toastmasters unique: A supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

The overriding goals of the 2015 Strategic Plan support this main thing: club excellence, member achievement and awareness, engagement and participation.

We all have an important role in achieving those goals. If you’re a district leader, your role is defined in your job description. For the club growth director, it’s quite clear: you organize a team that will build new clubs in your district. If you are the vice president education of your club, you support member achievement through a strong mentoring program, an effective education committee—and of course excellent club meetings.

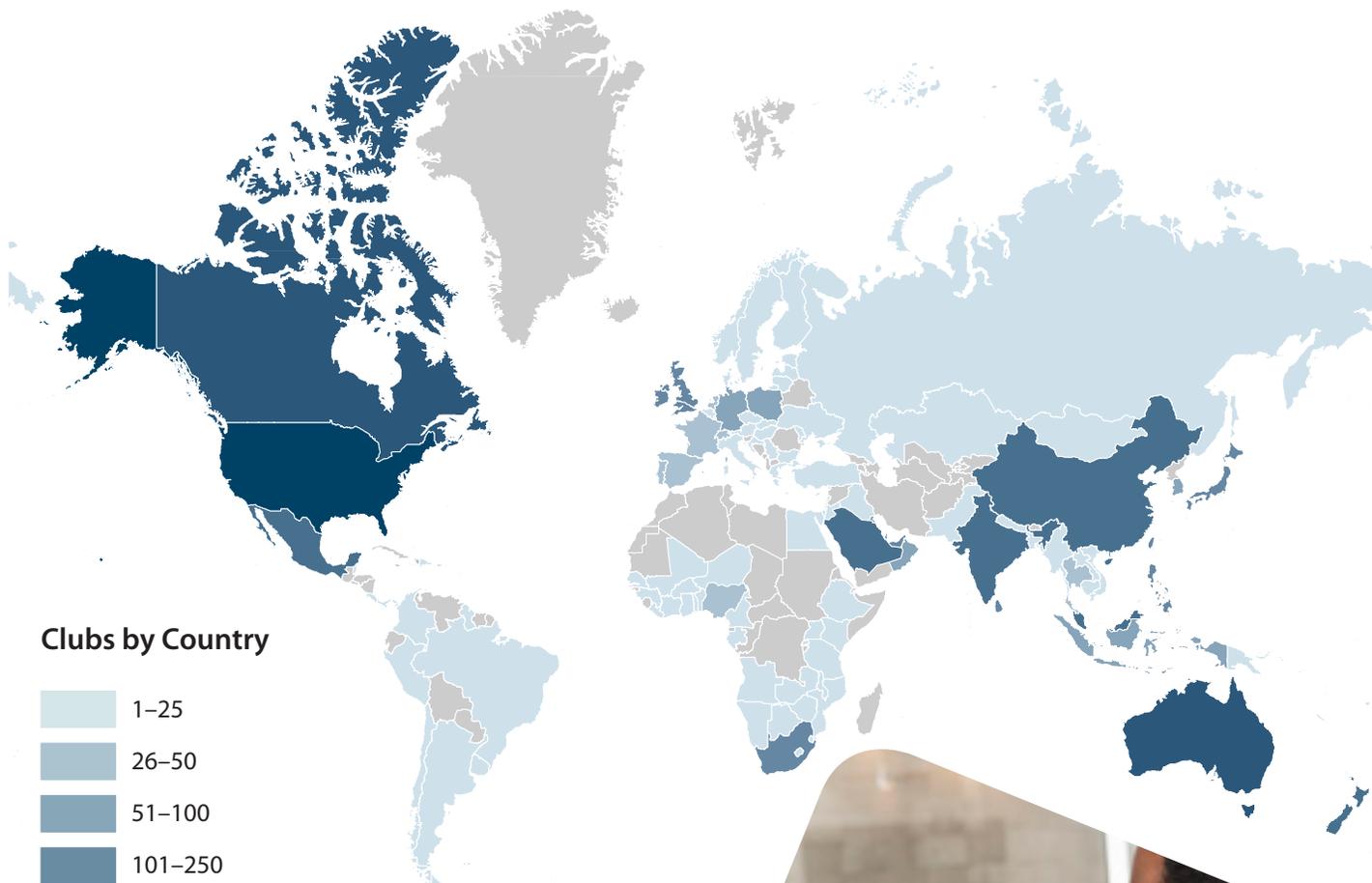
“What can I do to support the goals of the Strategic Plan?” you may ask yourself. As a member, you can support all three goals. Live the Toastmaster’s Promise to foster club excellence. Support your fellow members in their journey to achievement. Engage with prospective members and invite them to meetings.

That’s the main thing. Let’s join together to ensure that the main thing remains the main thing.

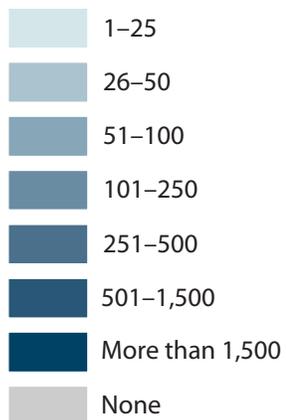
A handwritten signature in black ink, appearing to read "Daniel Rex". The signature is stylized and cursive.

Daniel Rex

# BY THE NUMBERS



## Clubs by Country

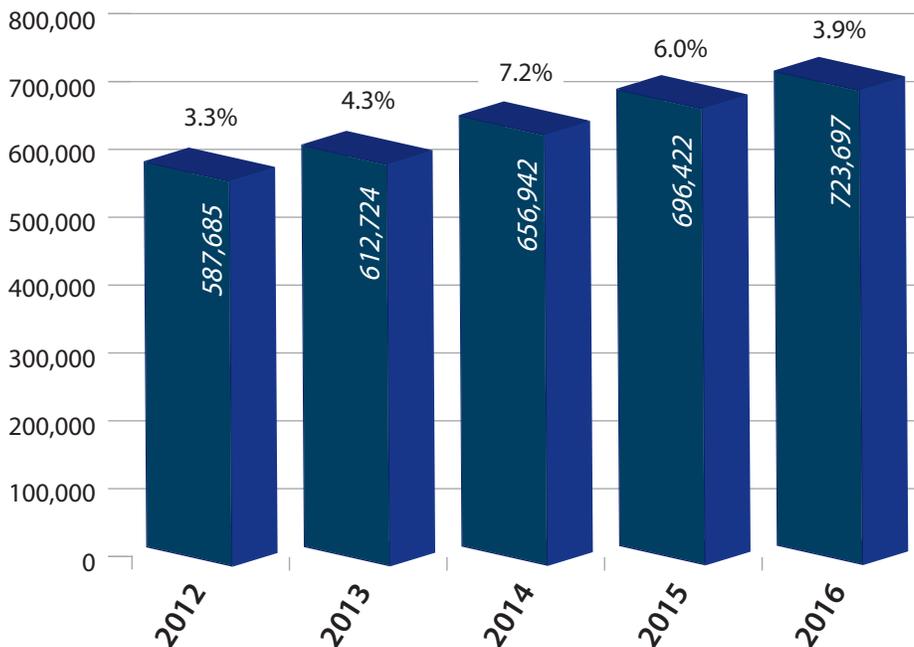
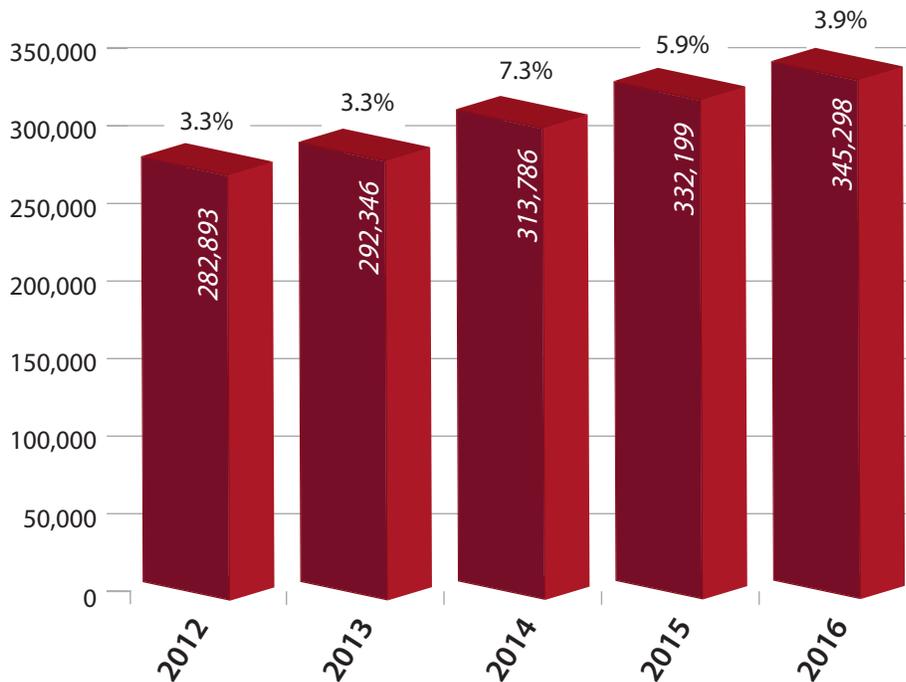


PRESIDENTS  
ACQUISH



## Membership Growth

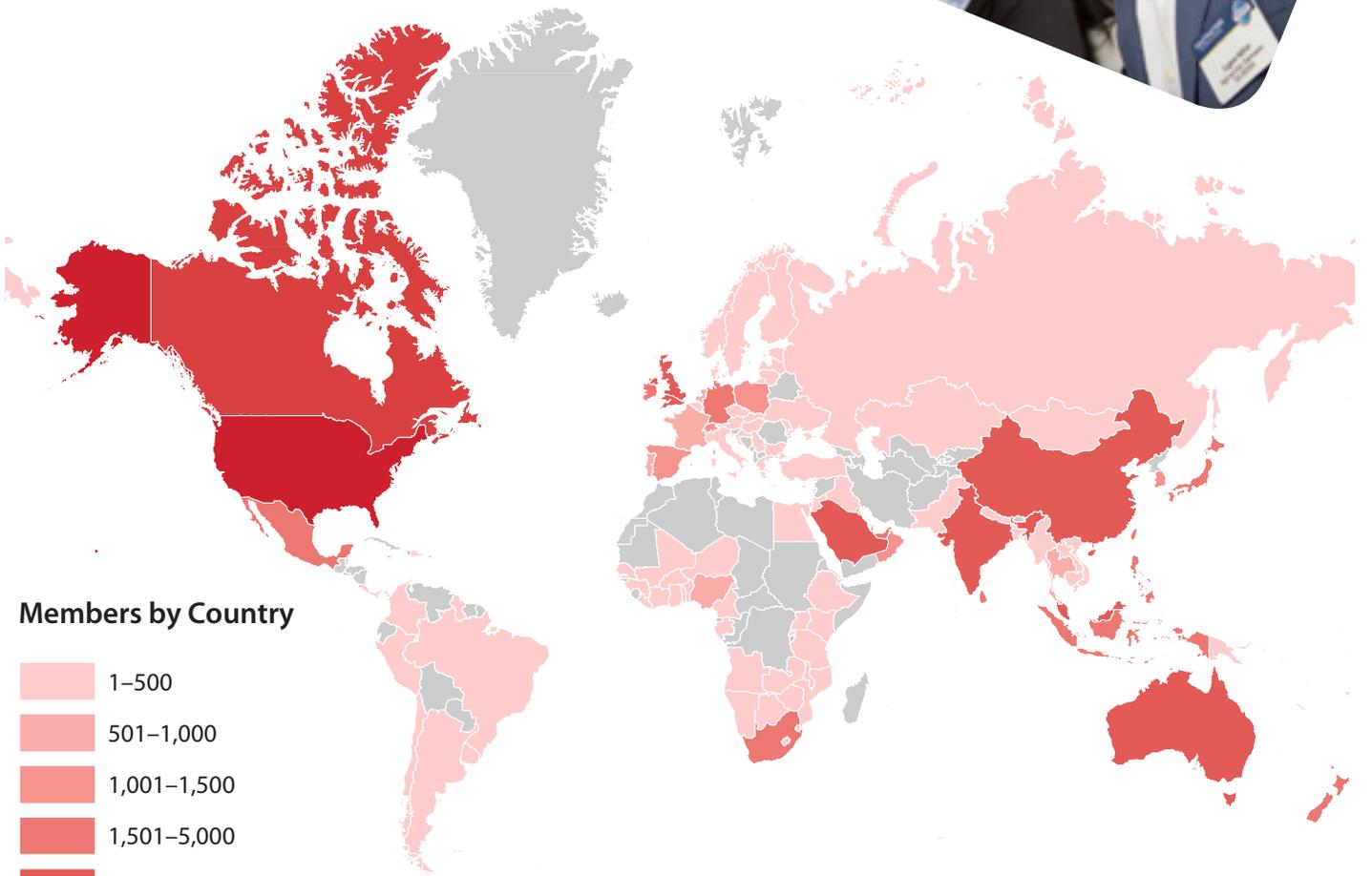
Membership rose during the 2015–2016 program year to 345,298, an increase of 3.9% over the previous year. This increase marks 22 consecutive years of growth. This chart reflects memberships as of March 31, 2016, and includes dual memberships.



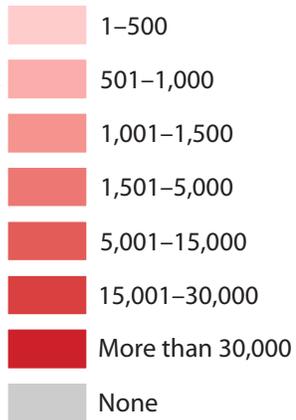
## Membership Payments

As of June 30, 2016, the total number of payments totaled 723,697. Membership payments increased by 3.9%. Membership payments include new, charter and renewal for the entire program year.

# BY THE NUMBERS



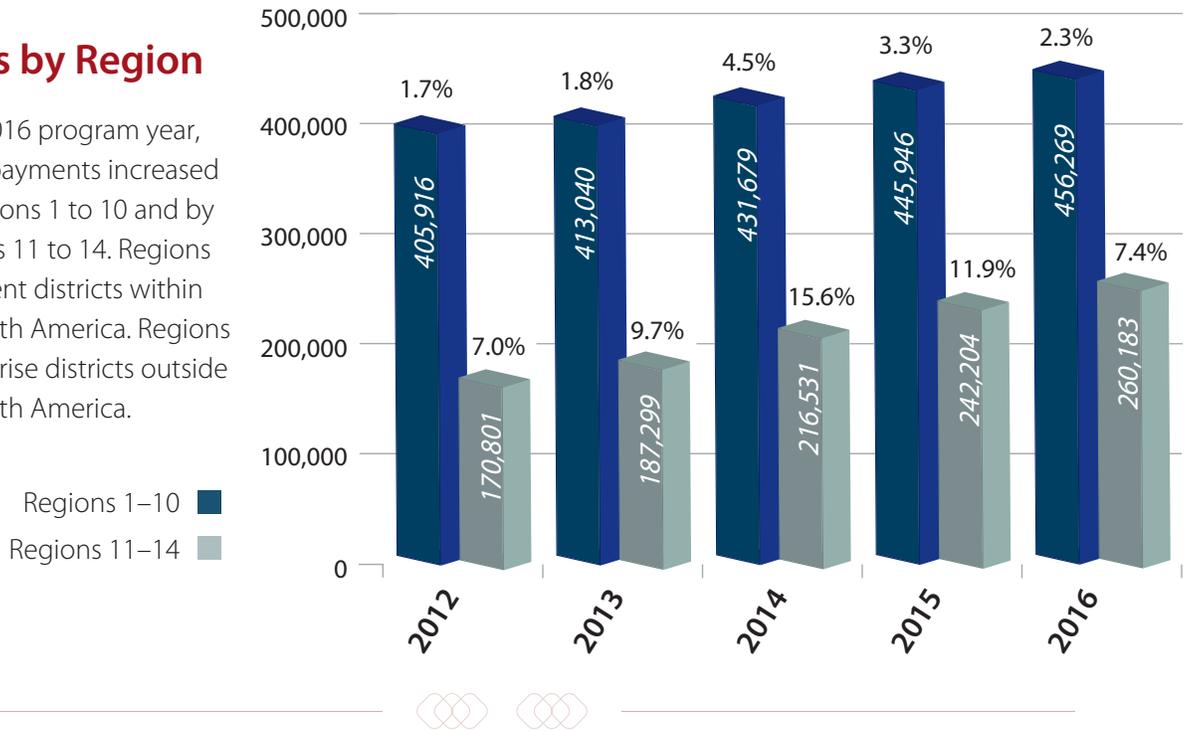
## Members by Country



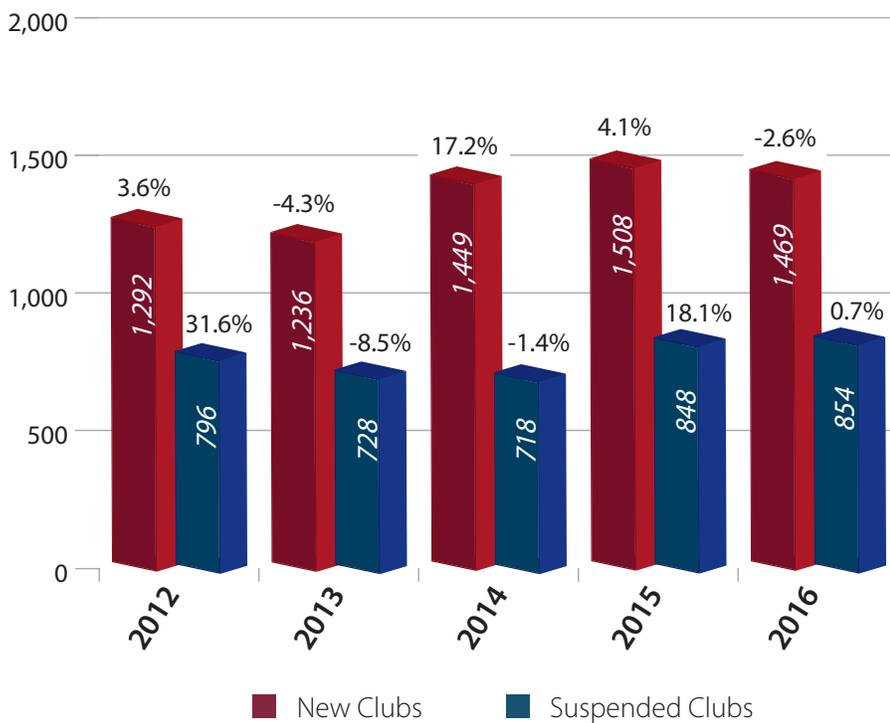
## TOTAL PAYMENTS: Regions 1 to 10 vs. 11 to 14

### Payments by Region

In the 2015–2016 program year, membership payments increased by 2.3% in regions 1 to 10 and by 7.4% in regions 11 to 14. Regions 1 to 10 represent districts within North and South America. Regions 11 to 14 comprise districts outside North and South America.



## NEW AND SUSPENDED CLUBS



### Club Growth

The number of new clubs in the 2015–2016 program year was 1,469. This reflects a decrease of 2.6% from last year. Suspended clubs increased to 854, or 0.7%, when compared to the 2014–2015 program year.



# BY THE NUMBERS

## District Reformatations

To foster continuing district performance and club support, the districts listed below reformed on July 1, 2016. As a result of sustained growth in membership and clubs, four additional districts will reform soon; districts F, 20, 30 and 79 are in transition this year and will reform on July 1, 2017.

DISTRICT	REGION	EFFECTIVE DATE
4/101	Northern California (San Francisco Bay Area)	7/1/2016
42/99	Alberta and Saskatchewan, Canada	7/1/2016
51/102	Peninsular Malaysia	7/1/2016
85/88	China	7/1/2016

DISTRICT	JOINING THE DISTRICT—PREVIOUSLY UNDISTRICTED	EFFECTIVE DATE
59	Greece	7/1/2016
95	Bulgaria	7/1/2016
95	Moldova	7/1/2016

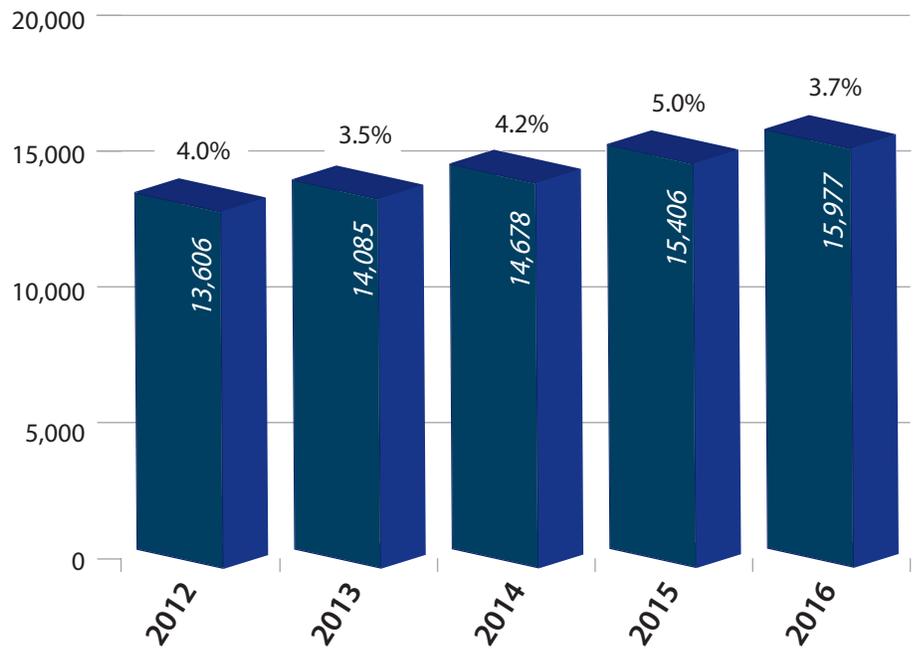




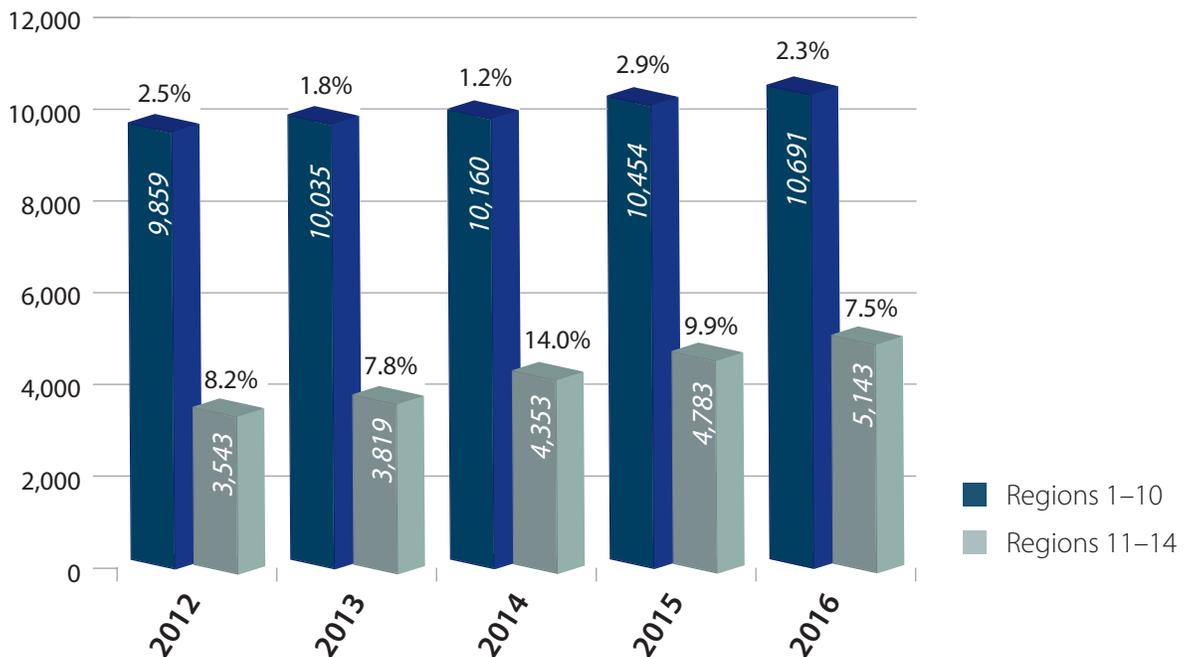
## Paid Clubs

The number of paid clubs also increased in 2015–2016. Total paid clubs climbed to 15,977, a 3.7% increase over the previous program year. In regions 1 through 10, paid clubs increased by 2.3% to 10,691. For regions 11 through 14, paid clubs increased by 7.5% to 5,143.

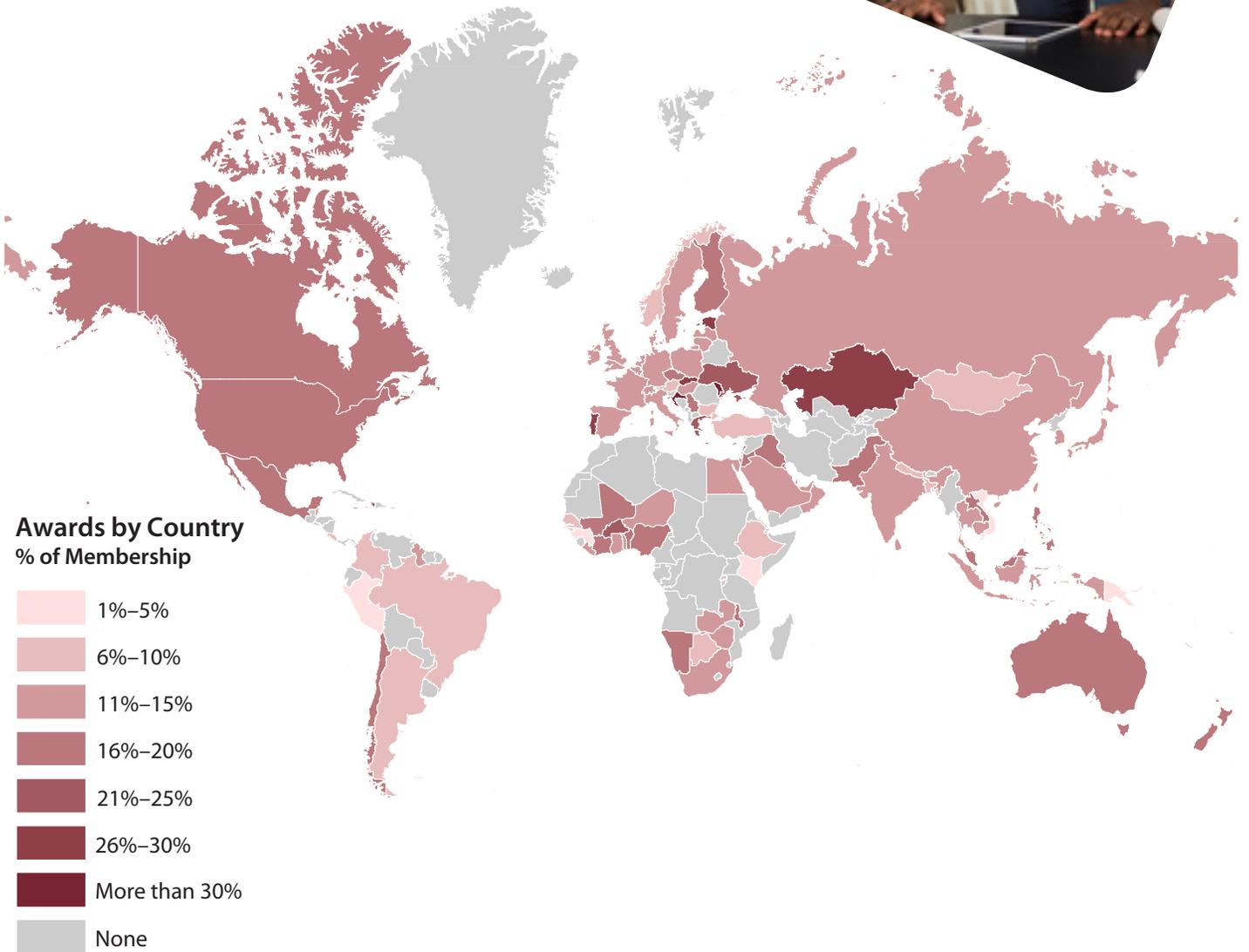
### PAID CLUBS



### PAID CLUBS: Regions 1 to 10 vs. 11 to 14



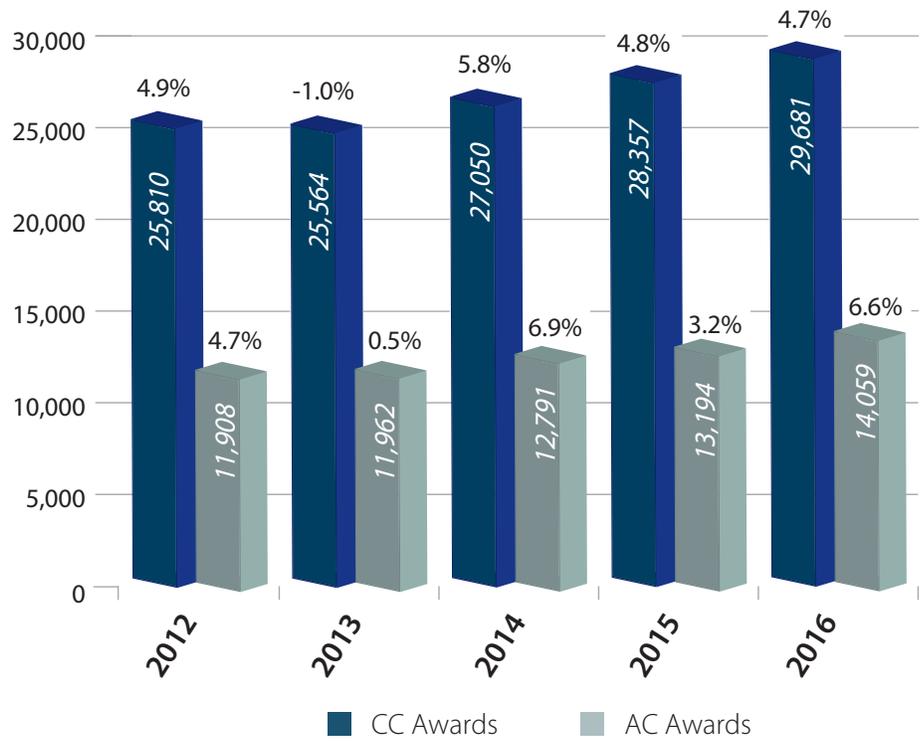
# BY THE NUMBERS



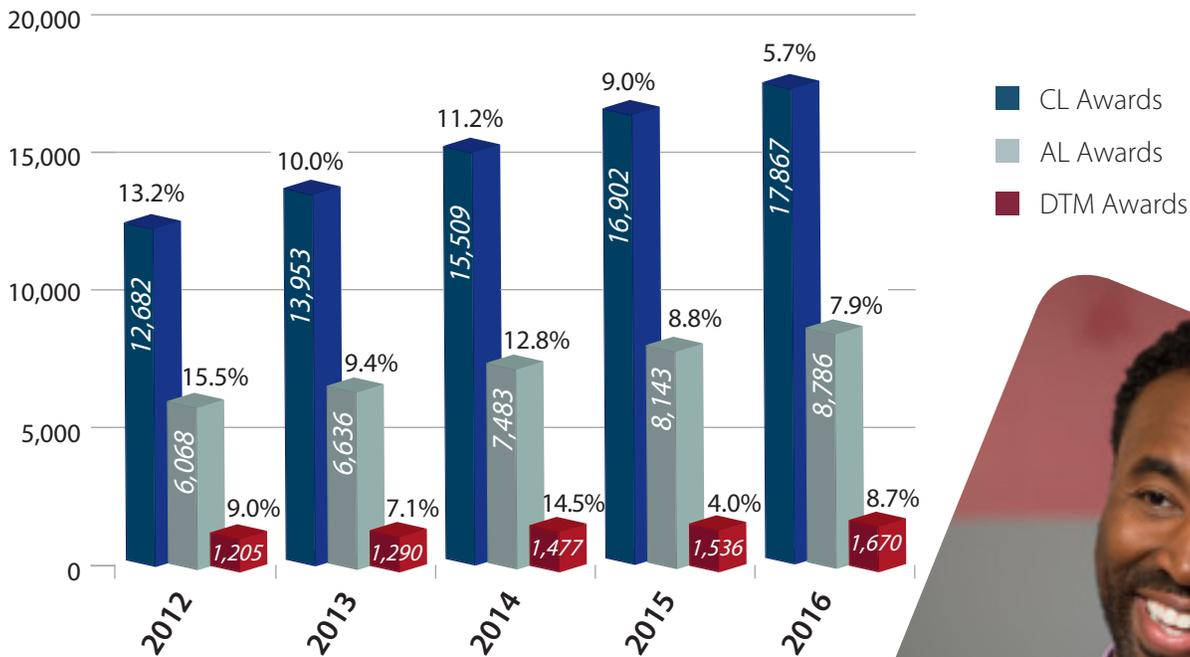
## Education Awards

The number of education awards earned by members increased in all categories during the 2015–2016 program year. Competent Communicator awards grew by 4.7% and Advanced Communicator awards increased by 6.6%. All communication awards increased to 43,740, or 5.3%, over last year. The number of Competent Leader awards increased by 5.7%, Advanced Leader awards by 7.9% and Distinguished Toastmaster awards by 8.7%. All leadership awards increased to 28,323 or 6.6%.

## COMMUNICATION AWARDS



## LEADERSHIP AWARDS



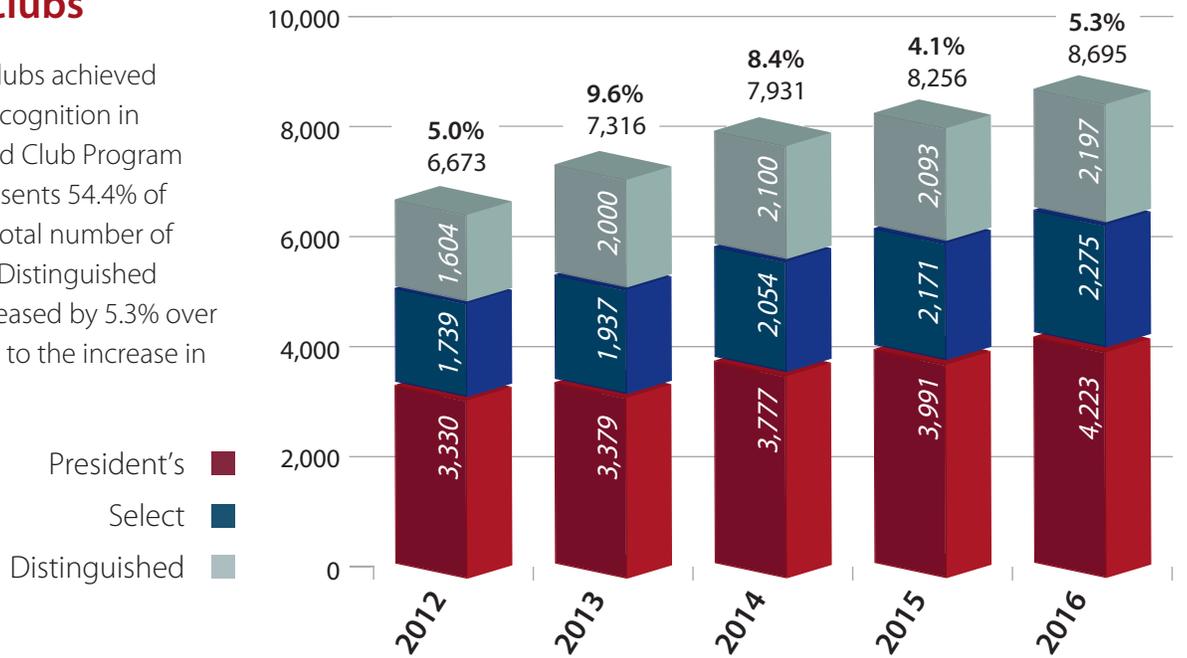
# BY THE NUMBERS



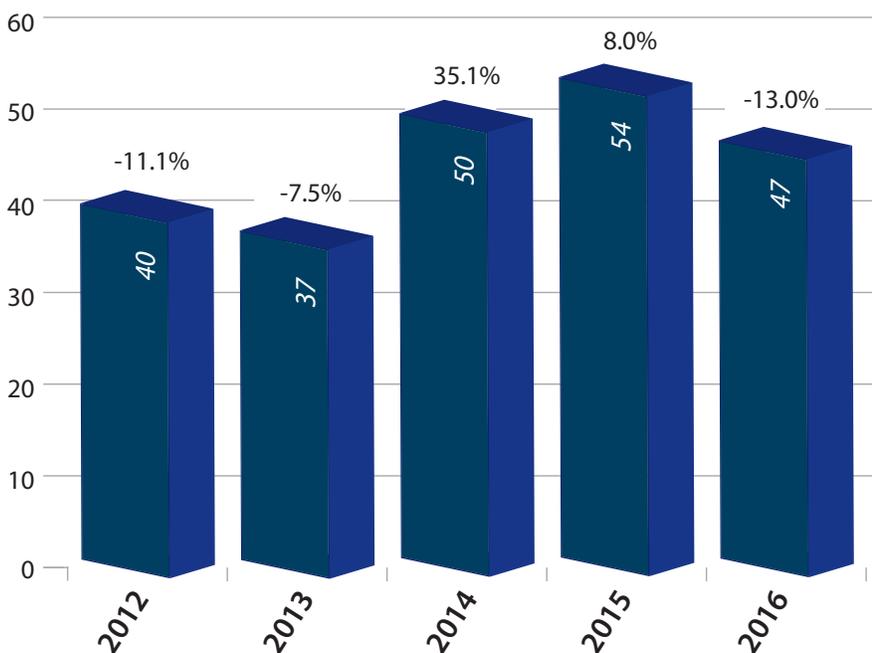
## Focus on Clubs

A record 8,695 clubs achieved Distinguished recognition in the Distinguished Club Program (DCP). This represents 54.4% of paid clubs. The total number of clubs achieving Distinguished recognition increased by 5.3% over last year, relative to the increase in paid clubs.

DISTINGUISHED CLUBS: July to June



DISTINGUISHED DISTRICTS

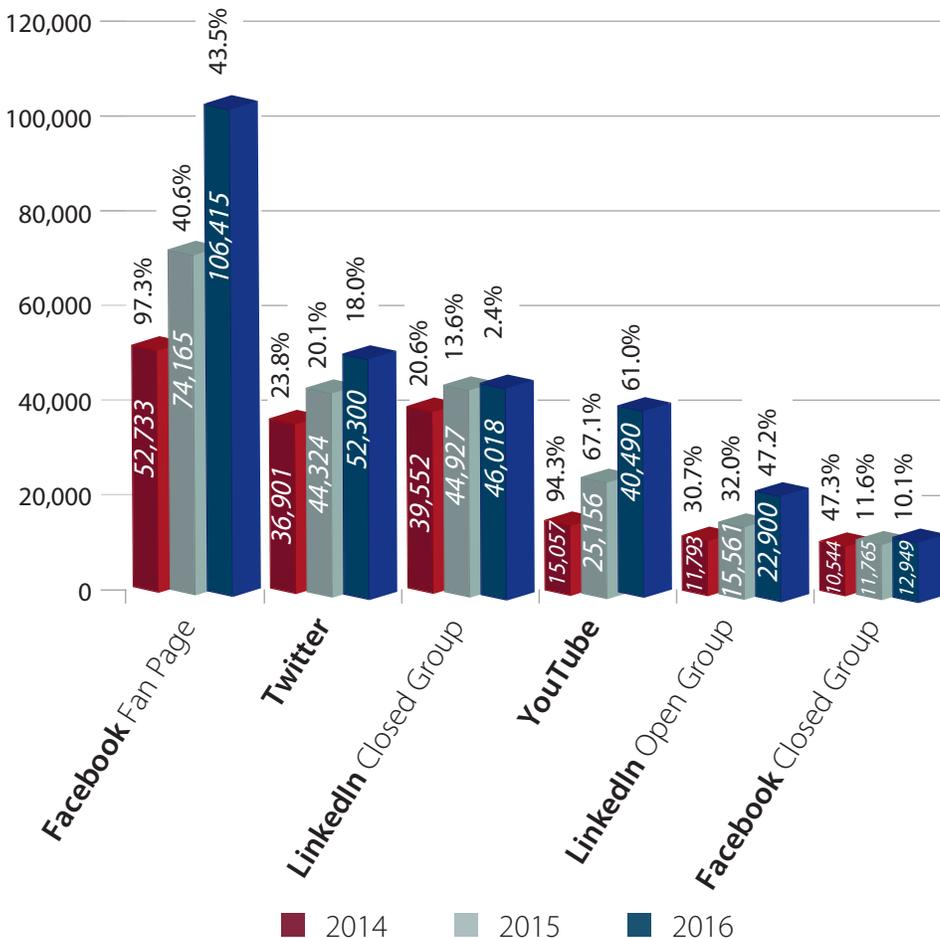
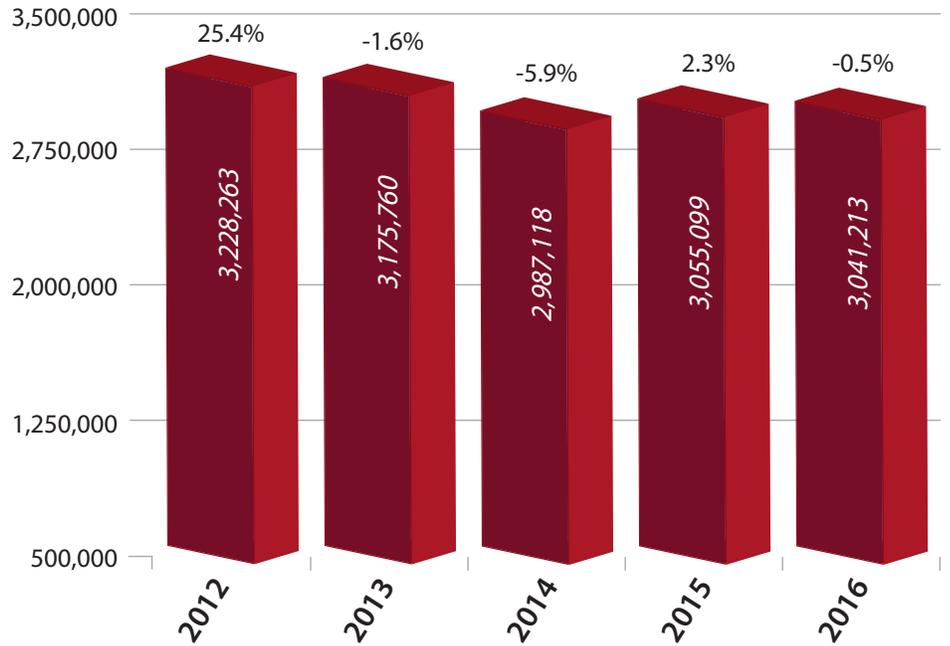


## Focus on Districts

For the 2015–2016 program year, 47 districts achieved Distinguished status or better in the District Recognition Program (DRP). Compared to the last program year, this is a decrease by 13.0%. This represents 48.0% of eligible districts.

## Education and Product Sales

In the 2015–2016 program year, Toastmasters International’s product sales totaled \$3,041,213, a 0.5% decrease over the previous year. Educational materials, as a category, had the highest sales with \$741,434 a 0.8% increase over last program year.



## Social Media

Toastmasters International maintains a presence on a number of social media sites to increase brand awareness and facilitate conversations among members worldwide. The Facebook fan page has experienced exceptional growth of 43.5% to over 100,000 fans. This can be attributed to more consistent and tailored communications. The number of Twitter, LinkedIn and YouTube followers continue to grow steadily and engagement has increased on these platforms. Toastmasters’ Instagram profile was launched in March 2014 and has 4,973 followers as of June 30, 2016.

# CLUB EXPERIENCE

## Brand Promise

In August of 2015, the Board of Directors introduced the Toastmasters brand promise: “Empowering individuals through personal and professional development.” This promise is the expected tangible benefit members will receive from their experience. As a global organization, the club experience should be consistent and excellent regardless of location.

Today, the brand promise is an internal message that helps drive communication and performance; it can also be used externally when that promise is the reality.

Over the past five years, beginning with the brand refresh in 2011, Toastmasters has made a significant effort to ensure consistency in experience, look and feel across all Toastmasters clubs, while still enabling clubs to maintain individuality.

Toastmasters continually augments its offering of branded materials to give clubs and districts more options and better access to materials. This results in stronger global brand awareness and a shared commitment to providing a more consistent and exceptional club experience; in turn, the organization delivers on the brand promise.

## Specific brand-related activities over the program year include:

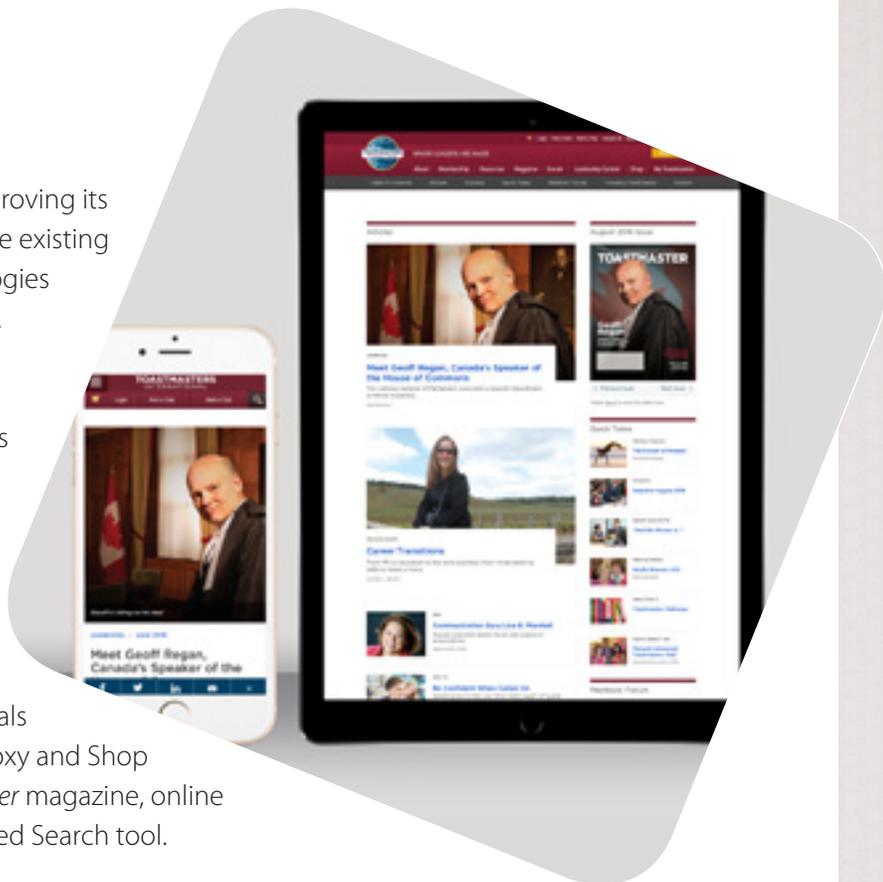
- ▶ Each month, clubs from around the world enter the Video Brand Contest for a chance to win branded marketing materials and to be featured on the Toastmasters International website and social media platforms. On average, 10 videos are received each month.
- ▶ The Logos, Images and Templates section of the Toastmasters website helps guide club and district officers to locate and use branded materials. The offering has been expanded to include a visual guide on proper brand element usage.
- ▶ Each month, on average, we receive 100 brand and trademark requests from clubs and districts hoping to use the Toastmasters brand elements in new and different ways. The benefit is that these clubs and districts are able to create unique materials that remain in compliance, yet express their unique cultures and personalities.



## Online Tools

Toastmasters International is committed to improving its online services and user experience. Many of the existing online services are based on outdated technologies that result in poor user experience and services.

Toastmasters International has engineered a digital strategy that will provide members, clubs and districts with real-time access to reports and information that are vital for visibility, transactions, awareness and engagement. Recent enhancements to functionality include access to governing documents and candidate bio forms. In the coming months, World Headquarters will release enhanced portals including Club Central, District Central, Club Proxy and Shop Online, a new desktop version of the *Toastmaster* magazine, online Speech Contest eligibility lookup and an updated Search tool.



## Online Clubs

After several years of pilot testing the potential for members to conduct club meetings online, in August 2015, the Board of Directors approved a two-phase approach to integrate online participation: In phase one, Policy 2: Membership Eligibility was modified to enable clubs able to allow a minority of its members to attend meetings online as long as the majority of its members met in person. In phase 2, effective March 2016, policy was again modified to allow clubs to charter as online only.

To date, 193 clubs allow online meeting attendance. These meetings are conducted in person with online members connecting remotely using a software platform of the club's choice that facilitates audio and visual participation. Nearly seventy percent of these clubs are based in North America, with the remaining clubs spanning a number of countries throughout

the world. Online attendance is allowed by clubs of all types, including churches, colleges, corporations and government agencies. It's most common, however, in community clubs, open to all interested parties. It is expected that greater numbers of clubs will accept online attendance in the future to accommodate for a variety of situations.

Online clubs follow the same meeting structure as any traditional club. As of July 2016, three online clubs chartered and meet regularly: Netizens, Firebirds Collective and Buddies. Several other groups have submitted an Application to Organize and are taking the first steps to charter. Online clubs offer a particular appeal to international corporations whose employees are located in multiple locations.

# CLUB EXPERIENCE

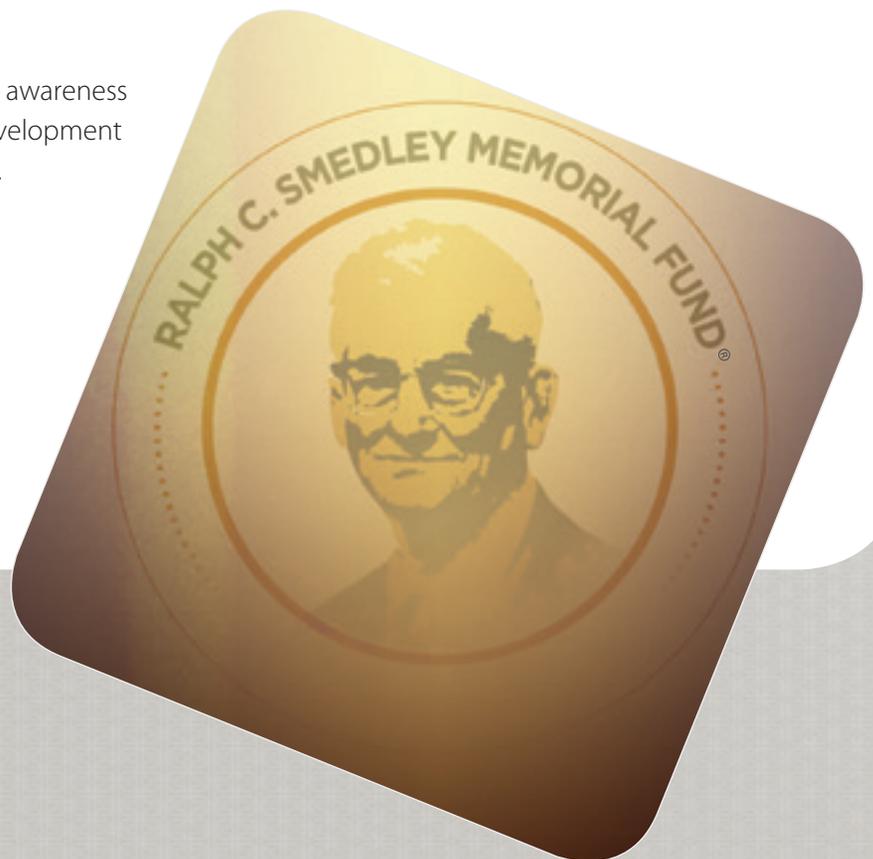


## Ralph C. Smedley Memorial Fund

The Ralph C. Smedley Memorial Fund® was established in 1965 for the advancement of education through the research, development and distribution of educational programs and materials relating to communication and leadership. Since then, members' cultural, social and economic needs have evolved. As a result, in April 2016, the Board of Directors approved a plan to expand the use of funds to explore opportunities such as:

- ▶ Educational Materials
- ▶ Geographic Initiatives
- ▶ Youth Outreach
- ▶ Hardship Assistance
- ▶ Emergency Relief

The Board also approved a plan to generate awareness and raise funds to conduct research and development in the formulation of these future programs.



## Toastmasters Pathways

The Toastmasters Pathways learning experience is moving swiftly toward launch. With the naming convention in place, the projects have been updated based on member feedback from the 2015 Content Pilot. Configuration of the learning management system, Base Camp, is complete. The integration of learning projects, materials and resources is in process. To guarantee system functionality, comprehensive local support and smooth transition on day one, testing will be conducted in advance. Alpha testing focuses on the communication between Toastmasters' database of record and Base Camp and beta testing, with select clubs and individuals testing the user experience and recognition tracking. Once any fixes resulting from these tests are complete, rollout will begin.

The planned rollout will be conducted in nine phases. The first phase of the rollout will be a three-district pilot of the full program. Once the pilot program is complete, the phased regional rollout will begin. The order in which the regions were selected has been carefully considered based on several factors, including size of region, home language and availability of translations.

### The order of the planned Pathways rollout is as follows:

- ▶ Phase One: Districts 27, 51 and 57
- ▶ Phase Two: Region 14
- ▶ Phase Three: Region 2
- ▶ Phase Four: Regions 6 and 7
- ▶ Phase Five: Regions 10 and 12
- ▶ Phase Six: Regions 1 and 11
- ▶ Phase Seven: Regions 4 and 13
- ▶ Phase Eight: Regions 3 and 5
- ▶ Phase Nine: Regions 8 and 9



## Translations

The organization continues to expand its offering of translated materials. Currently, eight languages are available: Arabic, French, German, Japanese, Portuguese, Simplified Chinese, Spanish and Traditional Chinese.

Expanding the selection of translated educational material supports global membership growth and gives members the opportunity to achieve all educational awards using material in their preferred language.

All contents in the 2016 Club Officer Kit were translated into the eight languages, including the Speech Contest Rulebook. The High Performance Leadership manual also was recently translated into all supported languages except Portuguese.

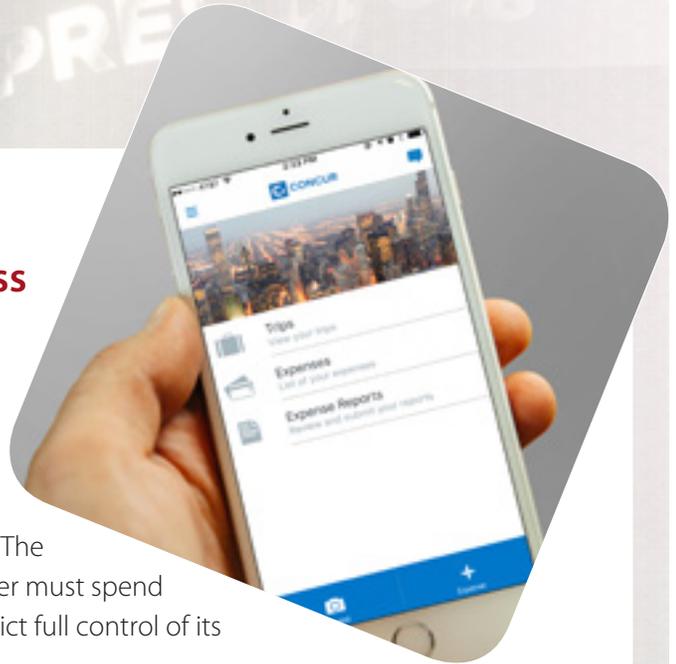
All Toastmasters Pathways learning experience materials will be translated into all languages and available during the rollout.

To manage the volume of translations and member expectations of quality, style and localization, World Headquarters partners with in-country review teams for each language.

# DISTRICT

## Automating Payment and Approval Process

Toastmasters International has adopted the Concur automated expense reporting system to help districts process expense payments and approvals more efficiently. By using Concur, transactions are automatically uploaded to an electronic expense report. Once payments are electronically approved by the district leaders, funds are wired directly to the appropriate bank accounts. The process ultimately reduces the amount of time the finance manager must spend performing accounting responsibilities while still allowing the district full control of its district reserve

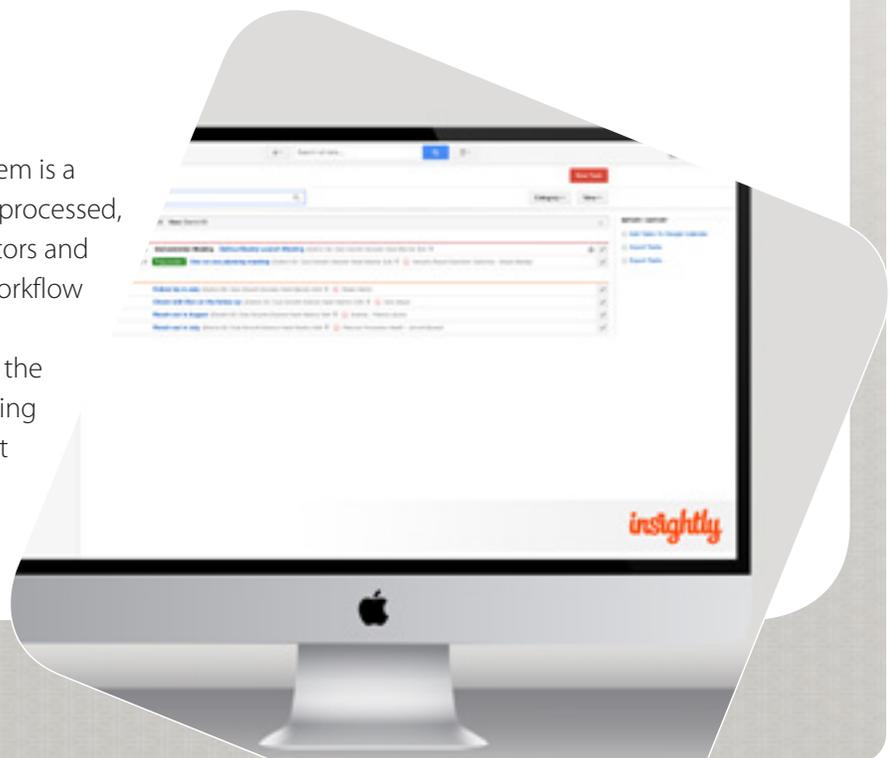


Eleven districts are participating in a system pilot along with World Headquarters, the Board of Directors and Region Advisors. Concur has been made available to all districts in North America and will be available to all other districts in 2017.



## TLM (Insightly)

The Toastmasters Lead Management (TLM) system is a platform where districts' new club leads can be processed, tracked and managed by the club growth directors and their respective marketing teams. The system workflow follows the club-building process and provides supportive resources for every major step along the way. The system facilitates managing and directing district team efforts toward achieving the district mission more efficiently and productively.



# ORGANIZATIONAL SUPPORT

## Publicity

In the last six months, the organization has received high-quality, valuable publicity in major international media outlets, including television, magazines, newspapers, news websites and radio. Prominent examples include *Business Insider*, *Forbes*, *The Huffington Post*, *MSN*, *Reader's Digest*, *U.S. News & World Report*, *Yahoo! Finance*, *CTV Atlantic News* in Canada, *The Guardian* in the United Kingdom and *Saudi Gazette* in Saudi Arabia. The volume of coverage is the result of collaboration between World Headquarters staff and clubs and districts around the world.



# 2015-2016

PRESIDENT 2016

**Memberships**  
345,298



**Countries**  
142



**Paid Clubs**  
15,977



**Leadership Awards**  
28,323



# MILESTONES

**Advanced  
Communicator Awards**  
14,059



**Distinguished Districts**  
47



**Distinguished Clubs**  
8,695



**Competent  
Communicator Awards**  
29,681





# **TOASTMASTERS** INTERNATIONAL<sup>®</sup>

## **August 2016 CEO Report**

© 2016 Toastmasters International. All Rights Reserved.