



**TOASTMASTERS**  
INTERNATIONAL®

# Executive Director's Report

## From the Executive Director

District leaders from around the world met together in January and early February 2011 at seven Mid-year Training events to review and analyze their progress, adjust strategies and develop tactics. Their actions, and those of their teams, will to a large degree support and determine the extent of the organization's growth and progress between now and the June 30 milestone date.

Two primary indicators – membership payments and new clubs – continue to reflect growth organization-wide. Through December 31, 2010, new clubs increased by more than 10% while membership payments grew at just under 4%, both slight decreases when compared to 2009.

Toastmasters continues to grow and evolve globally – clearly evidenced by the 2010 Strategic Plan, year-to-year growth, increasing consistency in training and service, and a renewed focus on club quality.

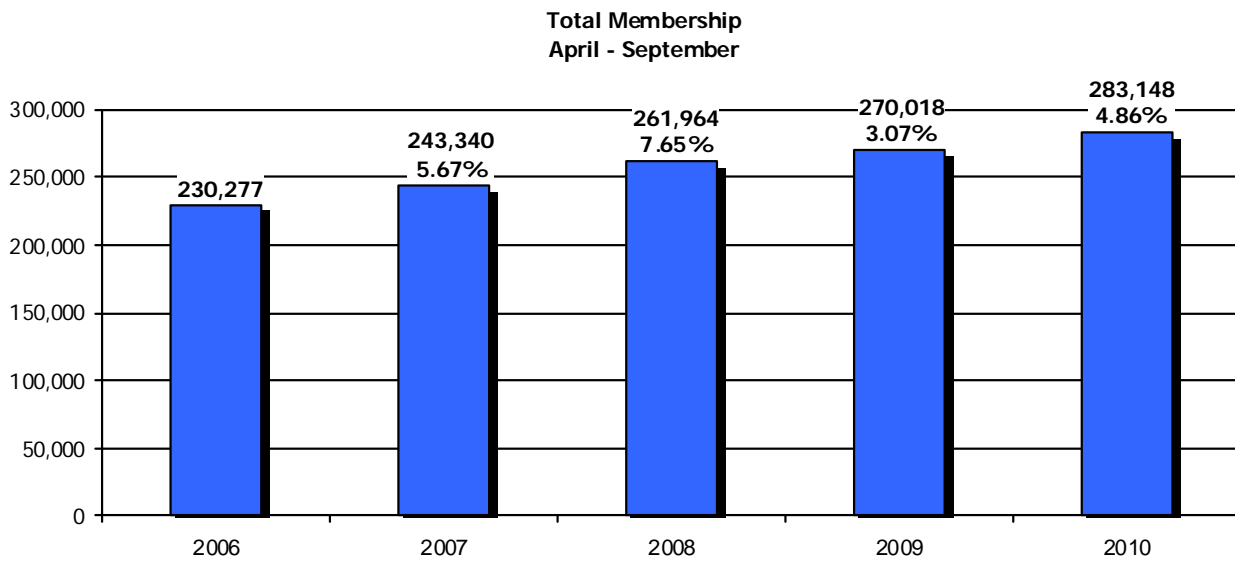
I value the opportunity to serve the organization with you as we create the Toastmasters of the future.



Daniel Rex

*Membership Growth*

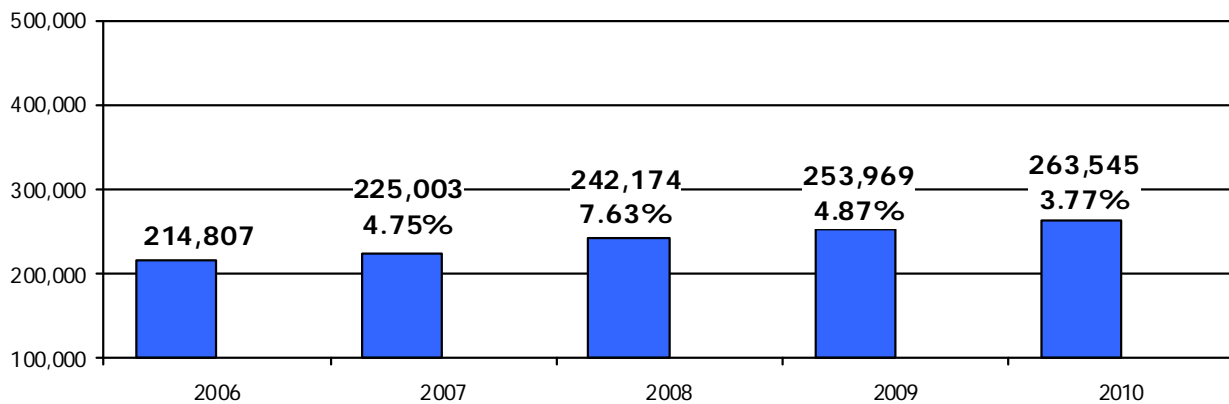
During the last renewal period (April through September 2010), membership continued an upward trend, going from 270,018 during this same time period in 2009 to 283,148 in 2010, an increase of 4.86%. This chart measures membership as of September 30 and encompasses all membership types: new, renewing, charter, reinstated and dual.



*Membership Payments*

Membership payments for the first half of the 2010-2011 program year (July through December) also continued to increase. As of December, payments received totaled 263,545, an increase of 3.77%. Of that amount, 51,362 are from new members, 9,643 are from charter members and 202,540 are from renewing members.

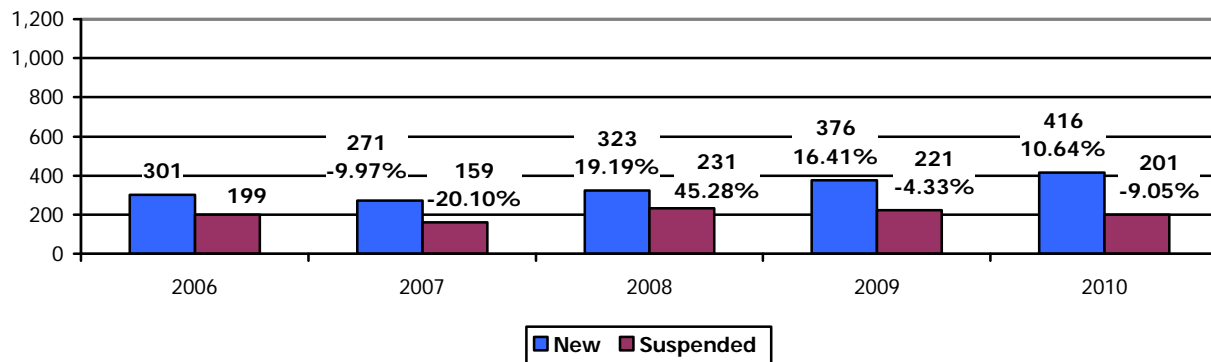
**Total Membership Payments  
July - December**



*Club Growth*

In the first half of the 2010-2011 program year, the number of new clubs that were chartered increased from 376 during the same time period in 2009 to 416 in 2010. So far this program year, 201 clubs were suspended compared to 221 in 2009 during this same time period.

**New Clubs/Suspended Clubs  
July - December**



In 2010, corporate clubs increased to 6,353, sponsored by 3,785 organizations around the world. Facebook, Mercedes-Benz and DirecTV are just three of the organizations that started sponsoring clubs in 2010.

Corporate clubs now account for approximately 50% of all Toastmasters clubs. This is significant because more and more organizations are recognizing the value of Toastmasters.

## *Branding*

In August 2010, the 2009-2010 Board of Directors gave its approval to move forward with new positioning and an updated visual system to represent the Toastmasters International brand. One of the drivers behind this brand refresh is the need to strengthen the brand by creating a unified global perception of the organization through consistency in messaging, tone, look and feel. This refresh is scheduled to launch on August 17, 2011 at the International Convention. It will be a full-scale effort, meaning that all Toastmasters-branded items (printed and electronic materials, store products, Web pages, promotional pieces and more) will be rebranded by the launch date to ensure greater adoption across clubs and districts.

Significant progress has been made to ensure a smooth rollout: New designs for our educational and promotional materials are well underway; brand manuals for club and district leaders are being developed; and an orientation program and timeline for all staff and brand ambassadors as well as district and club leaders is in progress, with the first session scheduled for March 24. Beginning in January, a subtle education campaign was started: District leaders were given a high-level introduction to the rebrand as part of Mid-year Training, and International President Pat Johnson will introduce the concept of branding to the membership in the March issue of the *Toastmaster* magazine.

## *Public Relations*

In 2010, we set a new strategic course for the public relations program. During the first half of the year, our efforts focused on increased proactivity in generating reporter interest, more precise media outreach and more robust measurement tools. During the second half of the year, we focused on messaging tactics:

- Twitter became a significant part of the campaign. By tweeting news coverage and Toastmasters news and information, retweeting interesting and relevant content, and creating conversations with media influencers, we gained more than 5,000 new followers and increased our Klout influence score to 56 out of a possible 100.

- Toastmasters-specific data also played a greater role in news release development. In the past, we relied heavily on leveraging others' news to get the message out. Two of the more successful recent releases relied solely on our news: 1) "Toastmasters International presents record-breaking 15,000+ leadership awards in 2010" and 2) "Toastmasters International kicks off its 2011 International Speech Contest."
- The importance of club- and district-level publicity efforts cannot be diminished. With the right direction and support, Vice President Marketing (VPM) and Vice President Public Relations (VPPR) around the world can make tremendous inroads with local media. To that end, three separate initiatives focused directly on helping these leaders:
  - In July 2010, a new Webinar was developed for Public Relations Officers (PRO) that primarily provided education on how to conduct public relations.
  - In September, the first issue of the M/PR Newsletter was sent to club and district leaders responsible for marketing and publicity. The newsletter includes practical tips and tools to help them succeed.
  - Fill-in-the-blank news release templates have proven to be a successful tool to help PROs generate media interest and coverage locally.

As a result of these efforts, our media coverage increased over previous years. The publicity value of the media coverage and news release pickup garnered throughout 2010 totaled more than \$354,000, and the number of unique impressions exceeded 651 million.

## District Support

### *District Leader Training*

In January 2011 and the beginning of February, Mid-year Training for all district governors and lieutenant governors was conducted in seven locations around the world: Dallas, Texas; Philadelphia, Penn.; Chicago, Ill.; Salt Lake City, Utah; Los Angeles, Calif.; Dubai, UAE; and Kuala Lumpur, Malaysia. Training materials were developed by the Training Team at World Headquarters (based on ongoing surveys of district-leader needs and feedback from previous training) and presented by region advisors marketing, the World Headquarters Training Team and international directors. More than 90% of district leaders who responded to a post-training survey said they were “completely satisfied” or “satisfied” with the training experience.

### *Financial Management*

As we have grown and our reach has extended around the globe, existing financial systems stretched uncomfortably to accommodate us. In recent years, U.S. Internal Revenue Service (IRS) reporting requirements have become more demanding and have created a need for more consistent and detailed information relating to income and expenses for districts worldwide.

For the 2010–2011 year, district financial reporting processes were increased to satisfy IRS and organizational audit and fiduciary responsibilities. A comprehensive district accounting system is planned to be introduced for the 2011–2012 year.



### *Region Advisors*

The first group of region advisors marketing (RAs) began serving the operational needs of districts and facilitating district leader training in 2010. This initial group of RAs has successfully supported district teams and assisted during the development and evolution of the RA role.

The RAs serve as needed marketing and operational resources for district teams. Their role is to teach and mentor district leaders – expanding the capacity of districts, rather than being the capacity themselves.

### *District Reformation*

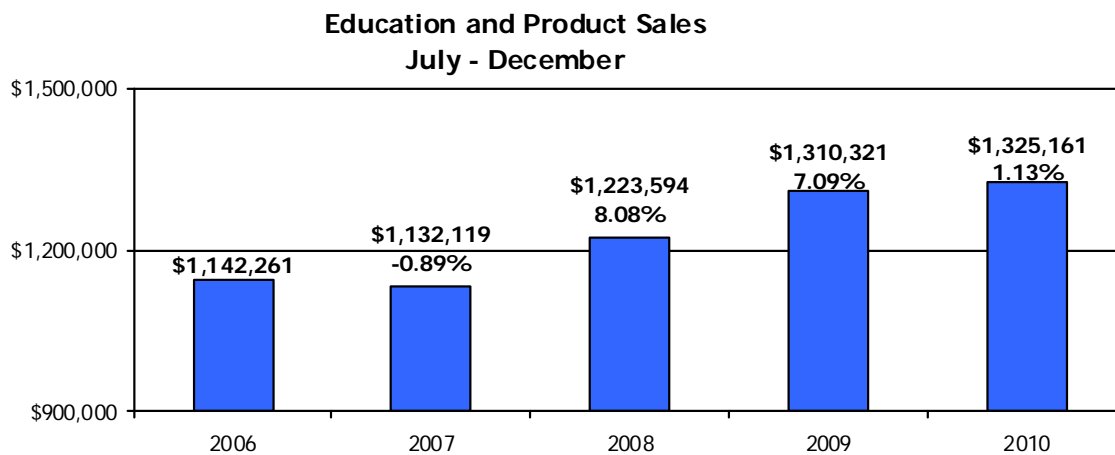
Membership and club growth has resulted in the need to reform several districts in order to ensure optimal performance:

Districts	Effective Date of Reformation
27/29	July 1, 2011
73/17	July 1, 2011
79/20	July 1, 2011
82/41	July 1, 2011
85	July 1, 2012

## Member Support

### *Education and Product Sales*

Sales of educational materials leveled off, but still increased by 1.13% over the same time period in 2009, to \$1,325,161. More than 72% of orders were purchased online. In the second half of the 2010-2011 program year, the Marketing department will continue efforts to build product awareness and add products useful to the members and officers. Surveys will be conducted as one method to determine needs.



### *Digital Media*

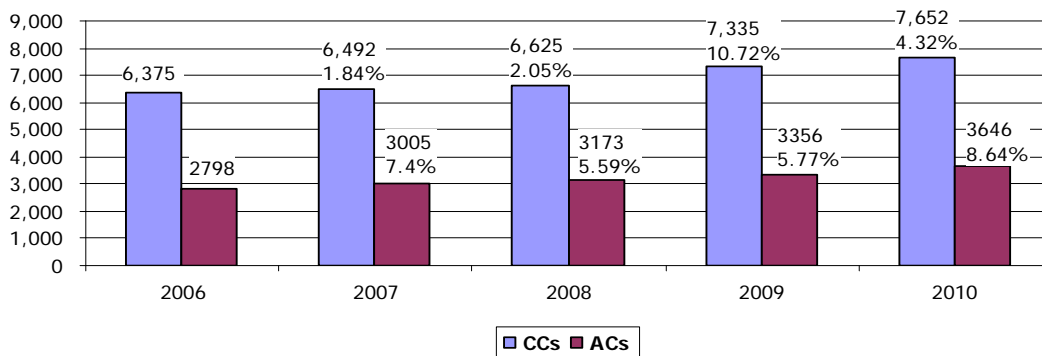
While electronic materials have been available on the Web site for a number of years, 2011 marks the beginning of a new philosophy regarding electronic distribution. As our members become more mobile and tech-savvy, the demand for documents that can be accessed anywhere and at any time has increased. Therefore, we must evolve to meet the need. In January, portions of the New Member Kit became available online for the first time, and throughout the year more materials will be available free of charge, or for purchase through the

online store. Along with member satisfaction, organizational benefits will be realized with the move to digital access: Expenses are minimized and supply-chain efficiency is enhanced.

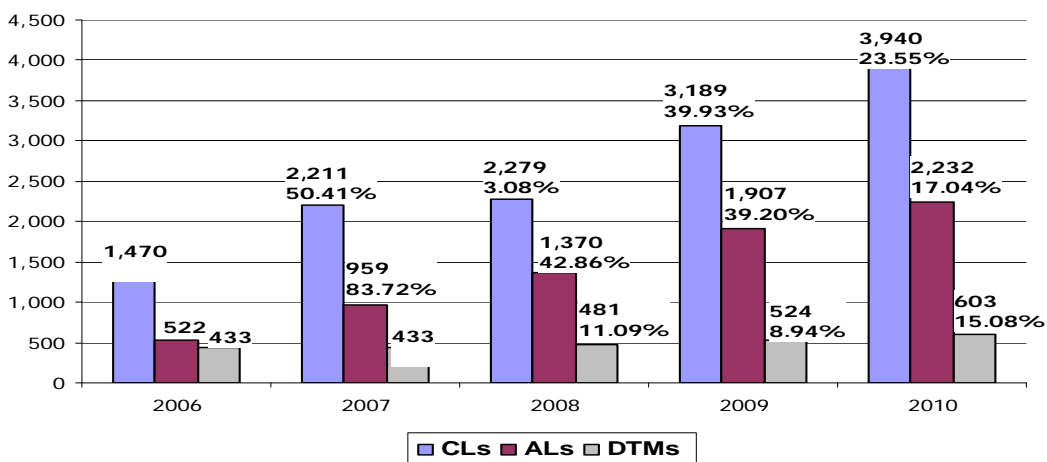
### *Education Awards*

As membership continues to increase, the number of education awards achieved is increasing as well. Every award category grew when compared to the previous year. In the first half of the 2010-2011 program year, the number of CC awards increased roughly 4.32%, while the number of ACs increased 8.64%. In addition, CL and AL awards increased a combined 21.11% and DTM awards increased an incredible 15.08%.

**Communication Awards  
July-December**



**Leadership Awards  
July-December**



## Conclusion

Ultimately, all the organization's strategies, tactics, meetings, training events and conferences exist to fulfill the mission – and make each member's experience a success. Thank you to the members and leaders at all levels of the organization who expend so much personal effort to support and improve Toastmasters – ultimately resulting in a better experience for each member today and in the future.