



STRATEGIC PLAN 2017

INTRODUCTION AND OVERVIEW

CREW Orlando is the regional chapter of CREW Network, a professional organization committed to the success of women in commercial real estate. This Strategic Plan has been developed through the collaborative efforts of the 2017 CREW Orlando Board of Directors and committee co-chairs. Together, we have developed the vision for CREW Orlando as we look to the future. This Strategic Plan identifies the chapter's key goals and objectives collaboratively identified to successfully achieve the chapter's vision.

GOAL 1 OUR VISION AND "BIG AUDACIOUS GOAL"

By 2019, CREW Orlando will be the leading commercial real estate organization in Central Florida, attracting, engaging and retaining the highest quality of decision-makers in commercial real estate while continuing its mission to grow the number and influence of its members in the industry, to promote business development, and to cross-network both internally and externally. The leadership of our organization should embody, strive towards and live our goals.

OBJECTIVES:

- Become the pre-eminent powerhouse for attracting, engaging, and retaining the highest quality of decision-makers in commercial real estate.
- Be recognized as the number one "must join" CRE industry organization.
- Differentiate ourselves from other commercial real estate organizations, e.g. NAIOP or ULI.
- Integrate technology through websites, apps and social media to enhance direct member-to-member communication.

STRATEGY:

- Maintain our momentum by offering quality events, receipt of recognition of our community involvement and internal CREW member awards and promotions.
- Promote the brand through public relations and using CREW Network tools, e.g., like/share CREW Orlando Facebook posts, or tag CREW Network or CREW Tampa.
- Congratulate CREW members through media resources such as Orlando Business Journal, Orlando Sentinel, etc.
- Leverage Convention and other event highlights (Celebration of Champions, golf tournament, UCREW's university outreach, etc.) by creating a media outreach plan with assignments.
- Develop an overall marketing plan that includes getting more media attention for signature programs, possibly including one or more community service projects.

CORE PURPOSE

CREW Orlando, as with CREW Network, exists to influence the success of the commercial real estate industry through advancing the achievements of women in the industry. CREW Orlando encourages this success through the programs it provides, the events it plans and the networking opportunities it offers.

GOAL 2

By 2019, CREW Orlando will have evolved its membership in terms of number and diversity (gender, ethnicity and business type), and increased member participation and retention rate.

OBJECTIVES:

- Increase membership quality in terms of number, retention and diversity.
- Increase membership engagement and individual participation and foster a culture of "contagious energy".
- Achieve organizational diversity in terms of gender, ethnicity and business type.
- Develop effective new member outreach to introduce new members to CREW Orlando's various opportunities.
- Target specific candidates for membership to achieve diversification goals.

STRATEGY:

- Continue new member outreach and communicate various opportunities within CREW Orlando that align with the member's personal goals for membership.
- Develop an effective one-on-one mentoring program for new members that focuses on identifying the new member's interests and the reason for joining the organization and serves to help guide the new member in becoming an active part of the organization.
- Appoint long-term members or past presidents as ambassadors for the organization who can familiarize new members with opportunities available in the organization and the benefits of membership.

GOAL 3

By 2019, CREW Orlando will have utilized its leadership program to develop additional leaders and will have created additional personal and professional development offerings that teach leadership skills within its membership base.

OBJECTIVES:

- Continue to develop our new and future leaders in the chapter while enriching our current membership through personal and professional growth opportunities.
- By 2019, celebrate the success of CREWorks and be known by employers for producing advanced skills in employees.
- Establish an educational and career advancement series.

STRATEGY:

- Develop CREWorks, CREW Orlando's exclusive leadership program, devoted to assisting members in taking the next steps in their careers and empowering them to be even stronger leaders.
- Partner with interesting, enlightening speakers for CREWorks that can provide insightful direction and develop the key tenets of an excellent leader, i.e. effective communication.
- Provide other education-specific programming to the younger members of CREW Orlando in Future Leaders.

GOAL 4

By 2019, CREW Orlando will have claimed technology as a key differentiator in supporting its members and its market operations.

OBJECTIVES:

- Integrate technology in such a way so as to make CREW Orlando a household name with members and non-members alike.
- Use cutting edge technology to improve efficiency of communications with members and non-members.
- Implement new technology strategies to increase member participation, including using technology for more effective communication.
- Expand and develop advancements in technology

STRATEGY:

- Seek expertise within CREW Orlando or within the community to brainstorm the vision of cutting edge technology and identify internal capabilities to further expand the CREW Orlando brand.
- Rename the Communications Committee the “Communications and Technology” Committee and create a subcommittee to specifically address technology issues.
- Leverage the resources of CREW Network and other chapters with respect to technology ideas and capabilities for improving the CREW Orlando website.
- Transition to an electronic directory with bookmarking capabilities.
- Improve the website for ease of use both as a mobile site and desktop site.

GOAL 6

CREW Orlando will consistently be a force and resource in the Orlando community.

OBJECTIVES:

- Grow our community connection through outreach, programming and involvement.
- Broaden student engagement from cradle to grave.

STRATEGY:

- Consider community-based involvement for the Orlando community such as UCREW, Valencia Foundation and other efforts.

GOAL 8

Build a strategic board:

- Address transparency concerns including how succession occurs and board members selected.
- Assure transfer of institutional knowledge to next leaders when board positions change.
- Develop a succession plan for the future leadership of CREW Orlando and its respective committees by identifying future leaders early and nurturing them in new roles.
- Become more strategic and less operational as a board, thus allowing more time to recruit and to support alignment of committee efforts with the strategic plan.
- Address issues of diversity, including ethnic, gender and industry sector.

OBJECTIVES:

- Transition from an operational board to a strategic board that can more adequately focus on long-term goals and the future of CREW Orlando.

STRATEGY:

- Survey each committee and create benchmarks for measurement by utilizing the CREW Gold Standard Playbook.
- Board members to create board reports with a specific focus on the goals and strategies of their respective committee. Board reports should also track the progress and implementation of these strategies.
- Report results annually to the members.

GOAL 5

By 2019, CREW Orlando will be one of the most influential members of the CREW Network global organization.

OBJECTIVES:

- Elevate the CREW Orlando brand within the CREW Network environment, e.g. through hosting convention, and become a resource for other chapters.
- Dedicate resources to help bridge the gap between our local chapter and our national organization to further enhance our shared mission.

STRATEGY:

- Host an outstanding 2019 convention!
- Focus on the return on investment and the value membership brings.
- Meet the Gold Standard in other ways and share where we shine with others.

GOAL 7

By 2019, CREW Orlando will have focused on generating increased member-to-member business opportunities for its members, as well as increased awareness of how members are helping each other in business.

OBJECTIVES:

- Develop a strategy to encourage, magnify and highlight member-to-member business.
- Offer skill-enhancing training that is targeted at building a certain skill set, e.g. business development or presentation skills.
- Add to the CREW Orlando website information that identifies members as subject matter experts.
- Have individual members offer skills training via WebEx on industry-related topics.

STRATEGY:

- Encourage and facilitate member-to-member deals by offering educational events that highlight various sectors of the industry
- Continue to offer networking events that focus on building personal relationships and member-to-member business
- Acknowledge member-to-member business at all committee meetings, in social media outlets and the CREW Orlando newsletter, and award it in a meaningful way