

2023

2027

STRATEGIC PLAN



***DEVELOPING LEADERS
FOR A CHANGING WORLD***

JCI 2023-2027 Strategic Plan:

Developing Leaders for a Changing World

Introduction

JCI's founding principles inspire young people to develop their leadership skills to create global, positive change. Within this Strategic Plan, we highlight four key goals. Achieving these will promote the talents of young people, give them opportunities to grow and set them on a path to greater success. Together, we can be the organization that unites all sectors of society.

Our vision is for JCI to be the primary space for young people between the ages of 18-40 who envision themselves as leaders. In our updated Mission and Vision statements, we clearly outline our renewed goal: to provide the best possible development opportunities for young people to grow as leaders, professionals and individuals.

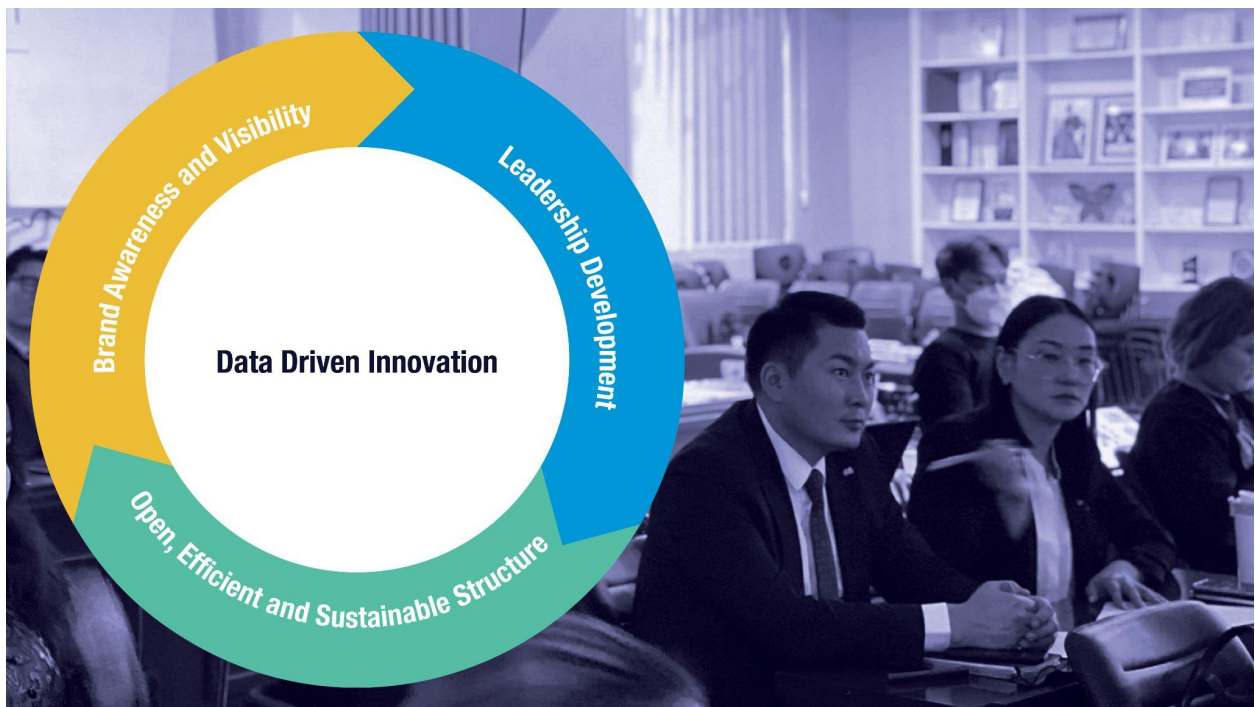
Four Areas of Opportunity

What separates JCI from other organizations is our unique and flexible approach towards leadership development. Leaders in our organization become skilled in four essential areas of opportunity in equal measure: individual, community, international and business. We value the diverse interests and talents of our members, and through these key areas, we empower them to follow their passions in purposeful ways.



2023-2027 Strategic Goals and the vision for 2027

This strategic plan has four major strategies that allow us to imagine the future we are creating. By 2027, JCI will have made huge improvements in **Brand Awareness and Visibility**, implemented stronger **Leadership Development**, enabled a more **Open, Efficient and Sustainable Structure**, and will have guided these actions through **Data-Driven Innovation**. Each of these goals will be explored in more detail below.



OUR UPDATED MISSION AND VISION STATEMENT

Mission:

To provide leadership development opportunities that empower young people to create positive change.

Vision:

To be the foremost global network of young leaders.

New JCI Mission and Vision :

The mission and vision serve as JCI's most important way of telling the story of who we are. As such, it was important to re-frame the mission to show exactly how JCI focuses on "Leadership Development Opportunities." Our new vision is our ambition, which is to be the best, biggest and most impactful organization of young leaders eager to do great things in the world.

New Mission: To provide leadership development opportunities that empower young people to create positive change.

New Vision: To be the foremost global network of young leaders.

1. Brand Awareness and Visibility

Main objective: Strengthen the brand awareness and visibility positioning of the organization at the local, national and international level.

To become the leading global network for young leaders, we must provide clear messages about JCI's goals and the actions of our members across a variety of media. With our first strategy, we aim to show the world who we are through a strong brand

Let's define "Brand Awareness and Visibility":

Brand Awareness and Visibility describes all means of outreach, including marketing, organic reach, word of mouth, news and more. Similar to how JCI develops leaders, we seek a well-rounded approach to increasing our brand awareness and visibility. JCI will provide guidelines and support for national and local organizations including resources on media training, social media skills and increased graphics and materials. JCI will clarify brand positioning, messaging and our Corporate Identity guidelines. In turn, this will ultimately support members' grassroots efforts.

Why is this important?

JCI members in every country show what it means to be an exceptional and innovative leader. Our brand identity serves as a gateway for attracting new members and demonstrating the extraordinary talent within our organization.

How will JCI achieve Brand Awareness and Visibility at the International level?

Over the next five years, a main focus will be to gain attention in a variety of international media. This can be done by better utilizing public relations services and providing professional training for staff and JCI leadership. We will increase our social media engagement by coordinating directly with Local and National organizations on media efforts and providing increased support. Improving the quality of global events, products and partnerships offers more value and opportunities to members and more ways to market our brand.

Key actions:

- Ensure the JCI Virtual Community is the primary platform for member connection and data collection.
- Create high-quality marketing materials such as videos by increasing the budget for these resources.
- Enhance the quality of international events and ensure that they reflect the 4 areas of opportunity.

How can Brand Awareness and Visibility be achieved at the National Level?

To create better Brand Awareness and Visibility at the national level, we must focus on collaborating with existing and new partners. We can achieve this through more JCI appearances in national media, a stronger national presence on social networks and better communications between national and local organizations.

Key actions:

- Develop a national media strategy and budget to support national organizations.
- Create national-level programs like Creative Young Entrepreneur or Public Speaking/Debating.
- Participate in JCI's Ten Outstanding Young Persons program and provide high-quality nominees.
- Ensure the JCI Corporate Identity can be adopted by all organizations.
- Create events and projects that clearly embody the JCI mission and vision and reflect the 4 areas of opportunity.
- Establish targeted partnerships and track results.

How can Brand Awareness and Visibility be achieved at the Local Level?

Local leaders have the unique ability to showcase the work of their organizations on social media and nurture relationships with news media in their communities. They are the best messengers for the incredible actions of JCI members on the ground, and we should empower them to share these stories by amplifying their efforts whenever possible. In turn, this will create opportunities for more projects with businesses and civil society.

Key actions:

- Create and put into practice a media and social media engagement plan.
- Find partnerships that level-up projects and create concrete impact.
- Host local events and projects that clearly embody the JCI mission and vision and reflect the 4 areas of opportunity.
- Use marketing and corporate identity tools provided by JCI to guarantee consistency.

Key Performance Indicators:

- Quantity of social media followers increased by 5% on all channels besides Facebook.
- Organic engagement rate increased by 2% from 2020.
- 10% growth of participants at in-person events each year.
- 10% growth of number of participants at online events each year.
- Downloads of tools for local organizations.
- At least 50 national/local organizations adhering to the Universal Declaration of Human Duties for Leaders.
- 100 articles per year in local, national or global media mentioning JCI actions.
- At least one session/program element aligned with all 4 areas of opportunity at each international event.
- 4 outstanding alumni in government, business or civil society each year.

2. Leadership Development

Main objective: Recruit and retain membership by offering and providing leadership development opportunities.

For JCI to be able to develop leaders, we must recruit new members and provide value to those who are already part of our organization. Our goal is to reach 200,000 active members by 2027. This requires consistent work on every level and fostering a sense of life-long community where members at every step of their journey are proud of what it means to be in JCI.

Let's define "Leadership Development":

Leadership development focuses on finding new ways to make sure members have the ability to experience growth both within the organization and beyond. Our goal in this area has two focuses: recruiting and retaining members and providing excellent opportunities for those in our network. This requires us to deliver constant value and create unique plans for the needs or cultural expectations within our international community. To retain members, JCI will continue offering training, projects, events and programs that exceed expectations.

Why is this important?

Leadership development powers JCI's network. It calls on us to keep creating even better experiences for our members, who will then become extraordinary leaders that leave a positive impression on the world. When we increase the opportunities available through our organization, we're amplifying our potential to make a difference as leaders.

How will JCI achieve Leadership Development at the international level?

At the international level, we must always work on fostering a sense of purpose and action for all those who come into contact with JCI. This can be achieved through increased innovation at JCI's four international events and through other actions such as Global Leadership Masterclasses, the Creative Young Entrepreneur program and the Ten Outstanding Young Persons award. At the international level, we must always be focused on creating space for members to discuss topical ideas and solutions. Our events, training, programs and projects are focused on providing something greater to society at large.

Key actions:

- Support officers to align with the yearly Plan of Action.
- Increase focus on the JCI Virtual Community and other digital platforms.
- Improve the JCI Analytics program to determine realistic growth possibilities.
- Create a membership development program for each Area of Opportunity.
- Support National and Local organizations to create higher quality events.
- Engage members at every level through four areas of opportunity

How can Leadership Development be achieved at the national level?

To improve Leadership Development on the national level, we will create proper resources for new organizations, better train supporters and follow up on cases in each area with a clear timeline. We will make more organized training available for the JCI Action Framework and improve the JCI Analytics program to determine realistic growth possibilities per country. Consistent membership development requires reimagination, which for JCI includes seeking out new training partners, renewing our own trainings and adding new skills development trainings. JCI will have a major presence in the largest cities of each country as a leading organization.

Key actions:

- Support national organizations to host higher quality events.
- Host leadership and social innovation summits.
- Offer exchange and scale-up programs
- Create more virtual tools to support projects, training, events and programs.
- Find innovative ways to support member development, utilizing JCI tools such as the Global Leadership Masterclasses or hosting Creative Young Entrepreneur competitions.

How can Leadership Development be achieved at the local level?

We should provide members with the tools they need to create a successful leadership development program. At the same time, we will show the need for leadership development to focus on the four areas of opportunity equally and to encourage participation in JCI among all types of people. By encouraging local organizations to stress the quality of new members instead of quantity, we will grow into a network of truly capable and enterprising leaders. Local organizations also have the power to connect with members directly and check in regularly to keep them engaged.

Key actions:

- Improve manuals and training materials.
- Utilize resources like the JCI Action Framework to run projects.
- Prepare members with relevant topics.

Key Performance Indicators

- Annual global membership growth of 5% minimum.
- Membership satisfaction rate of 90% from global membership surveys.
- 50% of members in national organizations will attend JCI trainings and Masterclasses.
- At least 5% growth of new local organizations per area annually.
- At least 5 new fully affiliated and sustainable national organizations by 2027.
- 80% of all local organizations will have more than 25 members.
- 90% of all national organizations retained each year.
- At least one action in each local organization aligned with each one of the 4 Areas of Opportunity.
- 800 new Senators annually.

3. Open, Efficient and Sustainable Structure

Main objective: To be an efficiently-ordered and open organization that can sustain itself for another 100 years - and beyond.

From a welcoming and inclusive environment to well-planned financial and operational goals, JCI is working toward an effective and transparent structure that will help us succeed as the top organization for young leaders.

Lets Define “Open, Efficient and Sustainable Structure”

The way we organize JCI at the international, national and local level will be carefully designed and driven by a deep desire to progress in a meaningful way. Our openness will encourage leaders at all levels to participate and engage with those outside of our organization, thus encouraging them to become involved as well. By keeping JCI “efficient,” we want to constantly find the best solutions to new and existing challenges. We will always seek to work in the most streamlined ways possible that put the interests of our members first. Finally, “sustainable” leads us toward our goal to foster a strong global community for years to come.

Why is this important?

A sustainable mindset means we can continue developing leaders in a fast-changing world. We will lay a strong foundation that leads to financial success. We can best create positive change and fulfill our mission when we work in a dynamic manner. With an open and inclusive culture, we will attract high quality members from a diverse range of backgrounds who bring important perspectives to our organization.

How will JCI achieve an Open, Efficient and Sustainable Structure at the international level?

To achieve open, efficient and sustainable structure as an organization, we will develop new ways to create revenue. JCI World Headquarters will be a leading workplace with human resources that connect employees, members and stakeholders. We can improve the value we receive and contribute through partnerships and increase funding to sustain members’ efforts. JCI will also invest in new operational and administrative technologies that help us reach this goal.

Key actions:

- Hire the appropriate amount of employees to serve members.
- Increase headquarters’ staff experience and retention.
- Provide financial training to Local and National organizations.
- Improve the process for founding new local organizations.
- Develop tools for Local Organization management.

- Market events to non-members.
- Encourage leadership development of people of all ages.

How can an Open, Efficient and Sustainable Structure be achieved at the National Level?

National Organizations can guarantee their leadership opportunities are made available to as many members as possible. Seeking out collaborative projects and partnerships with businesses, governments and the civil sector will also ensure a long-term presence and impact at the national level. Providing mentorship and training opportunities to Local Organizations in the fields of efficiency, financial management and partnership creation will also help achieve this goal.

Key actions:

- Establish partnerships with governments, businesses and the civic sector.
- Design working plans to ensure a balanced budget.
- Provide a clear leadership path for members at the local level, allowing them to advance to higher positions in JCI.
- Support and guide Local Organizations to create functional structures.

How can an Open, Efficient and Sustainable Structure be achieved at the local level?

Local Organizations contribute to this structure by providing opportunities that will interest all young leaders. Additionally, seeking local partnerships with governments, businesses or civil society organizations for projects will help support the Local Organization in becoming more visible, motivating members, achieving financial sustainability and attracting new partners.

Key actions:

- Seek funding and grants for projects in the local area.
- Provide structure and opportunities for new projects, encouraging member engagement and creativity.
- Develop localized strategies to enable sustainable impact.
- Encourage financial management education for local organizations.
- Create functional systems that are visible and consistent

Key Performance Indicators

- Revenue growth of 10% per year in the global budget.
- Surplus growth of 10% per year in the global budget and increase of financial reserves.
- 5% of the global budget invested in growing capacity.
- Achieve a headquarters retention rate of 80% over the next five years.
- Positive outcome on employee satisfaction and surveys conducted yearly.
- Grow number of corporate partners to 7 by 2027.
- Increase total revenue generated by partnerships to \$200,000 USD per year.

4. Data-Driven Innovation

Main objective: Implement the necessary data-driven innovation and change to be the foremost global network of young leaders.

To be the primary network of young leaders, JCI must put innovation guided by data and change at the forefront. By using the latest digital tools and working to improve the efficiency and effectiveness of events, projects, trainings and programs, JCI will stay relevant and remain an avenue of collective change.

Let's Define "Data-Driven Innovation"

To be a leading organization, we need to stay on the cutting edge of technology and innovation. By investing in the best possible resources, JCI can research and better report its processes. This would then guarantee that we maintain a high standard of service for our members. It is only through purposefully harnessing the power of data and technology that we will be able to analyze ways in which we can improve. This means researching and testing methods often. We also must keep up with changes in technology and society.

Why is this important?

At the core of all upward growth is the ability to adapt and change. By actively seeking out the best practices, we ensure that in a competitive market, young leaders will continue to choose JCI. It is through a strong understanding of how to harness the power of data and technology that JCI can attract and retain members and partners and foster an environment where leaders have the power to create positive change.

How is it achieved at the international level?

JCI should conduct market research within and beyond our network and encourage members to participate in regular surveys regarding their experiences. Using currently available platforms like the JCI Virtual Community, JCI can analyze data to help performance. We can also invest in data reporting tools to gather business intelligence on our target audience to truly understand the needs of current members and the next generation of leaders.

Key actions:

- Develop a database of key processes, tools and partners.
- Establish partnerships with other sectors.
- Generate more revenue streams.
- Foster discussion and action around important, timely topics.

How is it achieved at the national level?

At the National level, organizations are responsible for providing bookkeeping and handover material from one year to the next. This should include information on current and past partners, including the status of agreements, program participants, member data and more. In doing so, we can draw conclusions and make informed recommendations on how to continue improving our members' experience. JCI also needs to create more streamlined, well-known, and easily accessible ways for national officers to submit their data to JCI World Headquarters.

Key actions:

- Develop internal surveys and research, and share best practices with JCI globally to gauge member interests and reach Millennials and Gen Z.
- Develop marketing materials and a space for JCI leadership to record their yearly responsibilities.

How is it achieved at the local level?

Local Organizations are the greatest resource for data collecting, and JCI needs to better empower them with the tools they need to make meaningful observations. Local Organizations can standardize their reporting processes so that accurate and up-to-date information can be easily reviewed. This data can then be analyzed by National Presidents or other national leaders who will then report to the international level.

Key actions:

- Monitor turnout for local projects, using best practices to adjust and improve future events.
- Identify needs within government, civil society and the business community and develop engagement strategies to specifically address these challenges.

Key Performance Indicators

- At least 100,000 members, senators and alumni active on the JCI Virtual Community.
- Accurate attendee reports and feedback from all international events.
- Implementation of analytic tools on the JCI Virtual Community.
- Creation of alumni group of TOYP and Creative Young Entrepreneur winners by 2024.
- 3% of members completing membership satisfaction surveys.
- Updated database of alumni and Senators by 2025.

Conclusion

This plan serves as a framework for JCI members to make great achievements in critical areas at the local, national and international level. Beginning now, we can start to redefine what it means to be an innovative leader at the forefront of global change.

At the start of this decade, JCI overcame the monumental challenges facing the entire world, and we broke through to the other side stronger and more determined than ever. This plan is aimed at harnessing our power to continue JCI's upward journey to becoming the foremost global network of young leaders.

Each annual plan of action will build off the principles laid out within this document. As JCI enacts this plan, more guiding documents and resources will be provided to allow our stakeholders worldwide to achieve their own unique goals.

The next five years will bring transformational change to our organization, and put JCI in a better position than ever to develop leaders for a changing world.