

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

# **CEO REPORT**

**MARCH 2020**

# Core Ideology

## Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

## District Mission

We build new clubs and support all clubs in achieving excellence.

## Club Mission

We provide 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.

## Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.

## Brand Promise

Empowering individuals through personal and professional development.

## Core Values

Integrity, Respect, Service, and Excellence

# Table of Contents

<b>Message From the CEO</b>	<b>2</b>
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<b>Numeric Snapshots</b>	<b>3</b>
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Total Membership	3
Membership Payments	3
Paid Clubs	4
New and Suspended Clubs	5
District Reformatations	6
Communication Awards	7
Leadership Awards	7
Pathways Achievements	8
Education and Product Sales	8

<b>Member Demographics</b>	<b>9</b>
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<b>Global Support</b>	<b>11</b>
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Publicity	11
Digital Ad Campaign—Phase Two	13
2020 Toastmasters International Convention	15
Digital Transformation	17
New Clubs	17
Club Coach Program	18

“As you grow older, you will discover that you have two hands. One for helping yourself, the other for helping others.”

– **Sam Levenson**,  
American humorist, writer,  
teacher, television host,  
and journalist

## Message From the CEO

The coronavirus disease (COVID-19) has now spread throughout China and around the world. Millions of people are directly affected, including many hundreds—perhaps thousands—of individual Toastmasters members and their families and communities. As a result, many clubs in China are now conducting meetings online, learning new ways to engage with each other and with Toastmasters around the world.

It was just a few months ago that Hurricane Dorian swept through the Bahamas. Storms and other natural disasters have affected members in the Philippines, Mexico, the islands of the Caribbean, and the Gulf Coast of the United States. Wildfires have brought misery to Australia and California. Sometimes the tragedy is local, perhaps only touching one club or one member.

Wherever calamity or disaster strikes, the aftereffects ripple through Toastmasters.

Fortunately, the Toastmasters community, local and global, engages remotely with and supports members during crises. Such engagement manifests when members attend a club meeting on the other side of the world. It's conversation over a shared meal, or providing a place to stay. It's offering a kind word of support. It's boosting spirits at a club meeting.

Toastmasters members often assume leadership roles, formal or informal, in managing the aftereffects of such crises. I remember a longtime Toastmaster talking with me a few years ago about the Toastmasters member experience. He said, "It's not enough to be a good Toastmaster, participating in club, or even District, meetings. What's important is using the skills you've learned in Toastmasters to benefit your family, your community—even the world."

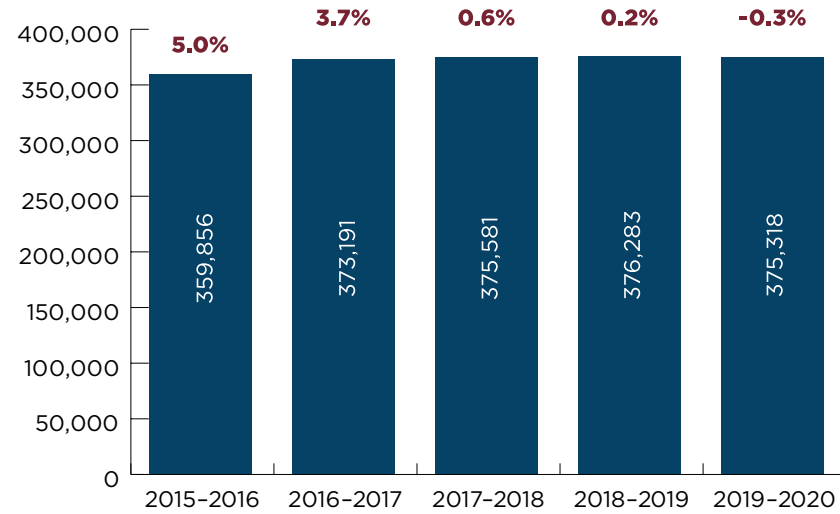
On behalf of the organization, thank you to all who have helped and continue to help within Toastmasters, during good times and times of crisis. I challenge each of us to ask ourselves this question: "Where shall I next apply my skills to help others?"



Daniel Rex

# Numeric Snapshots

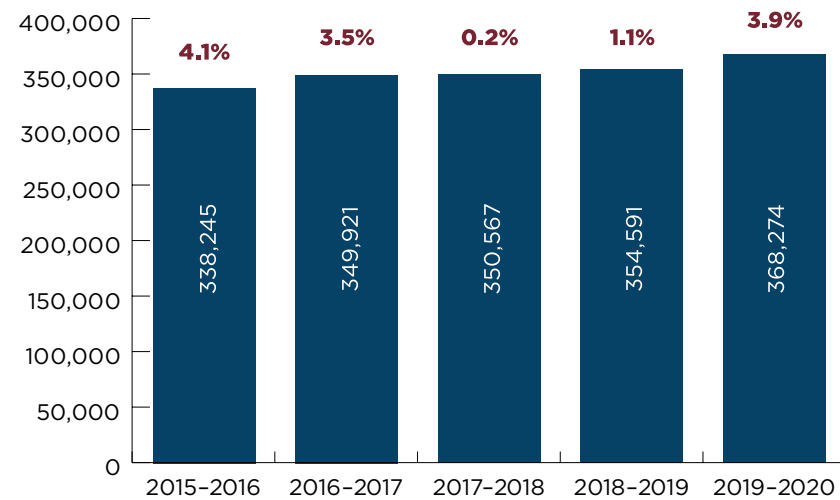
**Total Membership**



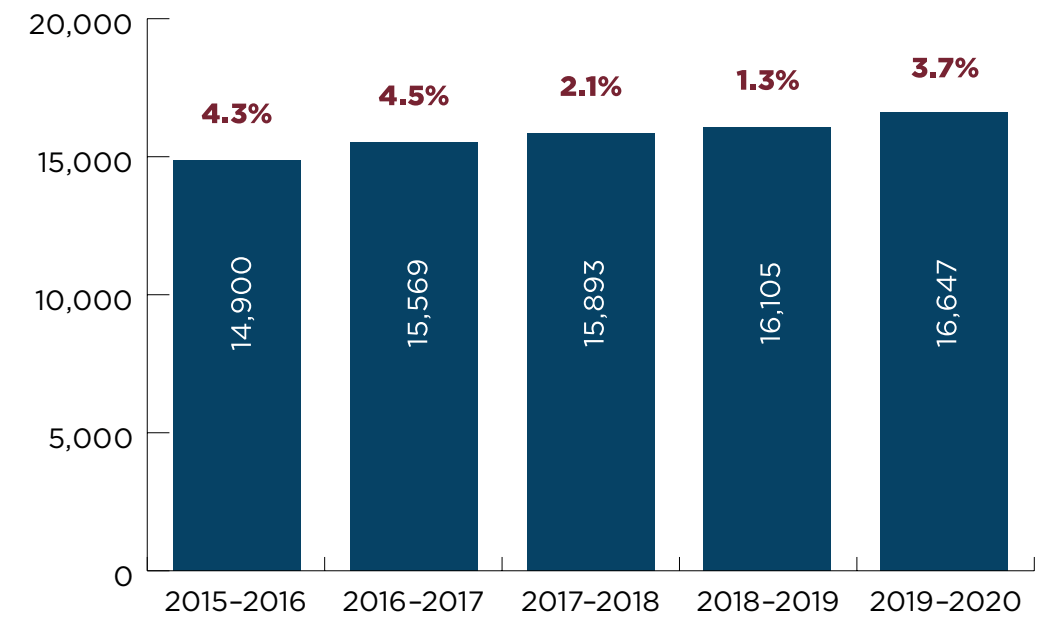
This chart represents all memberships as of September 30, 2019. Membership growth during the period was flat. Most membership growth is occurring outside of the United States: particularly in regions of China, Africa, Western Europe, and South and Central America. Global membership retention remains consistent at 53.4%.

**Membership Payments**

Sharp growth in new and charter payments, coupled with a modest increase in renewal payments, has contributed to overall membership payment growth as of December 31, 2019. Many of these new payments were received in December, when charter payments increased 16.8% over the same period in 2018-2019.

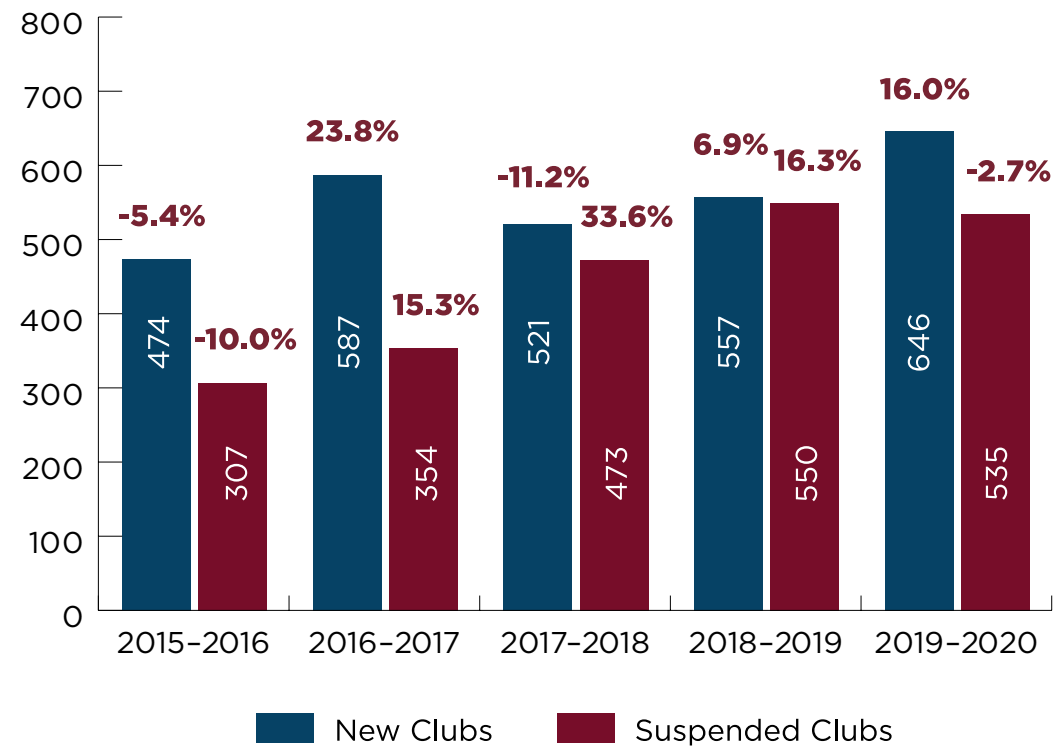


**Paid Clubs**



There was a net increase of 3.7% for paid clubs from July through December 2019. The increase in the total number of clubs corresponds with the increase in membership payments during the period that ended December 31, 2019.

### New and Suspended Clubs



From July through December 2019, there was a net gain of 111 clubs. The number of new clubs during that period is 16.0% higher than the same period in 2018, while the number of clubs that were suspended during that period decreased by 2.7%.

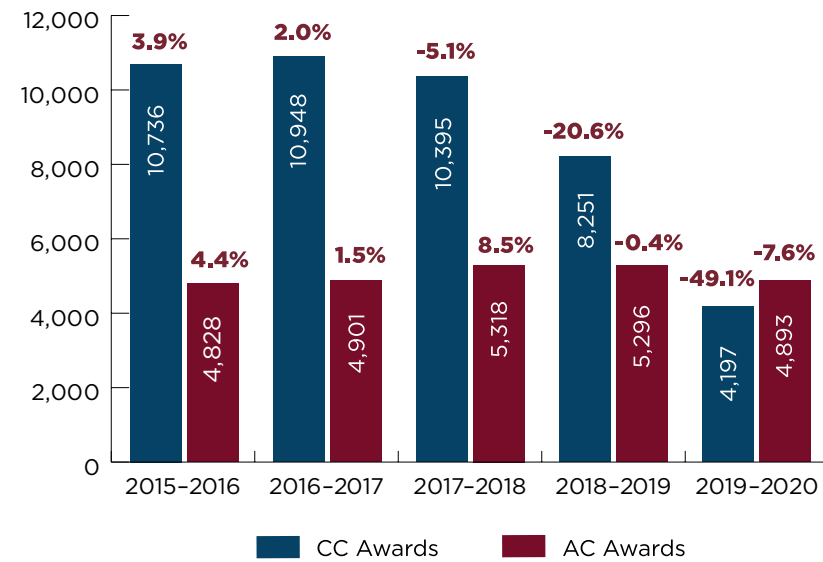
### District Reformatations

On July 1, 2020, the following District reformatations will take effect:

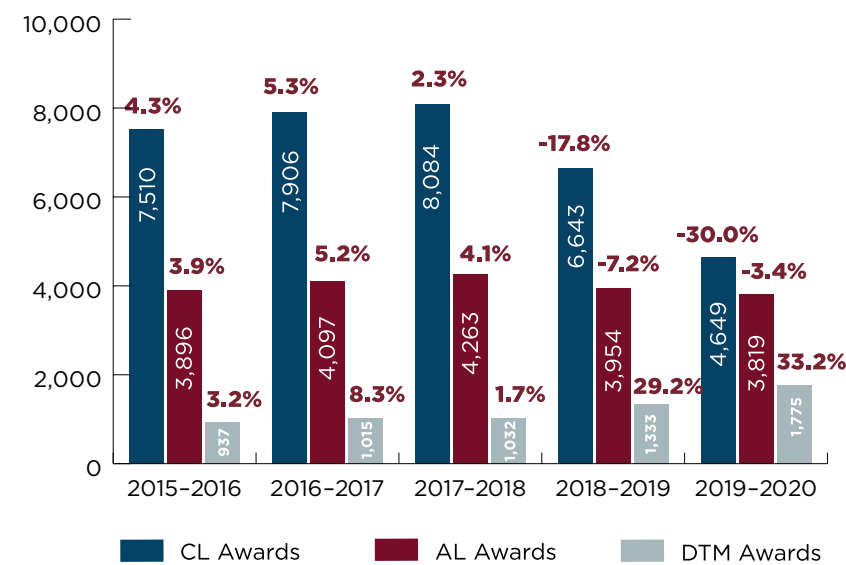
Existing District	New Districts	Geographic Region
37	37 117	North Carolina
46	46 119	The Bronx, Manhattan, Westchester County, Brooklyn, Nassau, Queens, Suffolk County
82	82 120	Sri Lanka and Tamil Nadu, India
92	92 121	Karnataka, India and Kerala, India

Overall, traditional education award achievement continued to decline, compared with the same period (July through December) in 2018. The number of Competent Communicator and Competent Leader awards decreased (-49.1% and -30.0%, respectively), as did Advanced Communicator and Advanced Leader awards. Traditional Distinguished Toastmaster awards increased by 33.2%, to 1,775, compared to last year.

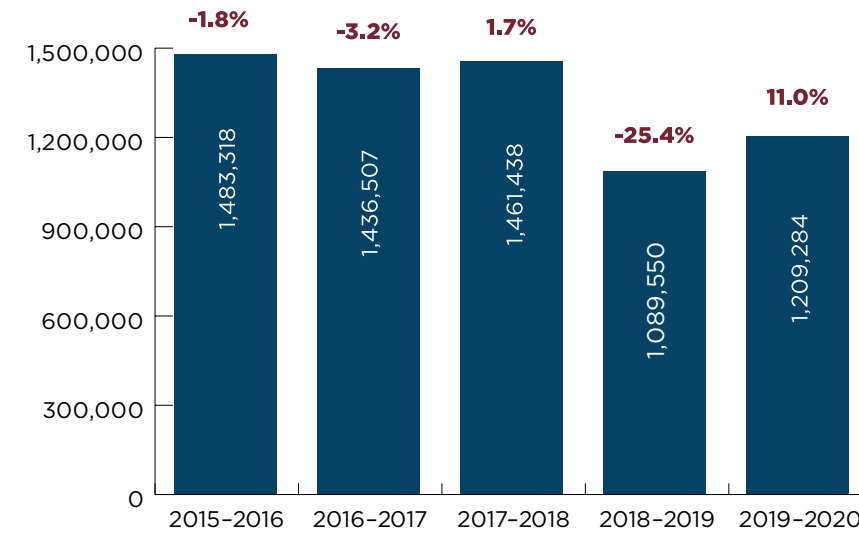
Communication Awards



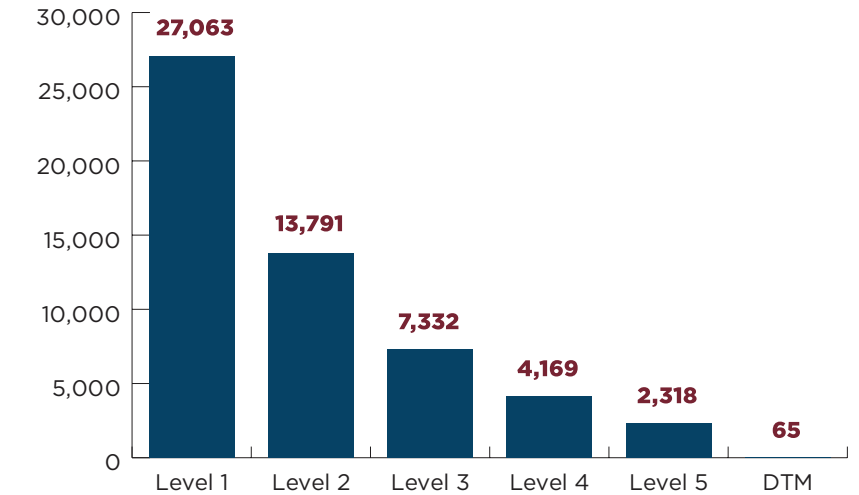
Leadership Awards



Education and Product Sales



Pathways Achievements



As overall Pathways adoption increases, more members are earning Pathways achievements. For July through December 2019, 54,738 total Pathways achievements were earned, including 65 Pathways Distinguished Toastmaster awards during the period.

Education and product sales for the first half of the 2019–2020 program year increased 11.0% to \$1,209,284. This includes education, marketing, and promotional products sold through the online store and at the 2019 International Convention. Paid path purchases are not included in this revenue.

# Member Demographics

Member Survey Results November 2019

## Languages

Hello!	你好!	नमस्ते!	iHola!	Bonjour!	வணக்கம்	こんにちは
61.1%	4.0%	3.2%	2.7%	2.5%	2.1%	1.6%
English	Mandarin	Hindi	Spanish	French	Tamil	Japanese

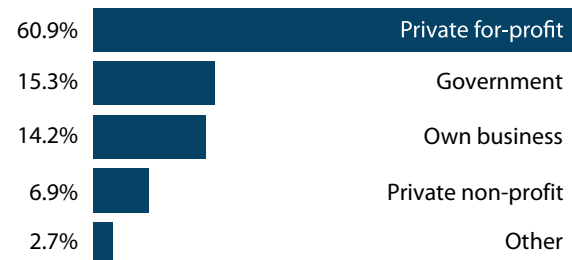
## Industry



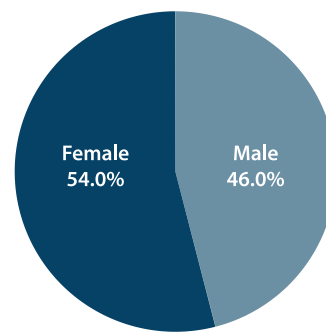
**8.8 out of 10** Willingness to recommend Toastmasters

**93.7%** "Toastmasters has helped me meet my goals"

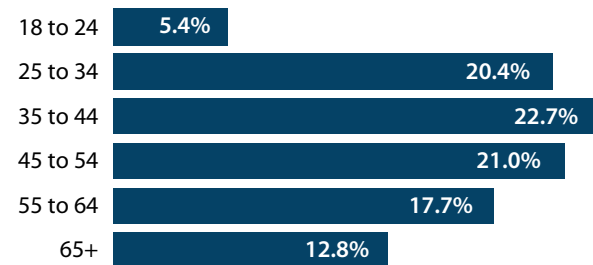
## Business



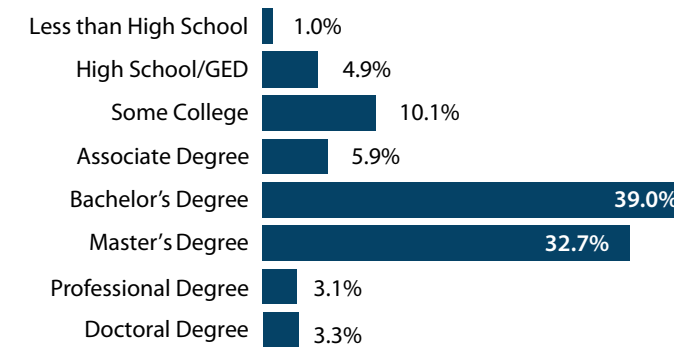
## Gender



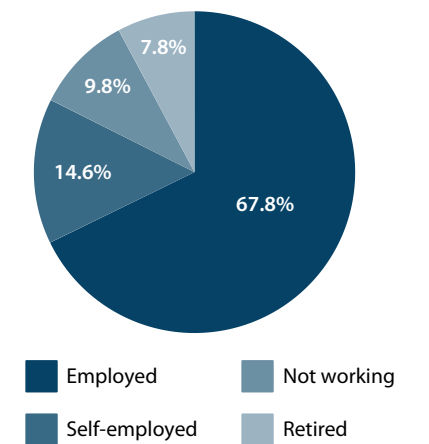
## Age



## Education



## Employment



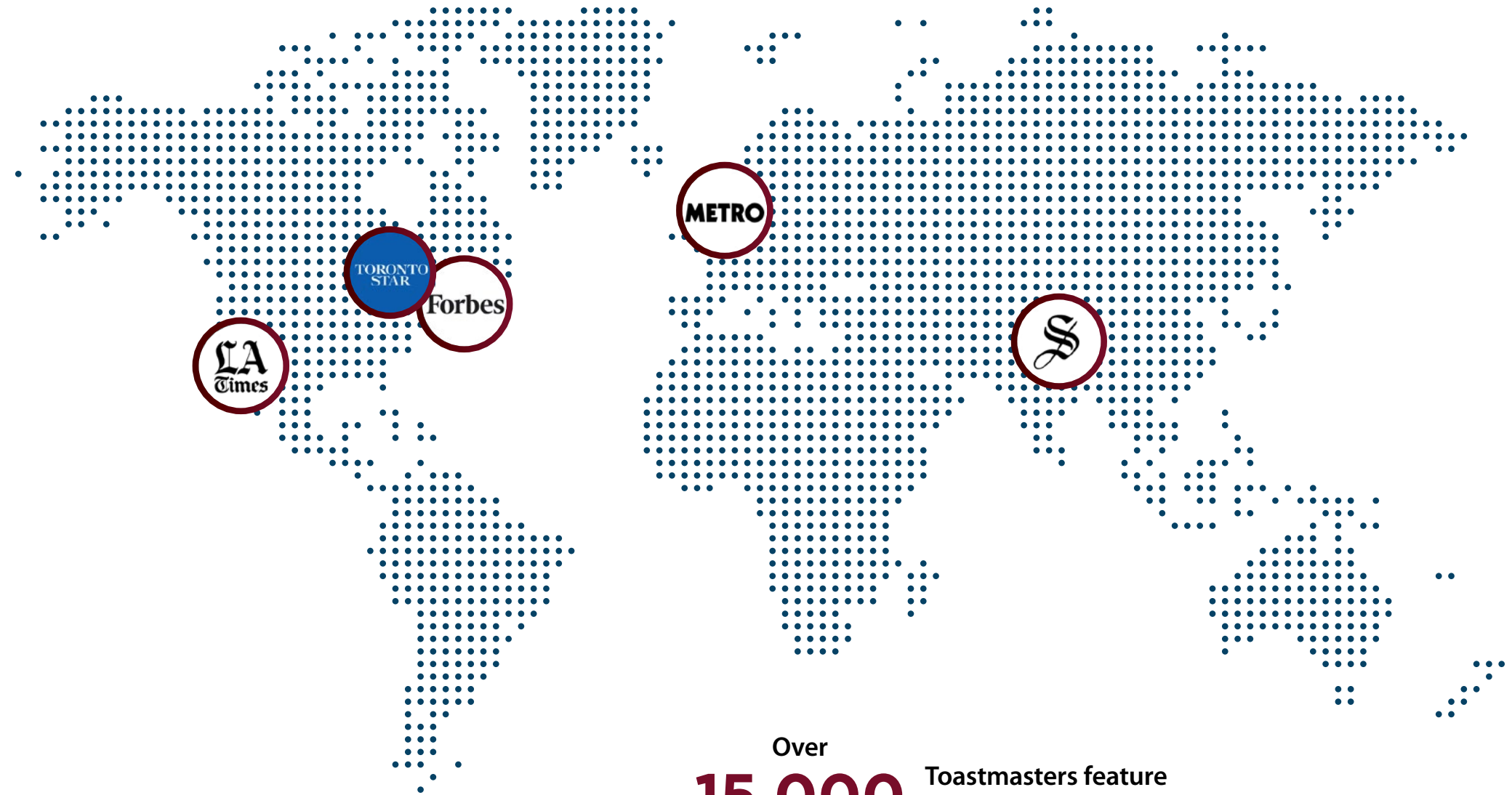
**10.4%** are students

# Global Support

## Publicity

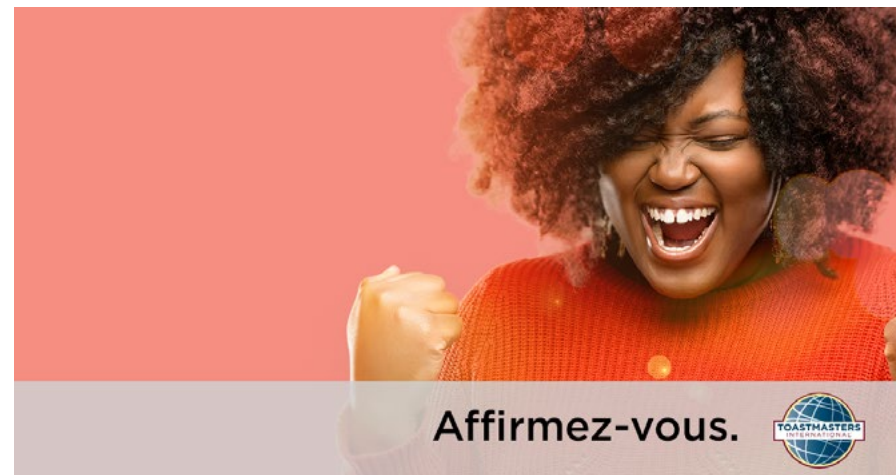
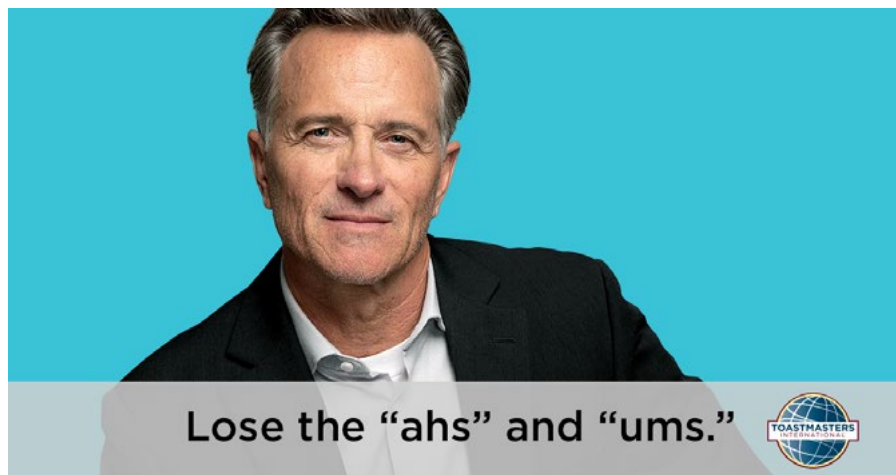
In the last six months, Toastmasters International received positive media coverage in broadcast, print, and online publications. That coverage resulted in more than 15,000 Toastmasters feature stories and attributions that have reached millions of people since August. Prominent examples of publicity for the organization include feature stories by *Business Insider*, *Forbes*, *The Los Angeles Times*, *The New York Times*, *Real Simple*, *U.S. News & World Report*, *Yahoo*, *The Daily Star* in Bangladesh, *Good Morning Nepal* in Nepal, *Metro* in the United Kingdom, *The New Indian Express* in India, and *The Toronto Star* in Canada. Our widespread media coverage is repurposed on Toastmasters' social networks, helping drive overall exposure and awareness of the organization.

The revised version of the Public Relations Manager (PRM) Communication Plan was introduced in August 2019, and more than half of all Districts submitted a plan to World Headquarters. Districts that submitted a Communication Plan experienced an average of 3% year-to-date payment growth, compared to the same period a year ago. What's more, 71% of PRMs would recommend that their District's incoming PRM use the Communication Plan.



Over **15,000** Toastmasters feature stories and attributions





## Digital Ad Campaign— Phase Two

In early 2019, Toastmasters ran its first-ever advertising pilot in California and Florida. The pilot included display, native, retargeting, search engine, and LinkedIn ads. The results showed that LinkedIn ads were the best performing; therefore, we are moving forward with phase two of the campaign by advertising only on LinkedIn.

One of the goals of phase two, which will run for three months, is to target both U.S. and non-U.S. markets. The campaign began on January 14, 2020 for Region 7, District 23, and District 55, all in the U.S. The campaign began on February 4, 2020 for Australia, France, and Japan.

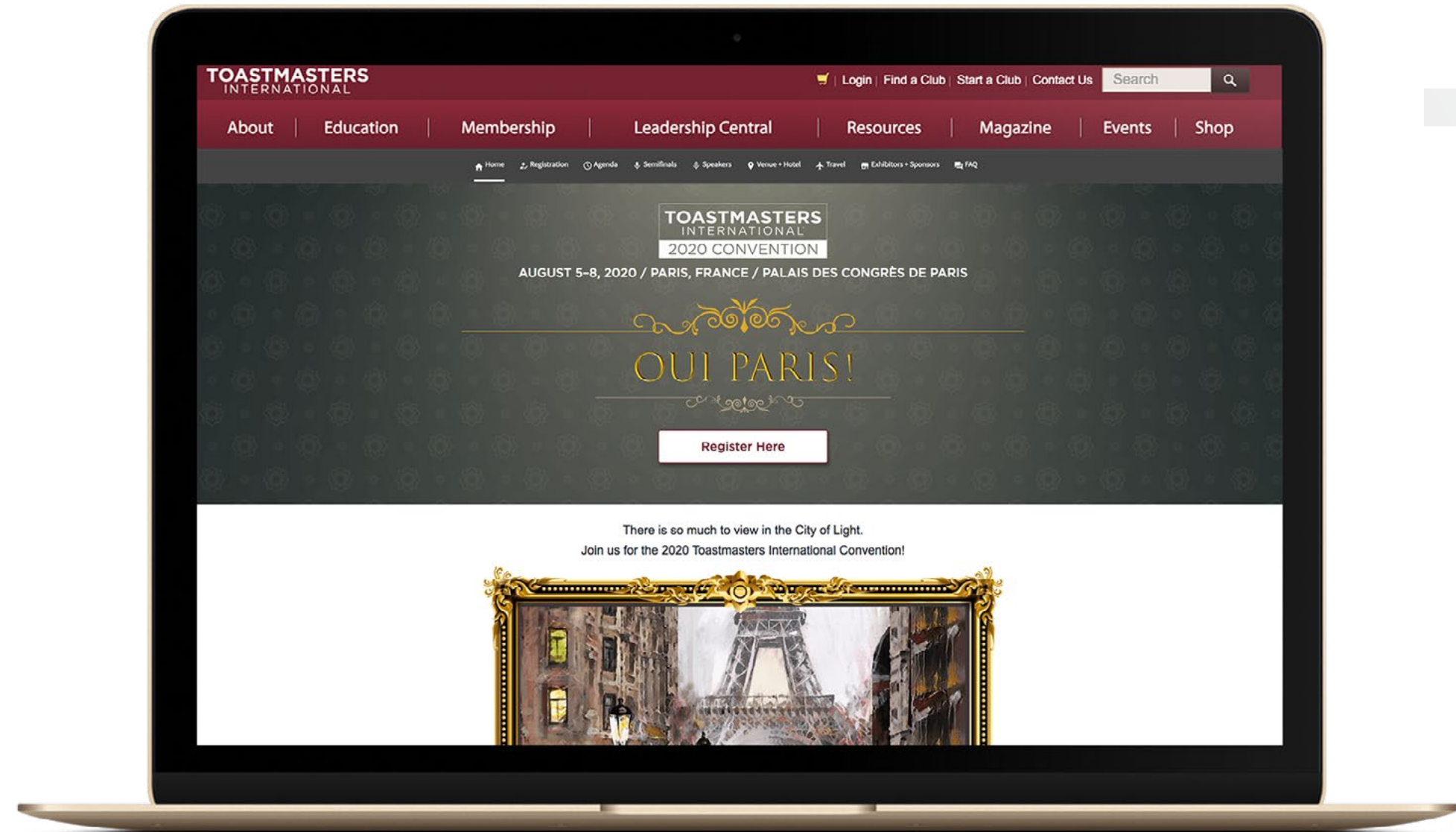
Initial results look promising, with click-through rates (the ratio of users who click on the ad to the number of total users who view the ad) coming in above the LinkedIn forecasted average. A variety of ads are being tested to get a better understanding of what yields results, with District leaders heavily involved in the process.



## 2020 Toastmasters International Convention

The 2020 Toastmasters International Convention is taking place at the Palais des Congrès in Paris, France, August 5–8, 2020. A few events will also be held at the Hyatt Regency Paris Étoile, which is connected to the Palais des Congrès. The 2020 Convention is scheduled three weeks earlier than in previous years, due to the availability of the Palais des Congrès and to accommodate the many Parisians that traditionally take holiday during the month of August.

Registration for the event opened on August 24, 2019 with an announcement during the President's Inauguration on the last day of the 2019 Convention in Denver, Colorado. This was the first time registration for the following year was made available to current-year attendees. The intent was to give members the opportunity to plan earlier and boost attendance in the process.



## Digital Transformation

World Headquarters continues its multi-year process to replace the current Association Management System with a new Enterprise Resource Planning (ERP) system. The new system is foundational to our digital transformation by offering new business capabilities. Work is currently underway for the implementation of the new ERP Finance and Marketing systems to replace existing legacy finance systems and support global marketing and advertising initiatives.

World Headquarters is making progress with cross-functional teams to integrate Information Technology (IT) with business teams to improve collaboration and innovation. The team continues to enhance digital products by focusing on member and leader experiences. The Pathways digital experience remains a primary focus to support member learning.

## New Clubs

Historically, December has been a slower month for building new clubs due to inventory audits, which meant the processing of new clubs had to be completed by mid-December. That changed in 2018, when logistics were outsourced to a third-party vendor, marking 2018 the first year whereby World Headquarters could process new clubs until the end of December. With two additional weeks to process, the overall number of new clubs organized that December increased by 30 compared to the prior year.

But December 2019 saw an even higher spike, with the largest number of clubs organized in the month of December—153. This may be attributed to the recent success and enthusiasm of club mentors, coinciding with the ending of the traditional education program on June 30, 2020. Because a club mentor must serve in the role for six months after the club is organized in order to earn credit, clubs had to be organized by December 31, 2019 for that credit to count toward a leadership award in the traditional education program.

As 2020 continues, World Headquarters will monitor new club trends closely to determine if the drastic increase in 2019 was, in fact, due to members trying to earn mentor credit, and/or if there are other positive factors involved.

## Club Coach Program

The club coach program provides critical support to clubs that are struggling and need long-term external help to increase their membership and level of excellence. In January 2019, then-International President Lark Doley announced changes to facilitate more participation in the program, with the goal of supporting more clubs and providing more opportunity for members to meet requirements of their traditional education program awards. Successful club coaches traditionally receive credit toward the Advanced Leadership Silver (ALS) or Distinguished Toastmaster (DTM) award for their service as a coach. (The ALS award also requires one year of service as a District officer.) Until June 30, 2020, successful club coaches will also be credited with service as a District officer.

As a result of the incentive, there has been a substantial increase in club coach participation. For example, in the 2018–2019 program year, 4,149 coaches were appointed to eligible clubs, an increase of over 150% from the 1,651 coaches appointed in the 2017–2018 program year. When 2018–2019 year-end results were posted, 1,411 coaches were successful, resulting in a success rate of 34.0%. Looking back to the 2017–2018 program year, 877 coaches were successful, resulting in a success rate of 53.1%. Therefore, while there were 60.9% more successful coaches than the previous year, the ratio of successful coaches versus appointments has diminished.

In recent years, most coaches were appointed in June; for example, in the 2018–2019 program year, 40% of all coaches were appointed in that month. Currently, 3,348 coaches are assigned to clubs. With the approach of the end of the program year, as well as the end of the traditional education program, more appointments are expected.

**60.9%** more successful coaches  
than the previous year



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