



Executive Summary for WBENC Strategic Plan June 2008

Under the leadership of WBENC Board member, Scott Buchanan, Vice President Worldwide Other Goods & Services Procurement, PepsiCo Inc., and through the efforts of the Strategic Planning Committee, Board Committees and staff, a strategic plan has been developed for WBENC. Much effort and active discussion has resulted in a plan that will guide WBENC into its second decade. While under development the committee first drafted six strategic goals, but after consideration realized they could be condensed into three, which established more clarity.

The proposed WBENC Strategic Plan takes a “back to the basics” approach to creating strategy around our “**COR**” values—**C**ertification, **O**pportunities and **R**esources. Here is a very high level view of what is included:

Mission: *WBENC is dedicated to advancing the success of certified women’s business enterprises (WBEs) and corporate members in partnership with its regional partner organizations.*

Vision: *As the leading advocate for and authority on women-owned businesses, WBENC is building a stronger economy by creating parity for these businesses through its certification and networking, and by providing marketplace access.*

Goal #1: WBENC will provide a universally accepted **Certification** for Women’s Business Enterprises (WBEs)

Expected Outcomes:

1. Strengthen relationships with Regional Partner Organizations and other business organizations
2. WBENC will maintain its position as the “most sought after” certification for WBEs
3. The WBENC brand will be the gold standard of certification, programs and events, supported by corporations and WBEs
4. WBENC will serve as an advocate for its constituents, representing and promoting their interests

Goal #2: WBENC will be a catalyst for business **Opportunities** and strategic business relationships among and between key stakeholders

Expected Outcomes:

1. Build capabilities and the capacity of Key constituents to enable business opportunities
2. Expand and facilitate B2B opportunities, growing WBE revenue

Goal #3: Ensure the organizational capacity and governance will support attainment of the strategic plan and maintain routine business operations through appropriate Resources

Expected Outcomes:

1. WBENC will have a well developed funding model with multiple streams of Revenue
2. Strengthen the internal infrastructure by developing financial systems, tools and systems such as technology, organizational design and policies and procedures
3. WBENC will communicate to all constituents information they want and need to know on a timely basis and in an effective manor (communications)
4. WBENC is recognized as a trusted brand by opening the doors to opportunity for WBEs along with its world class certification, education and other programs, well executed events, recognition programs and advocacy efforts (marketing)
5. WBENC will employ a highly skilled staff created through good selection processes and appropriate supervision, training and development (human resources)
6. WBENC will be recognized as an authority on specific areas based on unique research and inherent expertise
7. The WBENC Board of Directors will represent all constituents and be knowledgeable about every aspect of the organization, using this information to set policy and provide wise guidance and adequate resources

The plan document does not include the “Actions” that are associated with each “Strategy” and “Objective”, even though these details have been developed by the Board Committees and staff.. Some sections of the plan have already been implemented by the staff but the timeline for total implementation is three years. Annual budgets, work plans, programs and staffing levels will be guided by the plan. Implementation progress will be reported by the President & CEO to the Executive Committee and Board at the time of the three Board of Directors meetings each year.

To carry out the mission and vision for the Women’s Business Enterprise National Council Strategic Plan, it will take the efforts of everyone; Board, WBEs, Regional Partner Organizations and professional staff. Together we can make it happen, moving WBENC to even greater success in its second decade.



WBENC 2nd Decade Strategic Plan 2008

MISSION:

WBENC is dedicated to advancing the success of certified women's business enterprises (WBEs) and corporate members in partnership with its regional partner organizations.

VISION:

As the leading advocate for and authority on women-owned businesses, WBENC is building a stronger economy by creating parity for these businesses through its certification and networking, and by providing marketplace access.

SUMMARY OF STRATEGIC GOALS:

GOAL 1:

WBENC will provide a universally accepted CERTIFICATION for Women's Business Enterprises (WBEs)

GOAL 2:

WBENC will be a catalyst for business OPPORTUNITIES and strategic business relationships among and between key stakeholders

GOAL 3:

Ensure the organizational capacity and governance will support attainment of the strategic plan and maintain routine business operations

CERTIFICATION

GOAL 1:

**WBENC will provide a universally accepted
CERTIFICATION for Women's Business Enterprises (WBEs)**

EXPECTED OUTCOME 1

*Strengthen relationships with Regional Partner Organizations
and other business organizations*

STRATEGY 1

**Engage with other business organizations to grow WBEs
certifications, supporting the growth of Regional Partner
Organizations**

OBJECTIVE:

- 1. Identify and take action that creates and strengthens a
relationship with other affiliated business groups and
organizations with women business owner members**

ACTIONS:

- Participate actively and visibly in local, regional and national events of affiliate organizations to ensure awareness of WBENC certification and programs
- Identify and engage with organizations that provide access to businesses that are desirable to corporate members
- Develop national MOUs and work to engage the organizations at the local level with the RPOs
- Create special webpages for MOU partner constituents to visit

STRATEGY 2

**Ensure RPO capacity is consistent with demand for
certification and supporting services**

OBJECTIVES:

- 1. Ensure number, location and operation of RPOs meet
demand**

ACTIONS:

- Evaluate number of RPOs to “right size” based on customer service and ability to provide appropriate events
- Ensure delivery of service and provide growth within declared territories of existing RPOs through the development of satellite and branch offices

- Determine a number of WBEs needed within a state to open a satellite office and ultimately a branch office
- Aid in efficient operations of RPOs
 - Based on demand, increase number and location of Certification Committees and site visitors
 - Assist with recruitment of needed volunteers
 - Build strategic sourcing expertise and training resources
 - Create equal technology resources
- 2. **Ensure that the roll-out of the WBE Training (created by the Supply Chain Committee) has been institutionalized in the Regional Partner Organization**

ACTIONS:

- Review available content and arrange for material upgrades and/or additional materials/topics as agreed with the Program Committee and Leadership Council Reps.
- 3. **Ensure Best Practices are written down and disseminated, not shared informally**

EXPECTED OUTCOME 2

WBENC will maintain its position as the “most sought after” certification for WBEs

STRATEGY 1

Certification will be founded on a standardized, rigorous process that is clearly defined, enforced and reported

OBJECTIVES:

1. **Continue programs to build consistency, continuity, compliance, effectiveness and efficiency within the WBENC certification process.**

ACTIONS:

- Determine the number of Certification Committees needed by each RPO based on certification review cycle time, customer applicants and WBE satisfaction/dissatisfaction, corporate member needs, available volunteers, territory size, etc.
 - Annually the Leadership Council will set a goal of percentage of increase in number of applications/certifications
 - Explore ways to provide certification in the most time and labor effective and cost efficient way, assess and quantify benefit
- Continue roll-out of WBENC led single-source certification training for all certification committee members

- Ensure all certification review committee members and site visitors receive certification training online or in-person
 - Report on number of RPO certification committees and committee members each quarter
 - Report on percentage of trained vs. yet to be trained committee members each quarter
 - Support training with library of standard materials
- Create dashboard of metrics to do quarterly certification report including
 - Certification cycle time per RPO vs. average of all
 - Number of new certifications vs. number of applicants
 - Percentage of recertification's vs. possible recertification's
 - Number of individuals trained in WBENC certification
 - Determine others as appropriate
- Use metrics to evaluate RPO performance
 - For Partner of the Year Award
 - WBENC Allocations
- Annually do a survey of WBEs, RPOs, corporate members satisfaction with certification process asking for improvement suggestions

2. Ensure credibility through consistent quality and uniform application

ACTIONS:

- Assure quality control is regularly evaluated and enforced through periodic compliance audits and observations of certification committees
- The National Certification Committee will continuously improve the process, cycle time and update S&P's as appropriate.
 - Maintain applicability for certification standards based on changes in business environment, structures and regulation
 - Increase effectiveness and efficiency of application processing by RPO staff
 - Improve and standardize communication to applicants denied WBENC certification

STRATEGY 2

Utilize strategic resources to leverage support for the acceptance of WBENC's certification

OBJECTIVES:

1. Increase number of entities, both public and private, that accept the WBENC certification

ACTIONS:

- Approach and collaborate with other certifying entities with the goal of getting them to accept WBENC certification
 - Conduct a study to determine what organization/entities/government units do certification
 - Study their criteria for certification
 - Review with Certification Committee to determine further action
- Continue work with California Public Utilities Commission and to stay current with federal and state initiatives that regulate certification processes and procedures
 - Remain engaged in National Utilities Diversity Council
- Work with RPOs to keep accurate data on state and local entities accepting WBENC certification in order to build on current, successful initiatives and show on website
- Do study of corporate supplier diversity programs to determine how many accept WBENC certification.
 - Ask about other certifications they also accept

2. Assess the benefits and costs associated with providing the “small business” designation to women business enterprises

ACTION:

- Work with Leadership Council and Forum to determine process, cost for RPOs and value to WBEs

EXPECTED OUTCOME 3

The WBENC brand will be the gold standard of certification, programs and events supported by corporations and Women’s Business Enterprises

STRATEGY 1

Leverage the WBENC Brand to ensure that WBENC maintains its position as the "most sought after"

OBJECTIVE:

- 1. Programs, services and events should be attractive to and aligned with the needs of WBENC constituents**

ACTIONS:

- Create poll/survey of WBEs/Corporations/RPOs to ensure programs and services are meeting their expectations
 - Determine timeline for regular use
 - Implement remedies as determined

- Annually poll corporate members to determine industry needs for additional certified WBEs and proactively work with RPOs to market and recruit WBEs in those areas
- Work with Leadership Council to define a common service level agreement that is transparent and consistent for WBEs and Corporations across all RPOs
- Educate applicants on the certification process including need to submit all documentation, timelines, appeals process and other needed information

STRATEGY 2

Quantify the brand value of WBENC certification and membership.

OBJECTIVES:

- 1. Define metrics, for ongoing review, that illustrates the value of WBENC certification for WBEs**

ACTIONS:

- Evaluate growth rate of certified WBEs vs. non-certified women owned businesses
 - Implement a National Done Deals Program through WBENCLink to capture ALL deals done among WBENC constituencies
- 2. Evaluate corporate member benefits based on cost savings and avoidance, as well as increased revenues and market retention.**

ACTIONS:

- Assist in the creation of a written business case for the value proposition of certification – create a “pithy” marketing piece utilizing information from below:
 - Conduct a study to determine the value of WBENC certification vs. a corporate in house program and its associated costs
 - Corporations: evaluate value generated and dollars saved associated with contracts with certified WBEs
 - Corporations: evaluate innovation and improved customer service associated with certified WBEs
 - Corporations: evaluate market share linked to WBE spend
- Complete a review of the 2007 Corporate Survey and establish a program to educate Corporate Members regarding Supplier Diversity program development and the expectations of WBENC

- Develop an awareness package for Corporates as a "roadmap" for the continuous development of their Supplier Diversity Programs

STRATEGY 3

Through good Customer Relationship Management increase corporate membership and retention and WBE certification

OBJECTIVES:

- 1. Develop and implement a corporate member recruitment strategy and plan**

ACTIONS:

- Develop value proposition and recruitment strategy for prospects including the roles of RPOs, Board, current corporate members, staff and Ambassadors within each strategy component
- Develop top prospect list based on industry, geographical location and revenues, then compare to RPO prospect lists; align outreach efforts where appropriate
- Identify and engage with key recruitment events and alliance organization to build awareness of WBENC brand and recruit corporate members
 - Develop membership recruitment calendar and Ambassador schedule to support recruitment teams
- Develop communication platform to disseminate information regarding new members and upcoming events
- Implement annual member recruitment campaign with appropriate incentives and recognition for the entity that has the most referrals turned members

- 2. Develop and implement a corporate member retention plan**

ACTIONS:

- Develop and conduct a survey to evaluate current membership benefits and value of WBENC membership
- Develop an exit survey for all non renewing members
- Refine new member orientation as needed
- Develop process for all new members to be assigned an Ambassador and a schedule for contacting and engaging with them
- Implement more outreach programs that require little time but produce significant results: ‘Coffee with the President’ chat, ‘How to maximize value of corporate membership’ are a few examples

3. Redevelop WBENC's Ambassadors Program

ACTIONS:

- Redefine scope and participation criteria
- Review current documents to ensure accuracy and validity
- Review current Ambassador's list to determine willingness to participate and identify gaps for potential new members
- Develop an engagement strategy for Ambassadors to reach out to new and current inactive members
- Schedule outreach calendar for Ambassador participation at key recruitment events
- Develop standard training program

EXPECTED OUTCOME 4

WBENC will serve as an advocate for its constituents, representing and promoting their interests

STRATEGY 1

Develop an outreach plan that will strengthen WBENC's advocacy role

OBJECTIVES:

- 1. Determine and speak to the issues that are of interest to WBEs**

ACTIONS:

- Survey WBEs to understand issues of importance
- Represent those issues to media, government policy makers and other advocacy organizations
- Partner with Women Impacting Public Policy

- 2. Respond to and support corporate members on issues that represent the interests of their supplier diversity programs and their support of WBENC**

ACTIONS:

- Serve on advisory boards and councils
- Respond in appropriate ways to requests for support on individual member issues
- Promote the value of supplier diversity programs when possible and appropriate

- 3. Support the Regional Partner Organizations**

ACTION:

- Serve as a representative of the interests of RPOs as requested or needed

OPPORTUNITIES

GOAL 2

WBENC will be a catalyst for business OPPORTUNITIES and strategic business relationships among and between key stakeholders.

EXPECTED OUTCOME 1

Build capabilities and the Capacity of Key Constituents to enable business opportunities

STRATEGY 1

Ensure that programs and services meet needs of key constituents

OBJECTIVES:

- 1. Analyze current programs and develop new ones based on mission, market analysis, constituents served and financial viability**

ACTIONS:

- Evaluate existing and new programs based on a sound, fact-based business plan (use WBENC template) and return on investment for all constituencies
 - Develop the plan and execute a margin/mission analysis demonstrating financial viability
 - For new programs consider the purpose and then determine the appropriate mission/margin balance
 - Use estimated cost allocation assumptions until the cost allocation system can deliver fully-costed program operations
 - Implement, revise or eliminate programs according to the evaluation
 - Based on staff recommendations President can appoint review committee from appropriate board committees to review prior to presentation to Finance Committee
- Conduct survey regarding current award and recognition offerings and new ideas, including:
 - Corporation of Year
 - WBE of the Year

- Other possible categories
 - Review awards programs of other like organizations
 - Revise awards programs accordingly
2. **Promote and provide to corporate members tools or services that support or enhance their supplier diversity programs**

ACTIONS:

- Customized webinar on the process and value of certification for their non-certified vendors
 - Balanced Scorecard
 - Provide TIER 2 Program Training (materials and delivery mechanism) that ensures Corporate Members are developing Tier 2 Programs that incorporates or ensures:
 - Spend Objectives
 - B2B enhancement programs (e.g. matchmaking sessions)
 - Verifiable and credible results
 - WBEs are fully engaged:
 - WBEs understand and embrace Tier 2 as a core business channel
 - Challenges WBE sensitivities to Tier 2 business
 - RPOs are positioned to advise WBEs:
 - Providing guidance on possible business opportunities
 - Providing access to potential Prime Supplier Lists
3. **Engage the members of the At-Large and Governing Group of the Women’s Enterprise Leadership Forum**

ACTIONS:

- Forum member should represent all WBEs on program evaluation panels
- To educate peers about available programs, events and opportunities

STRATEGY 2

Analyze feasibility of an organizational structure (working title: Capacity Institute) to manage, maintain and enhance all WBENC education, training and research initiatives

OBJECTIVE:

1. **Create business plan and budget, identify funding sources**

ACTIONS:

- Seek funding (grants and other)
- Implement if feasible
- Education programs included would be:

- Mentoring Programs
 - Student Programs
- Tuck/WBENC Executive Management Programs
- Dorothy B Brothers Scholarship Programs
- Advanced Education Programs
- Corporate Supplier Diversity Professional Development programs and workshops
- Industry-based workshops
 - Best practices of WBENC Top Corporations
- MatchMakers
 - Evaluate matchmaker software
 - Year round, on demand

STRATEGY 3

Inform and teach the global “community” about the WBENC initiatives, enabling WBEs to do international business

OBJECTIVES:

1. **Assist WBENC certified WBEs in engaging with these programs and international business opportunities**

ACTIONS:

- Create programs to assist WBEs in understanding how to engage in international business and global corporate supply chains
 - Host a special International Day during Women in Business
 - Create training programs that can be delivered either by RPOs or webinar
 - Identify and participate with international women’s business organizations, government agencies and in events with an international focus
 - Evaluate the cost of adding a field to WBENCLink database showing countries in which WBEs do business outside the US
 - Update as economically feasible
2. **Mentor "embryonic" women business programs outside the US and Champion WBENC-like organizations by assisting with awareness and information on certification, capacity building and corporate supplier diversity**

ACTIONS:

- Evaluate the role of WBENC in creating certification programs outside the US, implement as determined
 - Work with international organizations, such as WEConnect International, to ensure adaptation and

- implementation of the WBENC Standards and WBE definition
 - If compensated, provide annual review for first three years of implementation of an international certification program
 - Negotiate receptacle certification agreements with international certifying bodies that use WBENC like standards to ensure standard is maintained
3. **To inform and teach the global “community” about the WBENC initiatives**

ACTIONS:

- Global database for matchmaking
- Programs to have global scope
- Build capacity globally
- Educate the multi-national corporations about supplier

EXPECTED OUTCOME 2

Expand and Facilitate B2B opportunities, growing WBE revenues

STRATEGY 1

Evaluate and improve or establish programs to build WBE revenue

OBJECTIVE:

1. **Evaluate existing and proposed programs to determine if it assists WBEs in building business revenues**

ACTIONS:

- Using established review system evaluate how each current and proposed new program delivers on objective
- Improve, eliminate or establish programs based on evaluation
- Evaluate and implement a national Done Deals™ program
 - Facilitate a standardized definition and increase the number of Done Deals by 25%
 - Create a national system of reporting WBE to WBE Done Deals
- Evaluate and implement year-round MatchMaker opportunities
 - Using appropriate MatchMaker software
 - Increase MatchMaker scale and number of participants
 - Track results
- Develop an Advanced Education Program
 - Determine program content based on WBE survey of needs and interests

- Select appropriate program providers based on survey results
- Target WBEs of a minimum revenue and size (to be established)

STRATEGY 2

Promote WBE to WBE business opportunities

OBJECTIVE:

1. **Create methods and supporting systems that will enable more B2B opportunities**

ACTIONS:

- Use existing electronic systems as a way to distribute WBE RFPs
- Determine and promote capabilities of website, WBECLink and CVENT systems to enable B2B and B2C business connections

STRATEGY 3

Implement new measurement, tracking and reporting tools to highlight and promote successes

OBJECTIVE:

1. **Evaluate need and create systems to measure, track and report B2B and B2C contract revenues**

ACTIONS:

- Determine metrics for all existing programs and implement
- Create dashboard type reports and determine distribution
- Coordinate with communications to promote successes

RESOURCES AND GOVERNANCE

GOAL 3

Ensure the organizational capacity and governance will support attainment of the strategic plan and maintain routine business operations.

EXPECTED OUTCOME 1

WBENC will have a well developed funding model with multiple streams of revenue

STRATEGY 1

Develop a short and long-term funding strategy based on an evaluation of need and possible sources

OBJECTIVES:

- 1. Evaluate the current WBENC business model and determine if the model will adequately fund the organization going forward**

ACTIONS:

- Sponsorship study
- Review of sources of revenue to assess how likely the source is to grow new revenue

- 2. Evaluate new sources of revenue and implement as determined to create more sources of income**

ACTIONS:

- Affinity programs
- Grants
- Individual donations
- Certification fee paid by applicant
- Other

- 3. Build an economic relationship between WBENC and RPOs that makes sense for both**

ACTIONS:

- Guided by the Finance Committees with input from Leadership Council
- Do an evaluation of current allocation formulas with goal of simplifying
 - Evaluate and revise performance metrics as needed
 - Determine RPO need for support based on their audited financial reports determining if funds are used for WBENC certification and WBE education programs.
 - Formulas to be devised based on extent to which WBENC can feasibly share revenue
 - (See Strategy #6)
- Document formal bonus agreements for new corporate member referrals from RPOs

- 4. Develop and execute guidelines for engaging non-traditional donors/partners in the financial support of WBENC**

ACTIONS:

- Create additional opportunities and supporting guidelines for non-corporate member financial support

- Non-member organization/corporation funding or grants
- Annual giving campaign
 - Individual donations (WBEs and corporate)
 - Non-members corporations and organizations
- Enable revenue growth from affinity programs and product tie ins
 - Create guidelines and metrics for acceptable products to support WBENC brand and provide revenue
 - Determine legal/contractual obligations for revenue receipt and use

STRATEGY 2

Evaluate Sponsorship Offerings to ensure sponsorship, price and benefits are feasible

OBJECTIVES:

- 1. Benchmark with RPOs and similar organizations to identify strategies to evaluate or redefine current sponsorships offering**

ACTIONS:

- Determine feasibility of using outside consultant to provide evaluation or if current expertise exist within the WBENC organization
 - If need is determined, identify, review and contract with consultant for feasibility study
 - Develop recommendation for revised sponsorship offerings and additional sponsorship opportunities.

- 2. Evaluate then create bundled packages of sponsorship offerings, contribution opportunities and membership dues**

ACTIONS:

- Review for best practices as compared to other like organizations
- Promote bundled package early in third quarter

- 3. Conduct an annual review of all sponsorships including financial commitment and benefits received**

ACTION:

- Review for marketability, price and benefit

STRATEGY 3

Develop fee for service initiatives and programs to support enhanced revenue model

OBJECTIVE:

Explore marketplace needs and determine how WBENC can provide services or programs to fill the needs

ACTIONS:

- Do survey of corporate members and non-members and WBEs to determine services or programs they would want
 - Possibilities to explore: become a referral resource for supplier diversity consultants (Professionals), year round or company specific MatchMaker services, speaker's bureau, training webinars, website based job boards

STRATEGY 4

Conduct study and analysis of existing certification financial models to determine if certification is self funding for both WBENC and Regional Partner Organizations

OBJECTIVE:

- 1. Study certification funding models to determine if they meet the financial needs of providers**

ACTIONS:

- Determine cost to WBENC for services provided: setting and maintaining standards, RPO compliance reviews, Leadership Council and Program Managers meetings, training for RPO staff and Certification Committees, promotion of certification, WBENC.org website (certification and application pages), out of territory site visits, WBENCLink and related staff support
- Determine RPO costs for certification services: staff support, Certification Committees, facilities (including file storage), site visits, promotion of certification
- Review fees compare to costs and determine how to financially support all aspects of certification
- Based on outcome of certification analysis, develop and present alternate revenue-sharing plans or service fee arrangements
 - Allocation review by Ad hoc- Board Committee
 - Service fee proposal created by Finance Committee

- Survey current corporate and WBE membership to determine optimal recommendations for future WIB locations

EXPECTED OUTCOME 2:

Strengthen the internal infrastructure by developing financial systems, tools and systems such as technology, organizational design, and policies and procedures

Financial Systems

STRATEGY 1

Ensure a return on investment for all constituencies in developing and executing all programs, events and strategic objectives

OBJECTIVE:

1. **Conduct a mission, market analysis and financial viability review on all programs and events**

ACTIONS:

- Evaluate existing and new programs based on a sound, fact-based business plans (use WBENC template) and return on investment for all constituencies
 - Develop the plan and execute a margin/mission analysis demonstrating financial viability
 - Use estimated cost allocation assumptions until the cost allocation system can deliver fully-costed program operations. See V3 Funding

STRATEGY 2

Create a sound budgeting and financial reporting system including analyzing results and making adjustments as the year proceeds in order to meet or exceed annual budgeted goals

OBJECTIVE:

1. **Design and implement a sound budget system**

ACTIONS:

- Design and ensure implementation of a cost allocation system.

- Create annual budget based on programs and operational needs, making reasonable assumptions
 - Meet budget goals for all areas of responsibility, including the Salute and WIB
- Create and disburse financial reports
 - Ensure all departments receive monthly financial reports and detail for their cost centers
 - Ensure that monthly variance analysis is performed and variance reports provided by all departments.
 - Ensure that quarterly forecasts are presented by all departments
 - Ensure that Board and appropriate committees have sufficient financial information to monitor actual results against budget
 - Monthly results and quarterly forecast reporting provided to Executive Committee and Finance Committee; quarterly to the Board

STRATEGY 3

Create a cost-conscious culture at all levels of the organization

OBJECTIVES:

1. **Identify opportunities to cut costs without jeopardizing quality of execution**

ACTIONS:

- Shared services with RPOs or other organizations
 - Per-attendee catering fee for meetings
2. **Develop sound procurement policies to support execution of strategic plan including competitive bids**

Policies and Procedures

STRATEGY 4

Develop and document policies and procedures to ensure compliance with functional best practices and guidelines

OBJECTIVE:

1. **Identify areas of the operation that need policy and procedure development**

ACTIONS:

- Ensure that policies and procedures already identified in Finance, Technology, Human Resources, and Office Services are developed and documented and accessible to the staff

- Add processes (and the related policies and/or procedures) as deemed appropriate.
 - Include risk management
 - Indicate deadlines for completion
- Create a Project Management Office (PMO) structure that demonstrates an organizational commitment to sound management principles
 - Responsibilities of the PMO:
 - Maintain project management standards
 - Provide Training on project management
 - Consult on technical and procedural issues
 - Schedule assistance
 - Create and track budgets
 - Provide Staff including project managers, for the organization
- Ensure that fully-integrated, detailed master plans are completed for the annual Salute and WIB
- Ensure that staff have been trained effectively to maintain project plans and collaborative initiatives

Technology

STRATEGY 5

Identify and develop technology systems that support communication and productivity between WBENC and RPOs.

OBJECTIVE:

- 1. Leverage technology and stratify data to provide information and tools that will define the gaps, build capacity and create strategic business**

ACTIONS:

- Identify develop and deploy technology and software that supports collection, analysis and distribution of information and data that address changing demographics of WBENC and the affiliate network including
 - Leveraging network IT best practices and identifying cost effective IT solutions
 - Identify IT training and support resources that can be leveraged across the WBENC network
- Identify best practices in online communications and networking
- Identify best practices in technology driven business development and program support including electronic B2B, research and on-line publications

- Identify gaps in tools between current state and to be (most desirable state)
- Identify software products and process improvements to close the gaps
- Assist in facilitating IT “Best Practice” Forums (not dependant on WBENC budgetary constraints) throughout the WBENC network
- Assess integration and implementation into WBENC and the RPOs collaboration efforts
- Address costs and implementation issues associated with deploying upgrades/changes
- Make recommendations to WBENC and the RPOs regarding potential improvements
- Map into budget and work load scheduling for all organizations

STRATEGY 6

Develop technology tools and systems to support efficient operation

OBJECTIVE:

- 1. Identify, develop and deploy technology and software that supports business processes and the collection, analysis and distribution of information and data that address changing demographics of WBENC and the affiliate network**

ACTIONS:

- Implement new accounting software that supports cost allocation that facilitates budgeting, reporting to various constituencies, analyzing results, and making adjustments as year progresses (allows effective oversight of financial performance)
- Ensure that 2008 technology plan executed; adjust as necessary
- Ensure that accounting software and cost allocation system implemented
- Ensure Sage, the development and membership tracking system is implemented
- Server Consolidation and Stabilization:
 - Integration of 5 new servers Elimination of App-site
 - Raid Array Implementation
 - Data replication to Texas Alliance Relations facility
- Implementation of SharePoint Server
 - Project Server
 - Time keeping

- Workflow management
- Inter-office collaboration
- Implementation of Microsoft Dynamics Finance Server
- Implementation of Project and Portfolio Server
- Redundant Data Configuration:
- Create a private network that utilizes Dallas facility as Disaster Recovery (DRC) Center component of the Business Continuity Plan:
 - Replicated Directory Services
 - Stand By Email System
 - Redundant Data Repository
 - WBENC Continuity Plan and Emergency contact list
 - Full copy of Federal Preparedness Circular (FPC) 65, *Federal Executive Branch Continuity of Operations (COOP)*, was reissued by FEMA in June 2004.

STRATEGY 7

Identify and deploy technology to support the broad scope expansion of WBENC certification in training, deployment and tracking.

OBJECTIVE:

1. **Use technology to improve certification training, tracking, processes and procedures**

ACTIONS:

- Assess the functionality of the current electronic tools that support certification at WBENC and the regional partner organizations
- Identify gaps in tools between current state and to be (most desirable state)
- Identify software products and process improvements to close the gaps
 - Continue to update and enhance WBENCLink to provide better ease of use, reporting capabilities and speed
- Address costs and implementation issues associated with deploying upgrades/changes
- Make recommendations to WBENC and the network regarding potential improvements
 - Complete Project Green (file digitization) to determine best and most cost effective way to go digital [coordinate with IT staff in Finance and Ops & Technology Committee]
 - Implement recommendation
- Map into budget and work load scheduling

Communications

EXPECTED OUTCOME 3

WBENC will communicate to all constituents information they want and need to know on a timely basis and in an effective manor

STRATEGY 1

Evaluate need, frequency and desired method of delivery then develop communications plan for all constituencies including the public

OBJECTIVES:

- 1. Use surveys and personal conversations to determine what constituents want**

ACTIONS:

- Survey WBEs and discuss with Women's Business Enterprise Forum
- Survey Corporate Members and discuss with corporate Ambassadors
- Discuss with Leadership Council and Program Managers
- Analyze data gathered and develop communications that meet the needs and desires of constituents

- 2. Create external communications plan that expands the reach of WBENCs messages**

ACTIONS:

- Develop effective communications focused on additional entities accepting WBENC certification
- Evaluate and upgrade WBENC.org website as needed
- Allow interested women business owners to sign up through WBENC.org website and receive President's Report
- Create an online newsletter that works as a recruitment strategy
- Assess, develop and expand the press room offerings; add actual press clippings and photos
- Coordinate on-line chats through wbenc.org with industry-specific topics for corporate members so each group is able to offer insight about certification use in their respective industries.

- Determine when and how to most to effectively use new technology such as blogs, podcasts, internet radio and TV to communicate to internal and external audiences. Implement based on evaluation.
- 3. Create a strategy that engages all forms of media to deliver accurate information about WBENC**

ACTIONS:

- Position WBENC as the leading authority and resource on WBE certification and use in supplier diversity programs and as a resource to media
- Continue to enhance and update WBENC message points to enhance this position
- Work with consultant to create story plans, including newsworthy events, research and survey results, WBE and corporate profiles
- Continue to publicize WBENC trademark events and awards, demonstrating it's leadership

STRATEGY 2

Increase effectiveness of communications about WBENC offerings, including programs and events to drive participation and support

OBJECTIVE:

- 1. Analyze the information needed, then develop communications to better market and promote WBENC offerings including programs and events**

ACTIONS:

- Determine a method to analyze need
- Devise and use creative messages and methods to create interest, participation and support

STRATEGY 3

Evaluate and improve the system of communication for the Board of Directors

OBJECTIVE:

- 1. Create and implement a communication plan based on board member feedback**

ACTIONS:

- Review Board Member surveys for feedback
- Design dashboards and other tools to effectively communicate desired information for Board and Executive Committee

- Effectively use *Board Members Only* intranet site to provide private information

Marketing

EXPECTED OUTCOME 4

WBENC is recognized as a trusted brand by opening the doors to opportunity for WBEs along with it's world class certification, education and other programs, well executed events, recognition programs and advocacy efforts.

STRATEGY 1

Create marketing and promotional efforts that showcase the WBENC brand value

OBJECTIVES:

- 1. Create and implement a full marketing plan for each WBENC program and event**

ACTIONS:

- Determine which metrics to gather and do so via surveys and focus groups
 - Do gap analysis
 - Determine and implement communication to promote and market WBENC programs and events
 - Gather and publish better testimonial
 - Podcasts/webcasts
 - Add pop-up or tickler or accompany every piece of e-communication
 - Create specific plan to target new corporate and WBE members
- 2. Increase national presence and attendance at local events and with like organizations**

ACTIONS:

- Target Women Business Owners
 - Direct marketing to this group and to the organizations that represent this group
 - E-Newsletter to those who are “Waiting for Docs”
 - Summit of leaders needs to be developed (Presidents and CEOs of NAWBO, WIPP, WBENC, WITI, etc.)

- 3. Increase number and strengthen content of MOUs**

ACTIONS:

- Engage RPOs with local/regional chapters of MOU partners to drive awareness and certification applications
 - Drive applications from prospective WBEs through engagement at local level
 - Support increased attendance at MOU related local events (utilize RPO staff & volunteers, WBEs and Ambassadors) and support with small, portable tabletop booth or “windowshade” display
- 4. Regularly evaluate and update all collateral materials, current communication/marketing pieces (such as the President’s Report) and website**

ACTIONS:

- Revise and update standard WBENC promotional piece/brochure and marketing/communications
- Consider how to make available WBENC pins and certified WBE stickers or plaques

Human Resources

EXPECTED OUTCOME 5

WBENC will employ a highly skilled staff created through good selection processes and appropriate supervision, training and development

STRATEGY 1

Ensure current staffing is sufficient and appropriate to business needs

OBJECTIVE:

- 1. Perform a human resources (staff) skills inventory**

ACTIONS:

- Provide each employee with an up to date, detailed job description and employee handbook
- Use fair performance and skills evaluations on a regular basis
- Provide skills development for existing staff
- Use skill acquisition through employing appropriate staff/consultants
- Utilize interns to supplement staff skills

Research

EXPECTED OUTCOME 6

WBENC will be recognized as an authority on specific areas based on unique research and inherent expertise.

STRATEGY 1

Produce and disseminate research on topics that benefit WBENC constituents and generate publicity

OBJECTIVE:

1. **Ensure research reflects needs of constituents, WBENC's unique market position and changes in marketplace**

ACTIONS:

- Develop research around WBENC's core mission ONLY: procurement, barriers between WBE and Corporate purchasing connections, business case, best practices, etc.
2. **Partner with related organizations or leverage information gathered by other mission-related organizations so efforts are not duplicated or re-invented**
 3. **Ensure the body of information is augmented at the suitable level of resource expenditure; when appropriate take advantage of shared resources**

ACTIONS:

Use research to develop:

- WBENC communications message points
- As basis for conference curriculum
- WBENC position on issues
- To establish WBENC expertise
- Expert's blog based on research and constituent content and expertise
- Speaker's bureau comprised of experts who reinforce WBENC's credibility on research

Governance

EXPECTED OUTCOME 7

The WBENC Board of Directors will represent all constituents and be knowledgeable about every aspect of the organization, using this information to set policy and provide wise guidance and adequate resources

STRATEGY 1

Maintain a governance model that formalizes and integrates input from board committees and constituents

OBJECTIVES:

- 1. Maintain and expand current systems providing constituent ways to communicate to the board through identified corporate members, the Leadership Council and Women's Business Enterprise Forum**
- 2. Continuously educate the board members about their fiduciary responsibility to WBENC; ensure understanding of the differentiation between their role as a constituent of WBENC and their roles and responsibilities as a member of the WBENC Board**

STRATEGY 2

Align board and committee structures to best enable the execution of the WBENC strategic plan

OBJECTIVES:

- 1. Evaluate board survey and self assessment as it relates to committee structures**
- 2. Tie board training into discussion of how board should be aligned to best execute strategic plan**
- 3. If necessary, review and rewrite by-laws to reflect needed changes**
- 4. Evaluate current board, executive committee and expanded executive committee meetings to provide more information and improved format**

STRATEGY 3

Establish clear roles and responsibilities to ensure productive board-committee-staff interface

OBJECTIVE:

- 1. Set up system for President and committee chairs to speak quarterly in regard to committee activities**

ACTIONS:

- After each session President will review with committee staff representative the goals and objectives discussed to ensure proper engagement