

Adapting Global Strategy to ensure Local Relevance and Operational Success

IMEX America, Las Vegas
10 October 2011



mci

Building Community

Speakers

Moderator

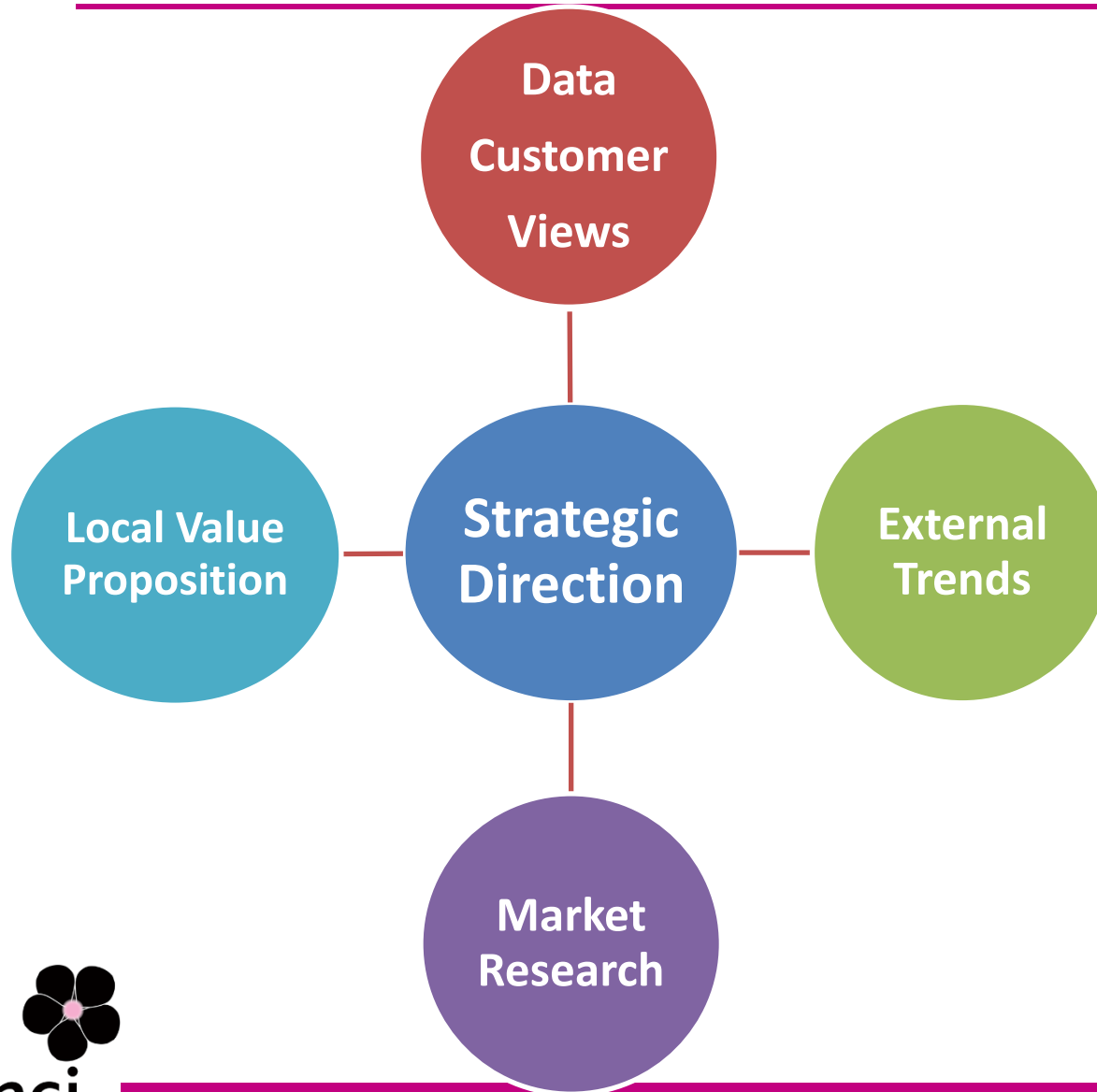
- **Nikki Walker, Vice President, Global Association Management & Consulting, MCI Group**

Content Leaders

3 US-HQ'd associations growing globally

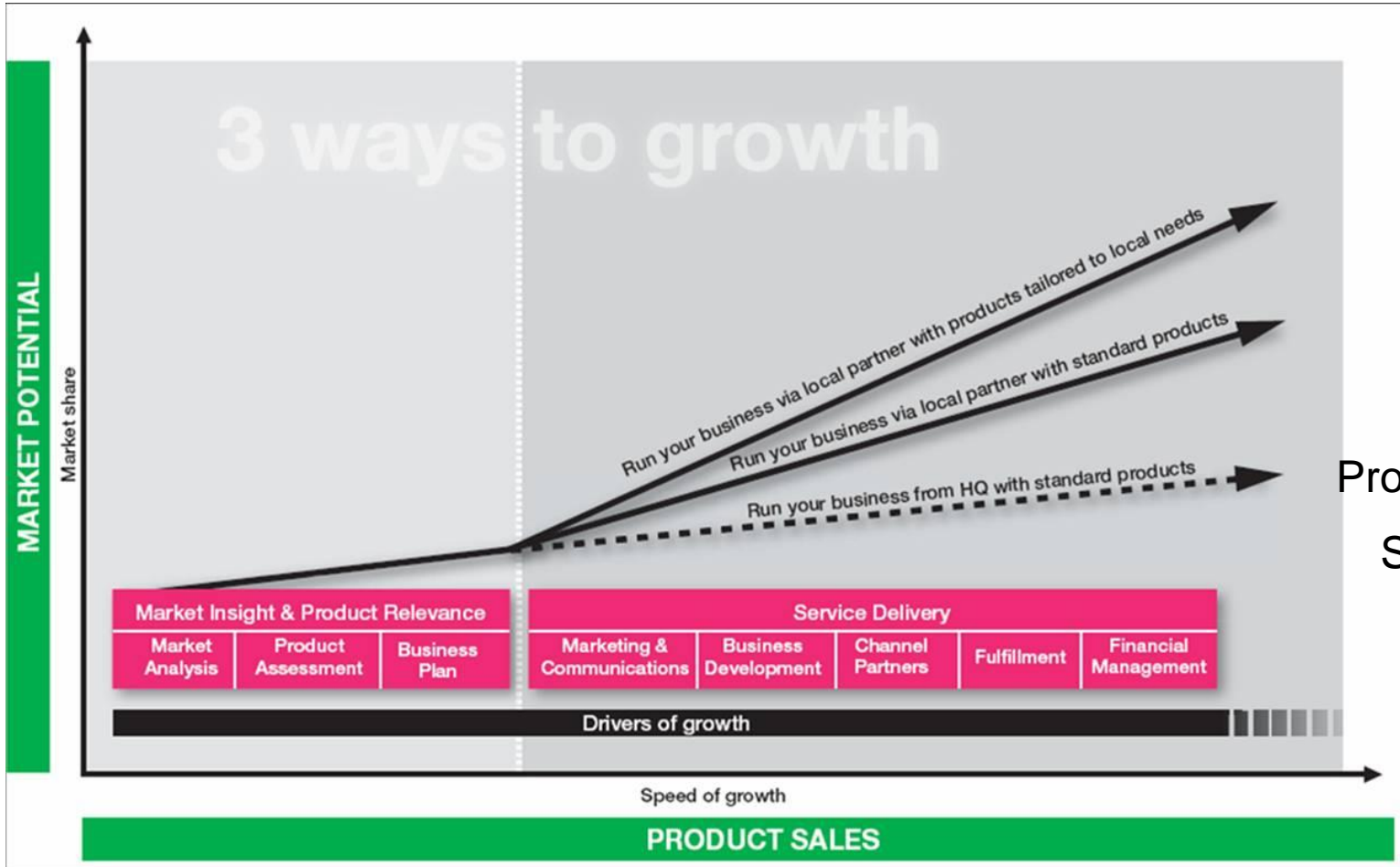
- **Howard A. Wallack, Director, Global Member Programs, Society of Human Resource Management (SHRM)**
- **Jim Gurowka, International Development Institute of Management Accountants (IMA)**
- **Susan Root, Director Conference Business Services, IEEE**

Session Objectives



- ✓ **Adapting global strategy >> local relevance/application**
- ✓ **Using research/ data to guide global growth decisions**
- ✓ **Different actions at various phases of maturity**
- ✓ **What tactics/ operational models?**

Global growth strategy



Critical ingredients

Market insight

Product relevance

Service delivery



SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

720 million workforce, **300 million+** in urban areas

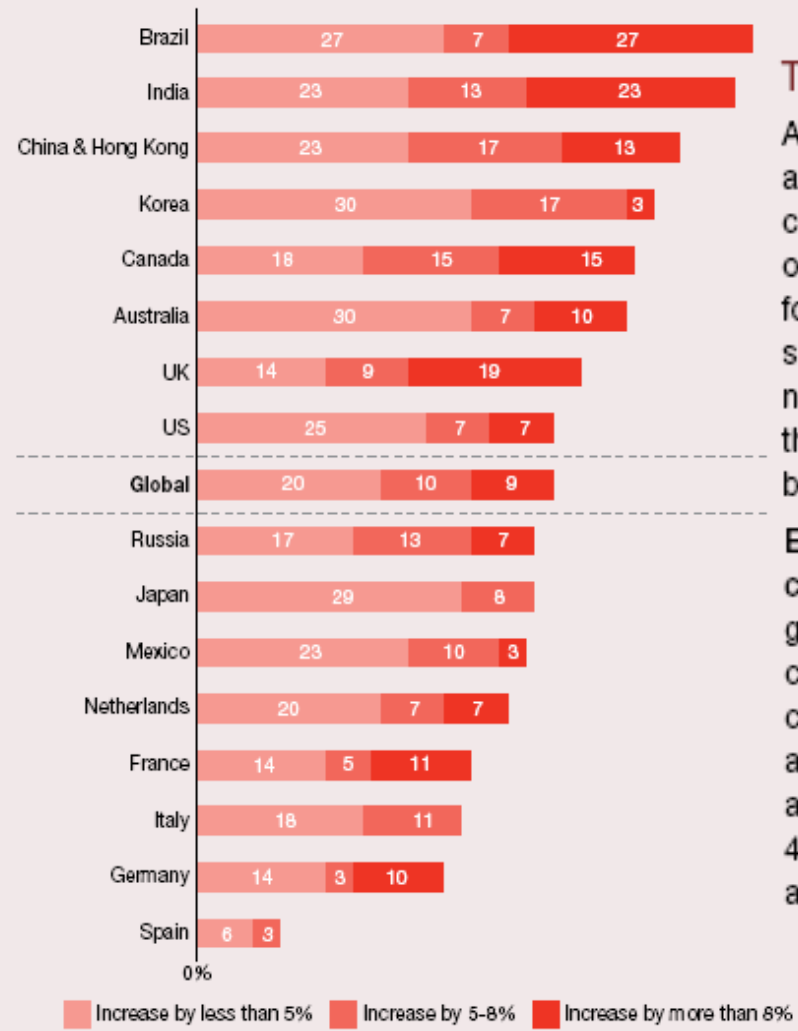
5 million mid- to senior-level HR talent, only 20% studied HR *(previous Western-based resources estimated HR universe at only 1+ million; importance of leveraging China-based data, even with issues of reliability)*

1 million more HR jobs needed to meet demands

6,000 HR service providers, **31 billion RMB** revenue (\$4.5bn)

360 Chinese universities now offer HR degrees

Where are jobs being added?



Time for an overhaul of HR

A majority of CEOs (79%) intend to increase their focus and investment on how they manage people through change, which includes redefining employees' roles in the organisation. They feel they need to change their strategies for managing talent. The scale of these intended changes suggests that, for whatever reason, existing practices did not support the business when the crisis hit. We believe there are three major human capital failures that were brought to the surface as a result of the downturn:

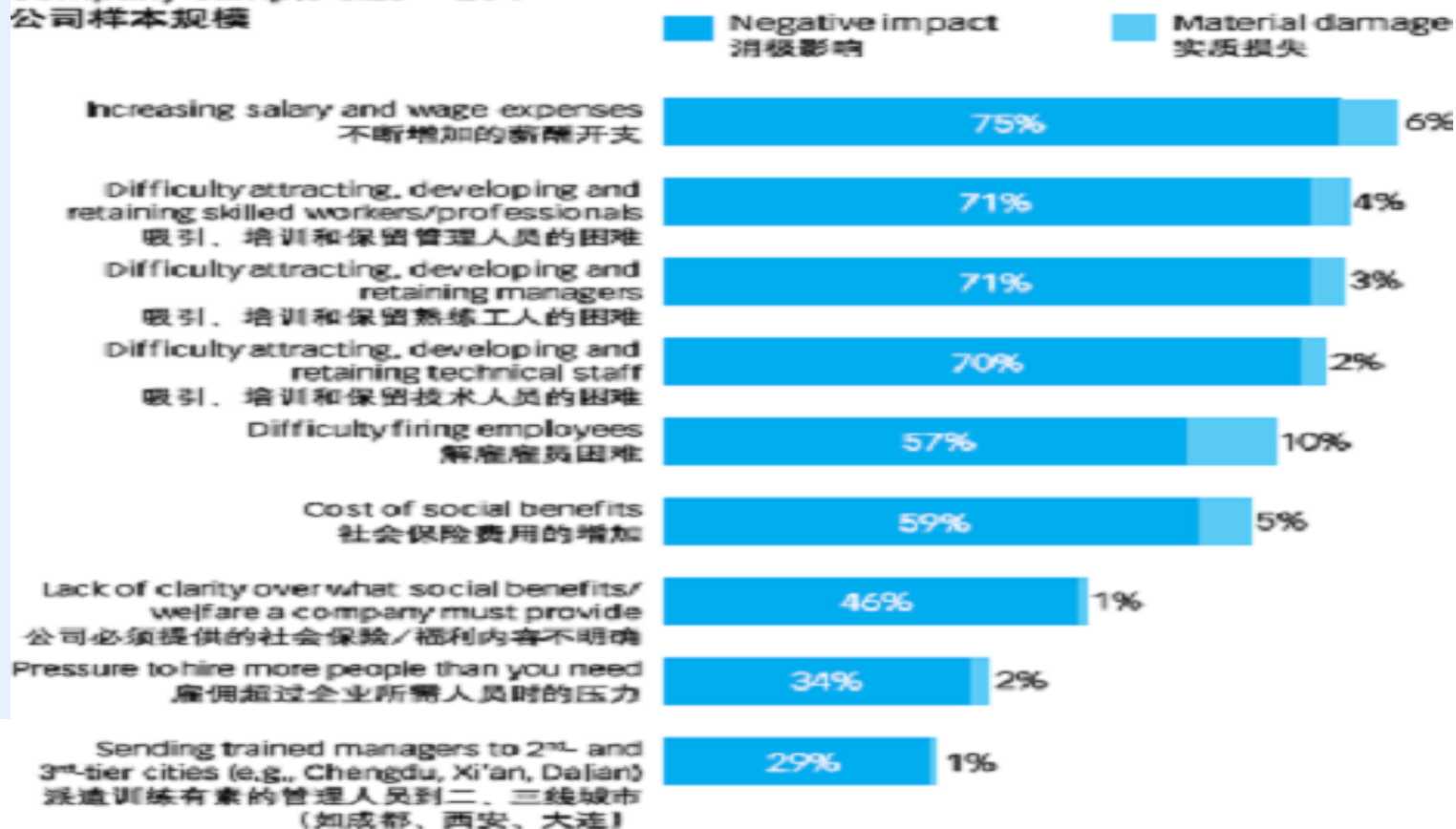
Employees lack the key skills needed to operate and compete in the new emerging environment. Notable skill gaps include greater risk awareness, market adaptability, change management capability and responding to new customer demands. CEOs in many parts of the world also believe that governments have largely failed to supply a workforce with the right skills. This is likely why 41% of CEOs expect to increase their focus on training and development.

How do the following human resources issues affect your business operations in China?

相关人力资源问题对企业在华运营产生的影响

Company sample size = 254

公司样本规模



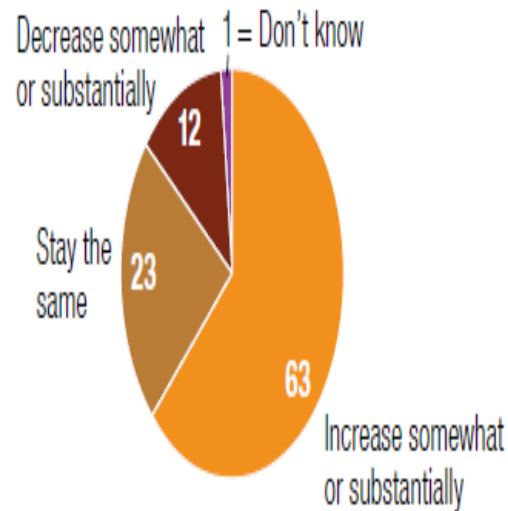
State Council Information Office releases white paper on 'China's Human Resources' (Sept 2009)

- Government invested 10.75% of 2008 GDP in human resources development
- Highlights policies to cope with employment pressures and lack of “high-level innovative talents”
- Promote human resources development in Western China

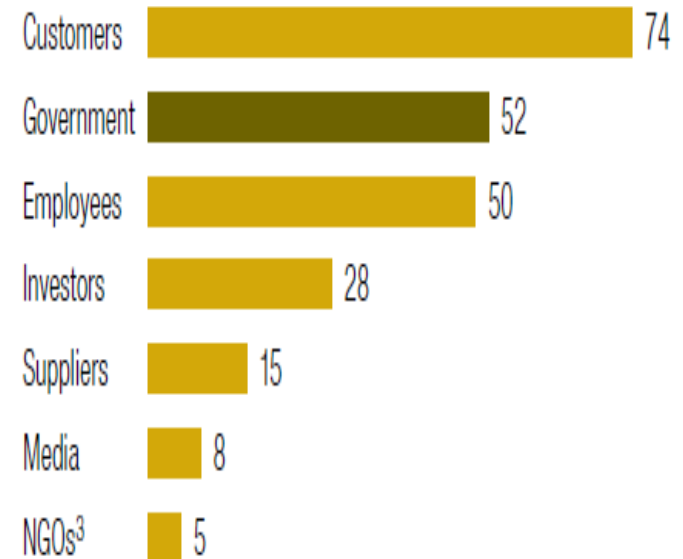
Government, Universities, Companies, Individuals & the Media

- **Analyze stakeholders'** human capital and talent development situation (policies, current practices, and target needs)
- **Isolate opportunities**, develop engagement plan and value proposition
- **Engage stakeholders and re-engage with key government officials** whom SHRM has previously connected with and/or get referrals

How do you expect the government's involvement in your industry to change in the next 3–5 years?¹



Which stakeholders do you expect will have the greatest effect on your company's economic value in the next 3–5 years?²





*Advancing Technology
for Humanity*

Why Research?

- Better understand the global market and the needs of conference organizers
- Foster customer-centric approach
- Improve organization knowledge
- Inform a strategic framework to move the business forward
 - Identify opportunities for IEEE to adapt conference approach



Data-Driven Decision Making and Planning

Global Conference Market Scan

Megatrends

- Power Shift from West to East
- Acceleration of Global Innovation and Knowledge Diffusion
- Commercialization of Innovation
- Technology Adoption Acceleration in Emerging Markets
- 24/7 Global Business Management
- Greater Government Involvement
- Global Labor Skill Shortage and Need for Mobility
- Massive Fluctuation in Youth Population and Age Groups
- Sustainability Transcends Corporate Social Responsibility
- West's VC Industry Shrinks While Emerging Markets Grow
- Global Economic Crisis Stalls R&D Investment and IP Grants in US, EU and Japan

Conference Organizers Survey

Sample Findings

- Distinctions in needs vary by size – leading to the development of unique customer segments
 - Small conferences (< 100 attendees) are like small businesses, run by a group of committed volunteers
 - Medium conferences (101 – 750 attendees) are the largest segment in terms of volume
 - Large conferences (>751 attendees) are the most complex events, with substantially more volunteers engaged
- Conference organizers are professionals in their fields, not conference managers, so their needs are driven around understanding how to do their jobs easier
- Finance and publications support are two strong areas of satisfaction with IEEE
- The adoption of certain technologies lags the more “commercial” events

Target Audience Survey Example Findings: Why Do You Attend Conferences?

	U.S.	Canada	EMEA	Latin Am.	Asia-Pacific
Attend keynote pres. by leaders in field	41%	55%	59%	60%	52%
Hear presenters share their research	66%	67%	74%	67%	72%
Network with colleagues and peers	71%	59%	72%	65%	54%
Get published / present findings	50%	44%	73%	36%	60%
View exhibits / vendor demos	49%	40%	25%	25%	28%
Travel	15%	25%	26%	20%	18%
Career growth / job opportunities	33%	33%	25%	30%	25%
Launch new products	7%	10%	4%	6%	3%
Generate product sales leads	9%	5%	4%	7%	3%
Establish business relationships	31%	27%	18%	30%	8%
Learn new technology applications	56%	58%	46%	63%	55%

"Why do you attend conferences?"

Target Audience Survey Example

Findings: Obtaining Info About Upcoming Conferences

	U.S.	Canada	EMEA	Latin Am.	Asia-Pacific
Publications	53%	37%	43%	57%	39%
Email announcements	83%	76%	79%	81%	74%
Announcements arriving in the mail	32%	25%	24%	34%	31%
Websites	51%	54%	59%	67%	57%
Online searches	20%	32%	38%	30%	34%
Referrals / word-of-mouth	45%	46%	32%	27%	19%
Other	3%	1%	3%	3%	4%

“How do you obtain information about relevant upcoming conferences?”

Research data will help us build a successful conference business with engineers around the world.



IMA

Jim can you send logo - thanks

The International Model

- In order to effectively penetrate each country, an organized approach and structure must be set up and properly resourced prior to serious market penetration. Each country may require different approaches that may change as the IMA becomes more established there.
- In those countries where local representation is necessary and cost justified (projected membership expansion and retention outweigh the cost of the representative), the IMA will need to set up local IMA representatives who will be responsible for expanding country-specific membership.
- In other areas, partnerships with local organizations and review course providers will be the most appropriate entry point.



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Where to Expand

- It is not practical to attempt aggressive expansion plans in all areas of the world where there is interest in expansion.
- IMA must focus on those areas where the impact can be the greatest with the fewest resources required.
- Growth and support will be based on a tiered priority system with the following criteria used to select those countries to focus on: current cost management environment, learning culture, need for professional designations, current member base and potential for growth, cost of entering market, strength of delivery channels, and ability to enhance reputation and scope of the IMA.
- In an ideal world, the IMA would concentrate growth in those countries where English is the predominant language used. Unfortunately those countries are not areas which represent significant growth opportunities for the IMA. Growth from these areas will be opportunistic at best.



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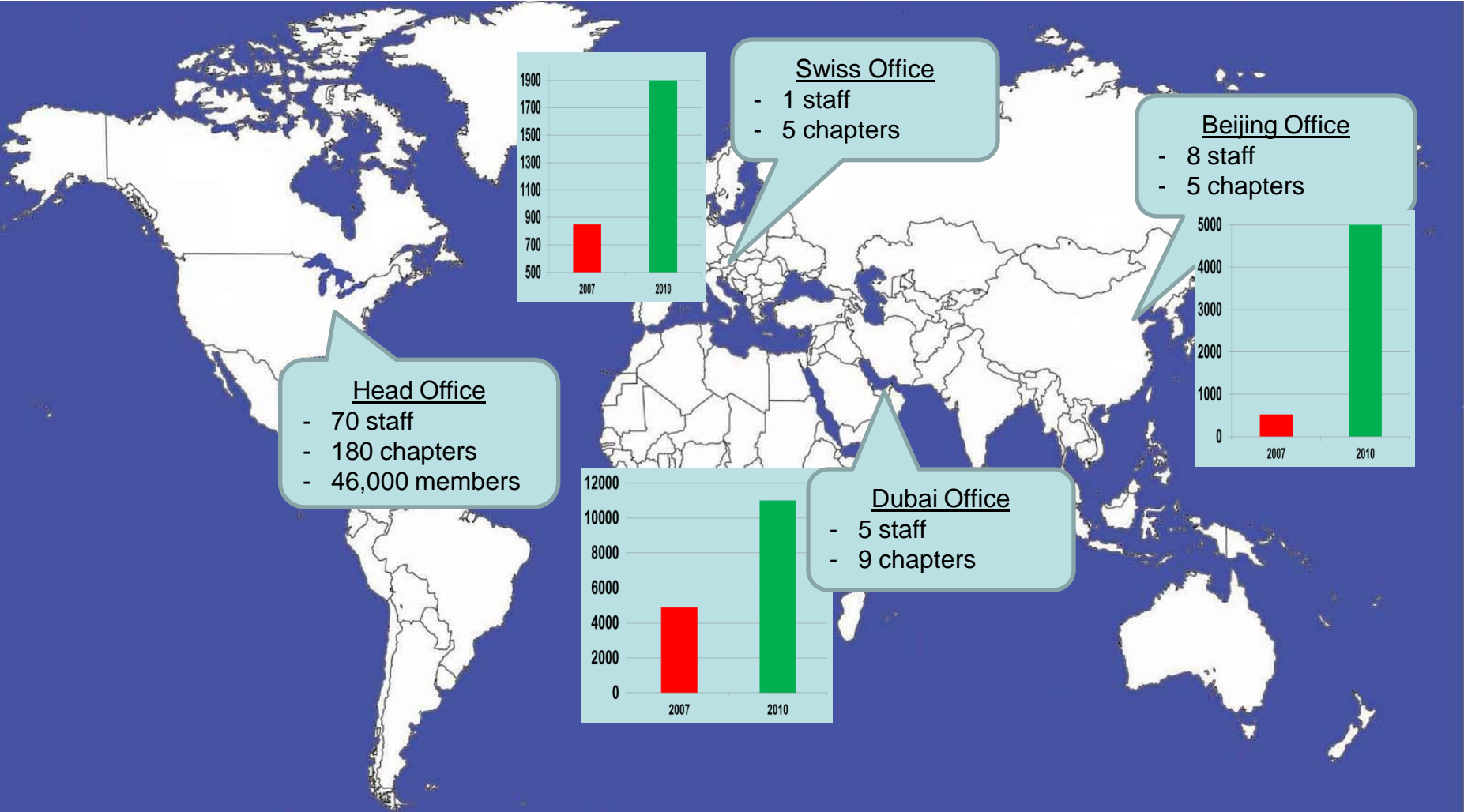
Tiered Decision Making Analysis

- **Tier 1** countries are the highest priority areas for the IMA, where expansion will be undertaken with the most vigor and effort. They represent our best opportunity for growth and influence. These countries include China, Germany, and the Middle East (Egypt, UAE, Saudi Arabia, and Jordan).
- **Tier 2** countries are those countries that we will support and encourage as they develop, and we will make an effort to set up support channels as they become available to us. The future opportunities are somewhat unknown, the barriers to entry are relatively high, or they have competing organizations actively offering similar designations. These countries include the Netherlands, Russia, and Canada.
- **Tier 3** countries are those that offer unknown or more limited growth potential. Members will be supported, but IMA will not be actively marketing to them or spending resources on them. They include the countries of Latin and Central America. In these cases, affiliations with organizations that can help the IMA develop members will be explored as they are presented to the IMA.



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IMA Operations Footprint



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IMA China Market Entry Framework Analysis

Ministry of Commerce, Ministry of Finance, Multi-National Corporate							
Inputs	Channels	Constraints	Delivery Locations	Delivery Material	Output	Value Added Support	
Multi-National	Training Companies	Ability of course providers	NAI's	CMA Learning System	Members/ CMAs	<ul style="list-style-type: none"> •Conferences •CPE •Seminars •Foreign Experts •Member Guest Speakers •Chapters •Rep. Office •Networking 	
New China							SAFEA
Large SOE's	SASAC	Language	Review Course Provider Locations	MPAcc	Training, Awareness		
Small SOE's							Awareness of IMA
Students	Universities	Association for Accountants and Financial Professionals in Business	Universities SHUFE, Renim, ...		Student Members		
ACCA (10k) CIMA (1k) CGA Canada (xx) IMAA CICPA CACFO??							

IMA Global Association Partnerships (representative list)

- Indian Cost & Works Accountants Institute (full MRA Agreement)
- Brazilian Management Accountants Association (ANEFAC)
- Dutch Controllers Institute
- Hawkamah – Dubai Corporate Governance Association
- CMA Sri Lanka
- American Chamber of Commerce – Egypt and Abu Dhabi
- Lebanese Association of CPAs
- Southern African Institute for Business Accountants
- Jordan Association of Management Accountants
- UAE Auditors & Accountants Association



State Administration of Foreign Experts Affairs

中華人民共和國國家外國專家局 — P.R of China



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