

# NACE 2017-2020 STRATEGIC PLAN

*(Proposed Draft 9/22/2017)*





Dear NACE Member:

We are proud to present to you, our valued member, the 2017-2020 Strategic Plan for The National Association for Catering and Events. This plan will guide the association's work in effectively carrying out our mission to be the premiere resource and community for catering and event professionals.

Creating a shared vision and working to accomplish common goals moves us forward together, beyond simply the sum of what any one of us can accomplish alone. The development of this plan has reinforced our belief that NACE members truly drive the success of the industry, and it is in our best interest to provide you with unparalleled resources and a strong, vibrant community. This strategic plan provides a broad roadmap for NACE and is intended to be a dynamic and integrated effort.

Using the data we've gathered, expect to see exciting changes and updates to your organization. Enhanced and new product lines, particularly in education and tools and resources, will become increasingly available. In addition, we will be projecting our value with a unified voice, throughout the chapters, membership and beyond.

To achieve our full potential, staff will use the plan to help guide their work. We will look to you to serve on committees, participate in surveys, and provide overall feedback to continually evolve and improve on our strategies. It is, after all, your association.

We welcome your feedback and look forward working for you in the future.

Sincerely,  
Your 2017-2018 National Board

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## **Vision**

To be the catalyst for exceptionalism and evolution for catering and event professionals

## **Envisioned future**

NACE members are the most sought-after professionals in the catering and event industry

## **Mission**

To be the premier resource and community for catering and event professionals

## **Value proposition**

The preferred community to access unparalleled resources and networks that help catering and events professionals thrive

As the premier resource and community for catering and events professionals, the Boards of NACE and The Foundation of NACE, have determined the association's focus through 2020 will be on professional development, community enhancement, and organizational excellence to anchor its strategic direction.

To deliver on our mission and work toward realizing our vision, we are committed to achieving the following goals and objectives:

## Goal 1 – Essential Resource

**NACE** will identify, develop, and offer cutting-edge education, technology, tools, and access to expertise through a variety of online and in-person platforms enabling catering and event professionals to grow and thrive in a highly competitive environment

### Objectives/KPIs:

- Elevate quality and level of our education and programs and services for: professional development; training; and technology.
  - Audit (establish benchmark)
  - Consumption (analytics, evaluation/member survey, subscription)
  - Trial (#'s – beta tested by NACE, adopted by members)
  - Analytics
  - Evaluation/member survey
- Be the defining professional standard bearer for the industry
  - Create differentiated product and messaging to showcase value
  - Certifications completed
- Increase NACE-branded content and curate industry tools and resources for members
  - Number of content sources (articles, blogs) and usage
  - Engagement analytics

## Goal 2 – Strong, Vibrant Community

**NACE** will provide programs, services, messaging, marketing, and overall support designed to optimize through local, regional, national, and social networks:

- member learning
- interactive experiences
- access to expertise
- professional development

### Objectives/KPIs:

- Increase cross-communication between chapters
  - Number of chapter shares
  - Analytics
- Strengthen chapter and external brand consistency and application
  - Analytics specific to asset use (e.g. social channels, visual identity, key messaging)
- Expand member-to-member resources and networking opportunities
  - Percentage increase of member engagement (benchmark)
    - In-person
    - On-line

## Goal 3 – Strategic, Aligned, Transparent Organization

**NACE** will strengthen its communications, operations, and infrastructure to ensure positive member interactions, an efficient, sustainable organization, and timely delivery of valued products and services.

### Objectives/KPIs:

- Amplify quality, relevancy, and consistency of association’s communications in order to translate NACE’s value to all members and align our governance for success
  - Analytics
  - Quick polls (establish benchmarks)
  - Member survey
- Build technology infrastructure to address member needs and engagement
  - Usage
  - User satisfaction
  - Programs successfully activated
- Increase incremental revenue
  - 2% increase against 2017
- Cultivate direct correlation between Foundation investments and NACE products and services
  - Number of programs funded
  - Amount of money raised