



IFMA's New Balanced Scorecard Resources for Chapters

March 17, 2022



Purpose

1. Familiarize Chapter Leaders and Administrators with IFMA's new Balanced Scorecard tools
2. Obtain feedback on ways to improve the tools

Agenda

1. About the BSC
2. IFMA's BSC and You
3. Methodology
4. Using the New Tools
5. Next Steps

The Balanced Scorecard Is...

- A **framework** for strategic performance management
- A **visual** representation of your strategic plan
- Outlines the **what** and **how** for executing the plan
- A **tool** to manage performance; aligns actions with strategy



Vision: Lead the Future of the Built Environment to Make the World a Better Place

Mission: We advance our collective knowledge, value and growth for Facility Management professionals to perform at the highest level

	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)	TARGETS: FY 2023	INITIATIVES
FINANCIAL PERSPECTIVE				
STAKEHOLDER VALUE				
INTERNAL PERSPECTIVE				
ORGANIZATION CAPACITY				

Benefits of the BSC Model

- Increase focus on strategy and results
- Align organizational strategy with the work people do day-to-day
- Improve organizational performance by measuring what matters
- Focus on the drivers of future performance
- Prioritize projects and initiatives



VISION

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STRATEGIC THEMES



VALUES

Social Responsibility. We believe in the benefit of global diversity, inclusion and social equity.

Resilience. We recognize that sustainability, resilience and responsible stewardship of the environment is paramount.

Transparency. We commit to open, honest, transparent and interactive communications.

Excellence. We strive for excellence and growth through innovation, leadership and sharing of knowledge.

BALANCED SCORECARD FY 2022

BALANCED SCORECARD PERSPECTIVES	GROW AND RETAIN MEMBERSHIP	LEAD THE GLOBAL TRANSFORMATION OF LIFELONG FM PROFESSIONAL DEVELOPMENT	POSITION IFMA AS THE LEADER IN GLOBAL FM CONFERENCE MARKET	SHIFT FM CONVERSATION TO TECH, INNOVATION, SUSTAINABILITY	AMPLIFY MARKETING AND COMMUNICATIONS	ELEVATE FINANCIAL OVERSIGHT, REMAIN FINANCIALLY SECURE
STAKEHOLDER VALUE	<ul style="list-style-type: none"> Increase membership retention Improve IFMA Chapter's connection to HQ Grow membership to increase IFMA networks and influence in FM markets 	<ul style="list-style-type: none"> Position CFM as the global certification for all Facility Managers Establish SFP as the must-have credential among facility professionals working to transform the world through environmental sustainability Establish FMP as the global foundational credential for all emerging FM professionals Promote suite of IFMA offerings as the gold standard of FM education Extend value and relevance of existing IFMA PD offerings through regular and continuous updates 	<ul style="list-style-type: none"> Grow attendance at all IFMA conferences and expos 	<ul style="list-style-type: none"> Be the voice of authority on all things technology as it relates to the Built and Occupant Environment Join global community to bring sustainability, wellness, climate risk, and resilience to the forefront of the Built and Occupant Environment Raise our commitment to the health, safety, and general wellness of the occupants within the Built Environment 	<ul style="list-style-type: none"> Build global awareness: IFMA (industry leader) and FM (profession) Establish more personalized experience through UX/CX approach 	
INTERNAL PERSPECTIVE	<ul style="list-style-type: none"> Evaluate (explore) costs and capabilities for improving data tracking 	<ul style="list-style-type: none"> Capture emerging and trending topics to inform industry needs and develop pipeline for future products Utilize international standards to advance the professional discipline of FM worldwide 	<ul style="list-style-type: none"> Improve data mining and analytics to drive better sales and business development 	<ul style="list-style-type: none"> Collaborate with other thought leader organizations in the Built Environment Examine opportunity to synergize IFMA entities Be the leader in carbon neutral practices and content delivery so that we leave the community in a better place than we found it 	<ul style="list-style-type: none"> Create strong methodology to govern production and delivery of content 	<ul style="list-style-type: none"> Continuously improve financial analytics and reporting capability
ORGANIZATION CAPACITY		<ul style="list-style-type: none"> Evaluate capacity needs to meet new priorities around PD 	<ul style="list-style-type: none"> Build internal staff capacity, including leveraging cross-departmental resources, to support continuous growth of IFMA events globally 		<ul style="list-style-type: none"> Build internal/external bench strength MarCom-PR team 	
FINANCIAL PERSPECTIVE	<ul style="list-style-type: none"> Increase new membership count and revenue 	<ul style="list-style-type: none"> Diversify revenue across our PD offerings 	<ul style="list-style-type: none"> Grow exhibitor attendance at all IFMA conferences Grow conference revenue at all IFMA conferences Grow sponsorship revenue at all IFMA conferences 		<ul style="list-style-type: none"> Generate more revenue through amplification of marketing and communications 	

The BSC And You

- ▶ To guide annual planning and budgeting
- ▶ To track and manage progress
- ▶ To report progress and achievements



Methodology

FOCUS ON INCLUSION

- ▶ Solicited input from CCCs
 - Chapter Presidents (survey)
 - Chapter Admins (focus groups)
 - Councils (focus group)
 - Communities (focus group)



IFMA Vision Statement: Lead the Future of the Built Environment to Make the World a Better Place

<CHAPTER NAME> <Mission Statement Here>

IFMA Strategic Themes

<i>GROW & RETAIN MEMBERSHIP</i>	<i>PROVIDE FM PROFESSIONAL DEVELOPMENT</i>	<i>LEAD THE FM CONFERENCE MARKET</i>	<i>ELEVATE AND GIVE VOICE TO THE FM PROFESSION, COMMUNITY, AND ASSOCIATION</i>
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	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)	TARGETS: FY 2023	INITIATIVES
FINANCIAL PERSPECTIVE				
STAKEHOLDER VALUE				
INTERNAL PERSPECTIVE				
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BSC Strategic Themes

Descriptive statements representing a major component of a strategy, as articulated at the highest level in the Vision.

- MEMBERSHIP
- PROFESSIONAL DEVELOPMENT
- CONFERENCES & EVENTS
- OUTREACH

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IFMA Strategic Themes



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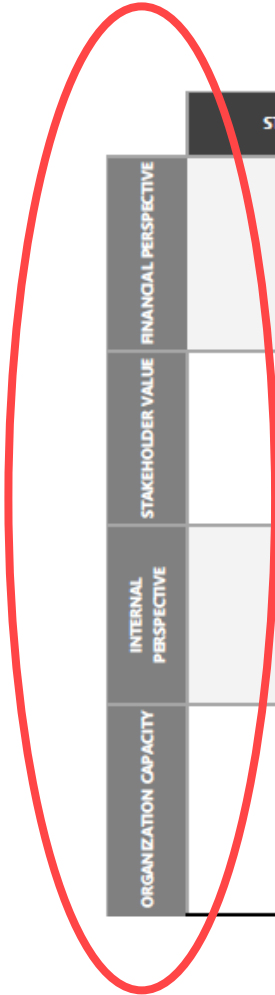
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Financial Perspective

- “Bottom-Line” results
- Often viewed within the context of the constraints under which the organization must operation

Internal Perspective

- Monitor the effectiveness of key processes at which an organization must excel in order to achieve its objectives and mission

Stakeholder Value

- An organization’s value proposition in serving their target members/customers

Organization Capacity

- AKA, “Learning and Growth”
- About skills and capacity
- Often considered enablers of measures appearing in other perspective

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IFMA Strategic Themes



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FINANCIAL PERSPECTIVE				
STAKEHOLDER VALUE				
INTERNAL PERSPECTIVE				
ORGANIZATION CAPACITY				

Components Of Your Scorecard



STRATEGIC OBJECTIVES

FINANCIAL PERSPECTIVE

Increase membership revenue

Grow and diversify sponsorship revenue at our main annual event

STAKEHOLDER VALUE

Increase number of people participating in live monthly webinars

Increase number of members preparing for IFMA credentials

Increase overall membership

INTERNAL PERSPECTIVE

Improve quality and frequency of information communicated to our stakeholders

ORGANIZATION CAPACITY

Increase competencies in marketing and communications within the chapter to support chapter operations

Examples of Common Objectives

*GROW & RETAIN
MEMBERSHIP*

*PROVIDE FM PROFESSIONAL
DEVELOPMENT*

*LEAD THE FM CONFERENCE
MARKET*

*ELEVATE AND GIVE VOICE TO THE FM
PROFESSION, COMMUNITY, AND
ASSOCIATION*

Components Of Your Scorecard



	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)
FINANCIAL PERSPECTIVE	Increase membership revenue	<ul style="list-style-type: none"> • Membership revenue, TOTAL
	Grow and diversify sponsorship revenue at our main annual event	<ul style="list-style-type: none"> • Sponsorship revenue, TOTAL • Sponsorship revenue, by type
STAKEHOLDER VALUE	Increase number of people participating in live monthly webinars	<ul style="list-style-type: none"> • # signups, by webinar • # participants, by webinar
	Increase number of members preparing for IFMA credentials	<ul style="list-style-type: none"> • # unique individuals participating in chapter study groups
	Increase overall membership	<ul style="list-style-type: none"> • % retention, TOTAL • COUNTS, new members
INTERNAL PERSPECTIVE	Improve quality and frequency of information communicated to our stakeholders	<ul style="list-style-type: none"> • click through rates, email • unsubscribe rate, email • # unique visitors, website • # pieces of original content posted to website, blog • Link clicks, shares, and likes, by social media platform
ORGANIZATION CAPACITY	Increase competencies in marketing and communications within the chapter to support chapter operations	<ul style="list-style-type: none"> • # social media posts per month, across all social media platform • # volunteers making direct appeals to prospective members

Examples of Common KPIs

Components Of Your Scorecard



	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)	TARGETS: FY 2023
FINANCIAL PERSPECTIVE	Increase membership revenue	<ul style="list-style-type: none"> • Membership revenue, TOTAL 	<ul style="list-style-type: none"> • Increase membership revenue by 5% over FY22
	Grow and diversify sponsorship revenue at our main annual event	<ul style="list-style-type: none"> • Sponsorship revenue, TOTAL • Sponsorship revenue, by type 	<ul style="list-style-type: none"> • Increase total sponsorship revenue by 10% over the last two annual events • Add 3 new sponsors
STAKEHOLDER VALUE	Increase number of people participating in live monthly webinars	<ul style="list-style-type: none"> • # signups, by webinar • # participants, by webinar 	<ul style="list-style-type: none"> • A minimum average of 50 people sign up for each monthly webinar • Average of 35 people participate in each live monthly webinar
	Increase number of members preparing for IFMA credentials	<ul style="list-style-type: none"> • # unique individuals participating in chapter study groups 	<ul style="list-style-type: none"> • 20 members participate in at least one study group session during FY23
	Increase overall membership	<ul style="list-style-type: none"> • % retention, TOTAL • COUNTS, new members 	<ul style="list-style-type: none"> • Retain at least 85% of our members from FY22 • Attract 25 new members in FY23
INTERNAL PERSPECTIVE	Improve quality and frequency of information communicated to our stakeholders	<ul style="list-style-type: none"> • click through rates, email • unsubscribe rate, email • # unique visitors, website • # pieces of original content posted to website, blog • Link clicks, shares, and likes, by social media platform 	<ul style="list-style-type: none"> • Begin tracking email click through rates • Keep email unsubscribe rate below 10% • Increase the number of unique visitors to our website by 10% over FY22 • Publish 6 pieces of original content submitted by members on our website and blog in FY23 • Begin tracking link clicks, shares, and likes across all social media platforms
ORGANIZATION CAPACITY	Increase competencies in marketing and communications within the chapter to support chapter operations	<ul style="list-style-type: none"> • # social media posts per month, across all social media platform • # volunteers making direct appeals to prospective members 	<ul style="list-style-type: none"> • At least 3 social media posts per month • At least 10 volunteers make direct contact with 2 prospective members each

Sample Targets

Components Of Your Scorecard



	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)	TARGETS: FY 2023	INITIATIVES
FINANCIAL PERSPECTIVE	Increase membership revenue	<ul style="list-style-type: none"> Membership revenue, TOTAL 	<ul style="list-style-type: none"> Increase membership revenue by 5% over FY22 	<ul style="list-style-type: none"> Develop and execute plan to drive new membership growth in FY23 Evaluate current dues structure and pricing. Determine if changes to structure and/or pricing should be made in FY23.
	Grow and diversify sponsorship revenue at our main annual event	<ul style="list-style-type: none"> Sponsorship revenue, TOTAL Sponsorship revenue, by type 	<ul style="list-style-type: none"> Increase total sponsorship revenue by 10% over the last two annual events Add 3 new sponsors 	<ul style="list-style-type: none"> Conduct survey to determine sponsor satisfaction, solicit recommendations for new opportunities for sponsors at the annual event. Execute recommendations as appropriate/feasible. Identify and engage at least 10 new potential sponsor organizations.
STAKEHOLDER VALUE	Increase number of people participating in live monthly webinars	<ul style="list-style-type: none"> # signups, by webinar # participants, by webinar 	<ul style="list-style-type: none"> A minimum average of 50 people sign up for each monthly webinar Average of 35 people participate in each live monthly webinar 	<ul style="list-style-type: none"> Research and execute effective communications strategies to drive webinar participation. Encourage volunteers to share information about upcoming webinars with at least one FM professional contact in their own network. Determine the conversion rate between sign ups to participants, then increase outreach accordingly to drive sign ups in line with participation targets.
	Increase number of members preparing for IFMA credentials	<ul style="list-style-type: none"> # unique individuals participating in chapter study groups 	<ul style="list-style-type: none"> 20 members participate in at least one study group session during FY23 	<ul style="list-style-type: none"> Conduct study among members to determine interest in pursuing IFMA credentials. Solicit feedback on best times/dates/frequency to hold study groups. Utilize IFMA resources to develop a study schedule and agendas for each study session. Recruit certified members to volunteer during study sessions and provide mentorship.
	Increase overall membership	<ul style="list-style-type: none"> % retention, TOTAL COUNTS, new members 	<ul style="list-style-type: none"> Retain at least 85% of our members from FY22 Attract 25 new members in FY23 	<ul style="list-style-type: none"> Conduct membership satisfaction survey; develop recommendations for how to improve services and service delivery based on feedback. Develop and execute plan to increase member engagement. Develop and execute a membership drive to bring in new members. Identify partnership opportunities with organizations in professions/industries related to FM
INTERNAL PERSPECTIVE	Improve quality and frequency of information communicated to our stakeholders	<ul style="list-style-type: none"> click through rates, email unsubscribe rate, email # unique visitors, website # pieces of original content posted to website, blog Link clicks, shares, and likes, by social media platform 	<ul style="list-style-type: none"> Begin tracking email click through rates Keep email unsubscribe rate below 10% Increase the number of unique visitors to our website by 10% over FY22 Publish 6 pieces of original content submitted by members on our website and blog in FY23 Begin tracking link clicks, shares, and likes across all social media platforms 	<ul style="list-style-type: none"> Research methods and technology required to effectively track email click through rates. Develop internal best practices and streamline processes around content development and distribution (e.g., via email, newsletter, website, blog, social media, etc.). Determine how to improve search engine optimization for our website. Solicit members to contribute original content for our website and blog. Research methods and technology required to effectively track link clicks, shares, and likes across different social media platforms.
ORGANIZATION CAPACITY	Increase competencies in marketing and communications within the chapter to support chapter operations	<ul style="list-style-type: none"> # social media posts per month, across all social media platform # volunteers making direct appeals to prospective members 	<ul style="list-style-type: none"> At least 3 social media posts per month At least 10 volunteers make direct contact with 2 prospective members each 	<ul style="list-style-type: none"> Research training options for volunteers on our outreach committee to improve their skills and knowledge around social media engagement. Create a 'library' of topics to inspire posts for social media. Recruit volunteers outside of the membership committee to participate in the membership drive. Define specific roles and tasks for volunteers participating in the membership drive.

Sample Initiatives

Components Of Your Scorecard

| **WHAT** ————— |

| **HOW** —————>

Objectives

- ▶ What you are trying to accomplish or achieve
- ▶ Should align to one of the strategic themes

KPIs

- ▶ Performance measures or metrics
- ▶ Used to gauge progress towards an objective
- ▶ NOT the same as a Target

Targets

- ▶ That which you are working toward
- ▶ The defining standard of success
- ▶ It's how you know when you've achieved your objective!

Initiatives

- ▶ The “engine” that puts the strategy into action
- ▶ The people, resources, and activities needed to accomplish a specific objective within a specified timeframe

Plan-Do-Check-Act (PDCA)



*Image courtesy of American
Society for Quality*

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PROGRESS KEY:

	On-track to meet target
	Off-track, plan exists to get on-track to meet target by end of FY
	Off-track, action is required or target will not be met

	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (MEASURES)	TARGETS: FY 2023	STATUS				FINAL
				Q3 2022	Q4 2022	Q1 2023	Q2 2023	FY2023 ACTUAL
FINANCIAL PERSPECTIVE								
STAKEHOLDER VALUE								
INTERNAL PERSPECTIVE								
ORGANIZATION CAPACITY								

Timeline

- **Pilot Period: March 21-April 1**
- **Survey: April 4-8**
- **Official Launch: April 27
(Facility Fusion)**
- **BSC Tools to All Components:
May 1**



Questions?