

Club Growth Director Handbook

Helping You Lead the Way





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Missions, Values, and Promises

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.

Toastmasters International Core Values

- ▶ Integrity
- ▶ Respect
- ▶ Service
- ▶ Excellence

Toastmasters International Brand Promise

Empowering individuals through personal and professional development.

This is the promise Toastmasters International makes to club members. Once we have reached this goal consistently, through all clubs across the globe, we will have achieved club excellence.

A Toastmaster's Promise

As a member of Toastmasters International and my club, I promise

- ▶ To attend club meetings regularly
- ▶ To prepare all of my projects to the best of my ability, basing them on the Toastmasters education program
- ▶ To prepare for and fulfill meeting assignments
- ▶ To provide fellow members with helpful, constructive evaluations
- ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- ▶ To serve my club as an officer when called upon to do so
- ▶ To treat my fellow club members and our guests with respect and courtesy
- ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- ▶ To adhere to the guidelines and rules for all Toastmasters education and recognition programs
- ▶ To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

Introduction



Congratulations on your new role! Serving as a Club Growth Director (CGD) is an important responsibility and an exciting leadership opportunity. You are part of Toastmasters International, a global organization with a noble mission: To empower individuals to become more effective communicators and leaders.

You can make a meaningful difference in many ways. Successful Club Growth Directors help the District grow by helping to build new clubs, strengthen existing clubs, and grow membership.

The tools and resources in this handbook will help you create strategies for success. Useful links from the Toastmasters International website are included throughout this handbook. Take advantage of these resources to find answers to your questions regarding your new leadership role.

Microsoft Teams Club Growth Directors team is a place for you to share Club Growth Directors best practices, creative strategies, and thoughts on resources with other CGDs from around the world! At the beginning of the program year, you will receive an email with an invitation link and instructions on how to join the Microsoft Teams Group.

Your District's success depends on you. You are a key member of the District leadership team, who work together to create an atmosphere of enjoyment, teamwork, and dedication. Together, you are responsible for fulfilling the District mission: *We build new clubs and support all clubs in achieving excellence.*

Chapter 1: Lead the Way

Your Role and Responsibilities

As a seasoned Toastmaster, you have everything it takes to succeed as your District’s Club Growth Director (CGD). Your qualifications and Toastmasters experience will serve you well in your new role. As the CGD, you and your team are responsible for all aspects of club growth, club-building, and club-retention efforts within the District. In this exciting position, you will have a direct impact on the member experience and the success of your District.

To help your District achieve its goals, you will:

- ▶ Create the overall marketing plan for the District.
- ▶ Extend the District’s network of clubs by organizing new clubs.
- ▶ Strengthen each club in the District by providing the tools and knowledge needed for achieving membership growth.
- ▶ Provide resources to help struggling clubs recover and grow.
- ▶ Focus on the outcome you are trying to achieve.
- ▶ Manage leads through the Toastmasters Lead Management (TLM) system using the best practice of following up with the prospect within 48-hours.
- ▶ Track renewal payments through the World Headquarters’ website.*
- ▶ Monitor Division, Area, and club administration to ensure the prompt submission of forms, payments, reports, and other club-building information in a timely manner.
- ▶ Serve as third-ranking member of the District Executive Committee, presiding over that body and the District Council in the absence of the District Director (DD) and Program Quality Director (PQD).

Keys to Fulfilling the District's Mission

- ▶ Develop a marketing plan
- ▶ Build and support new clubs
- ▶ Strengthen existing clubs
- ▶ Provide resources for struggling clubs
- ▶ Ensure that club dues are paid

*Although individual clubs are responsible for collection and submission of semiannual dues, you will work closely with the Division and Area Directors to facilitate timely dues collection and submittal.

Recommended Timeline	Your Role and Responsibilities	
June 1–August 30	Establish your District marketing team	
	Develop a marketing plan	
	Train your District marketing team	
September 1–June 30	Build New Clubs	Generate new club leads
		Manage new club leads
		Manage prospective clubs
	Support new clubs	
	Strengthen existing clubs	
	Provide resources for struggling clubs	
	Promote membership building recognition programs	
	Ensure club dues are paid	

District Leader Resources

District Leader Tools
District Leadership Handbook
Governing documents

Your Critical Success Goals

The District's critical success factors focus on membership growth and retention, club growth and retention, and Distinguished clubs. Every time a club submits a member payment, that payment counts as one member. Members are counted by member payments to World Headquarters (WHQ). There are four levels of Distinguished status: Distinguished, Select Distinguished, President's Distinguished, and Smedley Distinguished. To achieve any level for the Toastmasters year, Districts meet the following goals:

Goal 1:

Achieve Distinguished District. At least 40% of your club base is Distinguished, net membership payments grow by at least 1.5%, and a net overall club increase is at least 1.5%.

Goal 2:

Achieve Select Distinguished District. At least 45% of your club base is Distinguished, net membership payments grow by at least 3%, and a net overall club increase is at least 3%.

Goal 3:

Achieve President's Distinguished District. At least 50% of your club base is Distinguished, net membership payments grow by at least 5%, and a net overall club increase is at least 5%.

Goal 4:

Achieve Smedley Distinguished District. Achieve Smedley Distinguished District. At least 55% of your club base is Distinguished, net membership payments grow by at least 8%, and a net overall club increase is at least 8%.

Tip: A District that has achieved 50% of its membership and club goals by December has a strong likelihood of achieving success. The District performance reports available on the Toastmasters International website are terrific tools to track your District performance and plan for success.

Measure your Success

The **District Success Plan (DSP)** requires strategic thinking and planning by District leaders. Through development of your DSP as a team, you will identify the specific goals the District needs to achieve to become Distinguished. The planning process includes establishing timelines, assigning responsibility, and determining financial and other resource needs. As a District leader, you are responsible for contributing to the DSP. However, the planning process should include members of the District Executive Committee. Ask Division and Area Directors for their input and commitment to reaching President's, Select, or Distinguished Division/Area goals. Your Region Advisor is also available to assist you in developing marketing strategies.

Tip: Evaluating your progress is essential to your success. Review the DSP frequently to achieve your goals. Ask yourself: "What is the outcome I am trying to achieve?"

Chapter 2: Develop Your Marketing Plan

Elements of a Successful Marketing Plan

A marketing plan is a series of steps that help the District grow healthy clubs. Key elements of a successful marketing plan include:

- 1. Teams and Roles**
Identify your team and review the roles to ensure accountability and success of each team member.
- 2. Situational Analysis**
A summary of the state of your District, including a five-year historic performance, club status, club strength status, membership status, and District Recognition Program standards.
- 3. Market Analysis**
An evaluation of your District segmented by geographic opportunities and a corporate club analysis. With this information, you can generate an assessment of the opportunities to build community and corporate clubs.
- 4. Industry Analysis**
An analysis of the top industries, categorized by industries in the District, industries represented in existing clubs, and the top employers in the District.
- 5. Strategy**
Plan how you and your team will prospect opportunities by targeting various groups, markets, and industries based on the information collected and analyzed. For example, define the approach your team will take to grow clubs based on your analysis, identify the resources your team will need, and establish how your team will monitor progress. Developing the right tools to reach your target audience is the foundation of your marketing plan.
- 6. Tactics**
Pinpoint the necessary actions, tasks, and required budget to execute your marketing plan throughout the program year.
- 7. Current Prospects**
List the top prospects within your TLM system pipeline to keep a close watch on the greatest opportunities for chartering a club.

Tip: Always seek the prospective member or club needs first before drafting your marketing plan. Assessing and addressing their needs early with the right message will ensure a better success rate.

Resource Library

Club Growth Director Tools
Marketing
Start a Club
Brand Portal

Note: To safeguard the Toastmasters brand, trademarks, and copyrights, ensure that all Toastmasters materials used or created by your District comply with appropriate copyright and trademark laws, as well as the guidelines contained in the **Brand Portal** section of the website.

Select and recruit your team

To be successful, the Club Growth Director should understand that they can not do everything alone and must first build a team. Finding the right people who will focus on the critical success factors will help develop leadership skills and fulfill the District mission. Through the Club Growth Director's guidance and leadership, the committees will analyze the need, opportunity, and potential for new clubs in the District and help prepare an effective marketing plan, including club-building and member-retention programs.

Seek out individuals for the team who have earned higher level awards in Toastmasters Pathways learning experience. These members can serve as sponsors or mentors of new clubs to fulfill a Distinguished Toastmaster award requirement. Before deciding on a team member, consider whether the person has the experience, time, and desire to lead the committee (not just serve on it) as chairperson. The member should also have strong follow-up skills, and be able to communicate easily and effectively with the rest of the team.

The following roles offer opportunities for members to advance their skills in club and membership building, and build a strong foundation for future District roles. The District may choose to honor these key roles with special local recognition awards, as they are not eligible to receive credit towards Toastmasters educational awards.

Team Members

Club Extension Chair

The club extension chair oversees the objectives for the Club Extension and Club Sponsor Committees. These two committees are essential in assisting the Club Growth Director through maintaining quality leads and providing guidance over the club sponsor program to ensure that prospective clubs are chartered successfully. In addition to providing sponsors for prospective clubs, the Club Sponsor Committee arranges club sponsor credit opportunities for members who seek it.

Club Extension Committee – This committee is responsible for one of the most important aspects of the District's marketing strategy—qualifying, managing, and tracking leads. Members of this team:

- ▶ Manage all credible new club leads within the boundaries of their District
- ▶ Contact, follow up with, and track the status of all leads/opportunities
- ▶ Schedule and staff all demonstration meetings

Club Sponsor Committee – This committee recruits, trains, and tracks sponsors for all clubs that charter or are in the midst of the new club process. Members of this team:

- ▶ Recruit and assign club sponsors to new club opportunities in the District
- ▶ Understand and facilitate club sponsor training; refine the curriculum and assist sponsors to ensure clubs are served effectively
- ▶ Work with club sponsors to collect the required fees to organize a new club, and ensure they receive club sponsoring credit from WHQ

The club extension chair is recommended to be a member of your Toastmasters Lead Management (TLM) team.

Club Quality Chair

Members joined Toastmasters to become more effective communicators and leaders. They stay in Toastmasters because the club provides a valuable service and meets their individual needs. The club quality chair focuses on establishing a Club Mentor Committee to provide this service through the club mentor program. Club mentors are

the advisors and support for new clubs and have a great effect on the degree to which a new club succeeds. In addition to providing mentors to the club, the committee arranges club mentor credit opportunities for members who seek it.

Club Mentor Committee – This committee recruits, trains, and tracks mentors for all new clubs that are being organized. Members of this team:

- ▶ Recruit and assign club mentors to the newly organized clubs in the District
- ▶ Understand and facilitate club mentor training; refine the curriculum and assist mentors with their responsibilities to ensure they serve their clubs effectively
- ▶ Ensure club mentors receive club mentoring credit from Toastmasters International

Tip: For smaller Districts, it may make sense to combine this committee with the Club Sponsor Committee role.

Team Member Resources

Training materials for sponsors, mentors, and coaches
Club Coach Program

Club Retention Chair

The club retention chair heads the Club Coach Committee, which assists with the club coach program. The committee helps club coaches develop action plans to aid their assigned clubs. In addition to providing coaches for qualified clubs, the Club Coach Committee arranges club coach credit opportunities for members who seek it.

The club retention chair also assists with promoting membership building programs designed by Toastmasters International (Smedley Award, Talk Up Toastmasters, and Beat the Clock), and additional programs designed by the District.

Club Coach Committee – This committee recruits and trains coaches for all clubs that qualify for the program. The committee also reviews its clubs to see which ones are in need of a club coach. Members of this team:

- ▶ Follow up continually with club coaches
- ▶ Monitor the effectiveness of each club coach's action plans and suggest adjustments
- ▶ Provide the Club Growth Director and club retention chair regular status reports
- ▶ Organize the recognition of club coaches and ensure they receive club coaching credit from Toastmasters International

Tip: Club coaches can be assigned in pairs. There may be an advantage to teaming a more experienced DTM (if one is amenable) with a Toastmaster working on their award for the first time.

Club New Source Research Chair

The club new source research chair works closely with the Club Growth Director to develop the District's marketing plan, which is a series of steps to help the District grow healthy new clubs.

In addition to assisting with the marketing plan, the club new source research chair generates new club leads at the District level.

Other Committees

You can create additional committees and appoint volunteers as leaders to help manage other aspects of your responsibilities.

Additional Support

Support from Toastmasters Leaders

Your committees will be supported at the Division and Area levels by Toastmasters leaders who are appointed by the respective Division Director or Area Director. Whenever possible, each Division will have a staff of leaders to provide that support.

Support from your Region Advisor (RA)

You will work closely with the RA to meet the District's membership and club-building goals. The RA serves in a support capacity, helping Districts fulfill the District mission as measured by the critical success factors of membership, club growth, and Distinguished clubs.

The RA can help you achieve your District's goals by:

- ▶ Providing marketing support and expertise that expands the District's capacity to grow clubs and grow membership
- ▶ Helping you develop as a leader, identify future leaders, and helping to create succession plans
- ▶ Assessing your District Success Plan (DSP) and mentoring you to optimize your performance
- ▶ Establishing a trusting relationship with you through frequent and consistent communication

RA support will vary based on the unique needs of each District.

Tip: Regions with eight or fewer Districts have one Region Advisor and regions with nine or more Districts have two Region Advisors who support District leaders and help identify strategies that enable Districts to extend the network of clubs and enhance club performance. Be sure to work with your Region Advisor early in the program-year so they can help you plan for success.

Support from your Public Relations Manager (PRM)

At the beginning of the Toastmasters year, meet with your District's PRM to share your marketing plan and budget. The PRM is responsible for coordinating publicity efforts in the District. They publicize District news and events, create media opportunities, and maintain communication between the District, its members, and the public. While you are responsible for identifying a high-level marketing plan along with incentive and recognition programs, it is PRM's job to provide you with detailed plans for supporting them. These include plans for social media (Facebook, Twitter, Instagram, etc.), newsletters, free forms of community PR, trade shows, chambers of commerce, and television/radio options. Ensure that the PRM has access to the *Let the World Know* publicity toolkit.

Train your team

Once you have selected your committees, set up an initial planning meeting at the beginning of the year to clarify goals and processes. Hold a special session for training in conjunction with the Area/Division Director's training or other event. Be sure to give club-building training top priority and avoid scheduling a concurrent session. In the training session, share the District's expectations for the year:

- ▶ What are your club-building goals?
- ▶ How will you accomplish them?
- ▶ When and how will you measure progress?
- ▶ What do you expect from each team member?

Ask your team these questions, along with others specific to your District. Keep in mind that many of your team members will be completely new to club building. To introduce them to the process, present **Establish and Support New Clubs**, a club-building training program created specifically with this type of session in mind. For other ideas and resources, go to www.toastmasters.org/Start-a-club and www.toastmasters.org/marketingresources.

Tip: Remember to keep your goals S.M.A.R.T. – Specific, Measurable, Achievable, Realistic and Time-based.

Motivate and recognize your team

After you have assembled your team, shared your expectations, and given them the basic skills and knowledge they need to do their jobs, how do you keep them motivated? Give them your encouragement and possibly some incentives, to keep them working hard to achieve your District's club-building goal. Several Districts have been successful in motivating club growth by creating contests between Divisions. Challenge your Divisions to do their part by helping them set a specific goal, typically based on achieving Distinguished status or higher.

There are a few more motivators to achieve successful club growth: models of success, enthusiasm, and commitment from the District's leaders. It is also a good idea to get to know your team members and learn what motivates them. Be sure that you work closely with them, give ongoing encouragement, and demonstrate your commitment to them and the program. Perhaps more than anything else, this will determine your success.

Note: The District leaders, as a team, determine the type of training, motivation, and recognition that will be implemented in your District.

Chapter 3: Build New Clubs

Focus on Communities and Corporations

One of the most stimulating and rewarding ways to introduce the benefits of Toastmasters membership to communities and corporations is by organizing new clubs in your District. You will work with the Club Extension Chair to coordinate club building efforts within your District.

The purpose of the District is to enhance the quality and performance of clubs and extend the network of Toastmasters clubs within the boundaries of the District. This offers more people the opportunity to benefit from the Toastmasters education program. Organizing new clubs also provides District leaders with a terrific opportunity to develop and extend their own leadership skills. Plus, organizing new clubs within communities and corporations is an excellent way to promote the public's awareness of Toastmasters.

Find the requirements and the operational advice for creating community and corporate clubs in the following tools.

Additional resources for creating a new club:

How to Build a Toastmasters Club

Club Coach Troubleshooting Guide

Toastmasters Club-Building Communications Guide

Suggested resources for each stage of the club building process:

Introduction Meeting

All About Toastmasters

The Benefits of Toastmasters Membership

Corporate Club Soft Skills

Transform Your Talent

Club Charter

From Prospect to Guest to Member

Let The World Know

Member Application

Member Welcome Kit

Member Interest Survey

Demonstration Meeting

Develop Your Leaders From Within (PowerPoint)

Find Your Voice

A Toastmaster Wears Many Hats

Your Path to Leadership

Lead Generation and Maintenance

Successful Districts continually prospect for new clubs. Although a small number of clubs in your region may organize on their own, it is up to you to capitalize on existing leads and generate new leads to achieve your District's goals. The primary methods of lead generation are "map and fill," leads from World Headquarters, and leads from officers and members. Be sure to consult your Region Advisor—they are an excellent resource for tips, tools, and best practices.

Map and Fill

Use this strategy to find areas in your District where new clubs can be formed. Obtain a map of your District and mark the location of all clubs using a different color of pin or tack—for example, blue for community clubs, white for corporate clubs, and red for current prospective clubs. A list of corporations that already support Toastmasters clubs in your District can be obtained by sending a request to corporaterelations@toastmasters.org. Depending on your District, you also may need to obtain detailed maps of larger cities to make the exercise effective. By examining the map you can determine if any gaps exist. Perhaps you will find a downtown area with many company clubs that serve large employers, but no community clubs to serve the employees of smaller companies.

Opportunities to build new clubs typically occur in:

- ▶ Cities with a population of 10,000 or more
- ▶ Businesses with at least 50 management or supervisory personnel
- ▶ Military installations, colleges, and universities
- ▶ Special interest groups or associations such as insurance agents; chambers of commerce; realtors; Lions, Kiwanis, and Rotary clubs; and government offices.

Tip: Many cities with a population of less than 10,000 can also support clubs, particularly when members can be drawn from several neighboring towns.

Leads from World Headquarters

The TLM system is housed in District Central to allow access to the District Executive Committee (DEC): District Director, Program Quality Director, Club Growth Director, Public Relations Manager, Administration Manager, Finance Manager, Division Director, Area Director, and Club Extension Chair. The system features a Pipeline Stage that guides you through the new club organizing process. The stages are broken down into the same steps as the new club process – Qualifying (Initial Contact), Introduction Meeting, Demonstration Meeting, and Awaiting Application. As you work through each opportunity, update the Pipeline Stage to maintain an accurate status of each lead.

The TLM system features an Export function that enables you to download all leads within your TLM List View. Your District's leads will download into an Excel spreadsheet with the same data found in the TLM List View. You can analyze the lead pipeline data and share this information with your team that may not have access to the TLM in District Central. Be diligent in using this as a reporting tool only and remember to update your leads within the TLM system regularly with updated information.

Revisit club leads

Leads received from World Headquarters who were contacted from previous CGDs should be revisited and contacted to see if an interest still exists—reconnecting and restating the benefits might reenergize the lead. If the contact that was ready to start a community club is no longer available, you have another opportunity to share Toastmasters benefits. If the new contact is not yet ready to start a corporate club, they may want to do so in the future.

Leads from Club Officers and Members

Find new club leads simply by asking your officers and members. While you may understand the importance of new clubs to the District's success and continually seek them out, new Toastmasters members and officers may know of new club prospects but do not realize the value of new clubs to the District. Ask for leads at every opportunity. Some Districts create and place a "lead sheet" on every seat at all District events and then collect them during the meeting. Other Districts use the lead sheets as entry forms for a door prize.

Follow up on the lead sheet

Assign a member of your marketing team to follow up with individuals who submitted lead sheets. Ask that person to discuss the possibility of a new club and confirm a date and location for a demonstration meeting.

Tip: The person providing the lead can probably serve as one of the new club's sponsors or mentors. Additional information is available about club sponsors at **Training materials for sponsors, mentors and coaches.**

Toastmasters Lead Management system (TLM)

The TLM system is a platform where all District leads can be processed, tracked, and managed by you and your respective team. It contains each step of the club organization process, which makes managing and directing team efforts more efficient and productive.

Attend TLM training

Shortly after being elected to your new role, you will be invited to a TLM training session. During the session, an overview of the TLM system will help you understand key features so you can start using it immediately. A recording of the training is available by contacting corporaterelations@toastmasters.org.

TLM tool streamlines the club building process

The TLM system is available in District Central to allow access to the District Executive Committee (DEC); District Director, Program Quality Director, Club Growth Director, Public Relations Manager, Administration Manager, Finance Manager, Division Director, Area Director, and Club Extension Chair. The system features a Pipeline Stage that guides you through the new club process. The stages are broken down into the same steps as the new club process – Qualifying (Initial Contact), Introduction Meeting, Demonstration Meeting, and Awaiting Application. As you work through each opportunity, update the Pipeline Stage to maintain an accurate status of each lead.

Analyze lead

The TLM system features an Export function that enables you to download all leads within your TLM List View. Your District's leads will download into an Excel spreadsheet with the same data found in the TLM List View. You can analyze the lead pipeline data and share this information with your team that may not have access to the TLM in District Central. Be diligent in using this as a reporting tool only and remember to update your leads within the TLM system regularly with updated information.

Tip: Be diligent in using this as a reporting tool only and remember to update your leads within the TLM system regularly with updated information.

Chapter 4: Strengthen Existing Clubs

Retention is the easiest path to growth

Many clubs lose a number of members because they give their focus to new members, at the expense of existing members. Do you see this happening in your clubs? The consequences of poor member retention can compound, and even a tiny change in member retention can cascade through the District and multiply over time. The effect of poor retention on long-term growth should not be underestimated. It is essential that club officers in your District understand the importance of their roles and how it directly affects retention. They need to attend to new members while not losing sight of existing and non-renewing members.

Here are some program ideas and strategies to help your club officers retain and grow existing membership:

Member Outreach

A member outreach team within a club can engage with members completing certain education award milestones. This team contacts and encourages members to continue toward their next goal. The primary goal of member outreach is to understand if the initial/ongoing needs of the member are being met, and to determine what issues members might currently have, while retaining the person as a member. This effort can typically be led and coordinated by club Vice Presidents Membership.

New Member Follow-Up

Encourage the Vice Presidents Membership to follow up with new members via phone call, letter, and/or email from the Toastmasters International membership list you receive on the first of every month. An inquiry of new members can include:

- ▶ Receipt of Welcome email
- ▶ Path selected in Basecamp
- ▶ Induction has occurred or is scheduled
- ▶ Mentor assigned
- ▶ New member is invited to orientation hosted by District

If a mentor has not been assigned to a new member, the club may provide a mentor and follow up with the club to provide a mentor kit and presenter. After six months has elapsed, additional follow up should occur to ensure needs are still being met.

Non-Renewing Member Outreach

Encourage Vice Presidents Membership to reach out to members who are active in their clubs within the current dues cycle who have not renewed. Club officers should contact these members via phone or email, and advise them of their impending suspension of membership.

Tip: Encourage club officers to use the **Moments of Truth** evaluation twice a year to understand the expectations and standards of a healthy club.

Chapter 5: Quick Start Guide

10 steps to get started today

1. Read and review your role and responsibilities on **page 2**.
2. Review the three District goals on **page 3** and think about clubs in your District that are succeeding or need help.
3. Make a list of potential committees and who you might have lead them.
4. Organize your prospective leads through the TLM system.
5. List all of the corporate clubs that you would like to target and contacts you might know at each of them.
6. Review the marketing and promotional ideas in the Appendix and decide which one you would like to try first.
7. Look at the **Moments of Truth** evaluation and write down a few ways your club and other clubs in your District can improve.
8. If you do not already have one, create a map of your District.
9. Think of a fun contest idea for your District.
10. Contact your Region Advisor to talk about club-building strategies.

Appendix: Marketing and Promotional Ideas

Here are a few things you can do to boost club growth and retention:

1. Create a club marketing kit

You can create your own marketing kit for the clubs of your District to engage with guests and the public. It can include:

- ▶ A sample guest folder that clubs can customize
- ▶ Correspondence cards for following up with guests
- ▶ Marketing cards, brochures, and fliers from World Headquarters with specific club information printed on each
- ▶ **Membership applications** or instructions on how to print some from World Headquarters
- ▶ A welcome letter or card from you
- ▶ Assemble prototype kits for feedback, then scale them up based on feedback and send the kits to the clubs in your District

2. Develop exciting promotions

Consider these incentives:

- ▶ **Five Star Club:** A club pays dues on time both cycles, meets Goals 7 and 8 in the Distinguished Club Program, and ends with net gain five or 20. Recognize winning clubs with a ribbon for their club banner.
- ▶ **Club Ambassador:** a member visits three unaffiliated clubs and receives a pin
- ▶ **Club Embassy:** five or more members from a single club visit unaffiliated clubs and receive a ribbon for their club's banner and a Toastmasters Store gift certificate

3. Offer marketing workshops

Workshops can be presented at District conferences, District leader, and club officer events. The content should focus on key elements of membership building and retention. Special activities could include creating guest packets, planning open house events, and developing and delivering content that addresses retaining existing membership—draw upon the *Moments of Truth* guide. Also consider inviting your Region Advisor to present a workshop at a District Executive Committee (DEC) meeting. The Region Advisor (RA) workshop is designed to help District leaders develop marketing skills.

4. Host a lunch and learn

Prospective club leads received from World Headquarters could be invited to attend a quarterly demonstration meeting hosted by an existing charter-strength club. This will be in lieu of an actual demonstration meeting for those leads who are challenged with scheduling a sample meeting or just want to learn more about Toastmasters.



www.toastmasters.org