



# CEO REPORT

## AUGUST 2022

# Core Ideology

## 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.

### Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development

### Brand Promise

Empowering individuals through personal and professional development

### Core Values

Integrity, Respect, Service, and Excellence



For every complex problem, there is a solution that is clear, simple, and wrong.”

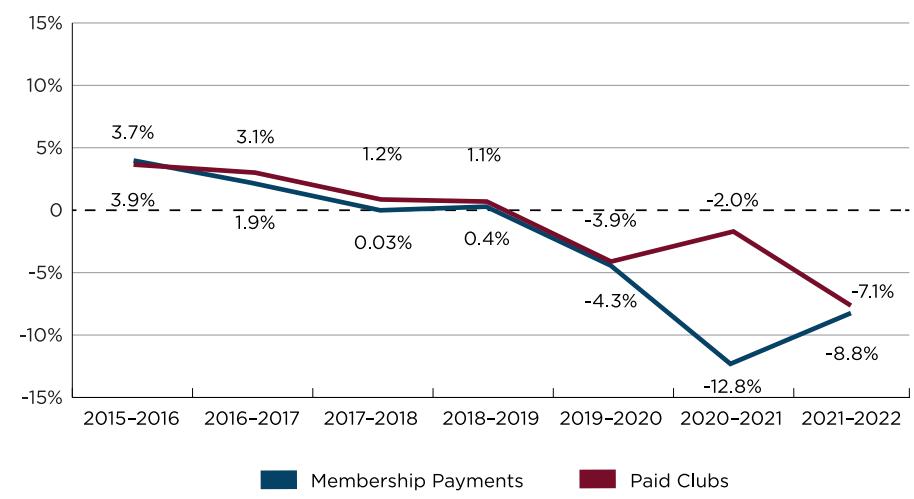
– **Sam Levenson**,  
American journalist,  
essayist, satirist, cultural  
critic, and scholar of  
American English

# Message From the CEO

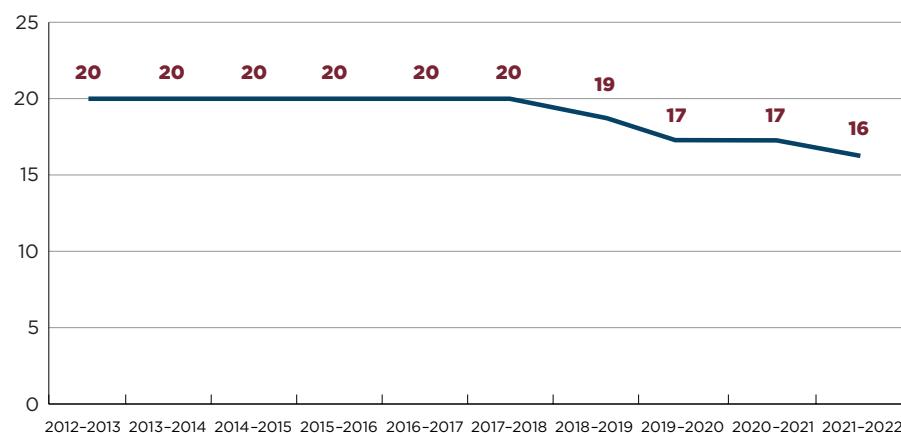
At the end of the 2021–2022 program year, Toastmasters International finds itself at a crossroads. Thoughtful and careful leadership and management, along with some good fortune and creative, dedicated members, have enabled the organization to withstand the tumultuous years of the COVID-19 pandemic.

Toastmasters International has experienced good financial results: cost reductions due primarily to lack of travel and large in-person meetings and the suspension of the print magazine, coupled with austerity measures at World Headquarters (WHQ), reduced expenses to manageable levels. The numbers of clubs and members contracted, both through attrition and significant declines in new clubs and new members. Correspondingly, membership income decreased dramatically to levels not seen for nearly a decade.

Year over Year Change: Membership Payments and Paid Clubs as of June 30



Average\* Members per Club as of June 30



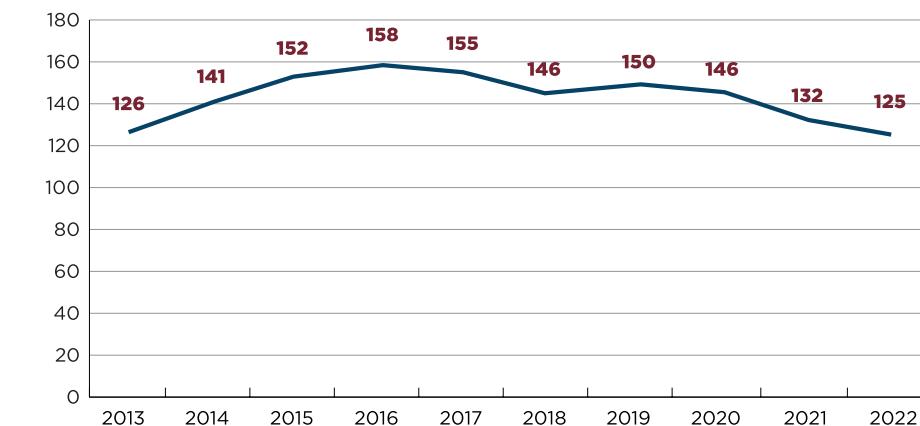
\*Average club size in terms of members per club for all clubs with members as of June 30

Toastmasters clubs, leaders, and members modified their meetings to accommodate physical distance—the vast majority of clubs currently meet exclusively online or in a hybrid format. While some clubs have gone back to meeting in person, only time will tell if the traditional in-person model of club meetings will return to being the primary meeting type. The total number of clubs dropped sharply during the pandemic and the average number of members per club declined.

Districts and District leaders stretched to meet their operational requirements, primarily meetings, trainings, and contests, in the context of the pandemic. New methods quickly evolved, driven by the local environment and directives from the Board. For some leaders, the transitions were relatively smooth; others struggled to obtain or leverage the skills and techniques needed to meet the evolving demands. Few Districts met the requirements of the District Recognition Program during the years of the pandemic.

The World Headquarters team rushed to accommodate the rapidly changing environment: supporting the Board of Directors in evolving the governing documents, learning to lead and be productive in a work-from-home reality, pivoting to manage the International Convention and District leader training events online, facing the challenges and demands of the evolving workplace, and delivering on major projects in a time of high turnover, shorter tenure, and fewer staff. Wage increases and hiring for most WHQ positions were frozen in 2020 and did not return until late 2021. Since then, some wage increases have been put in place to stave off higher turnover and meet the changing demands of the U.S. marketplace.

World Headquarters Employee Headcount



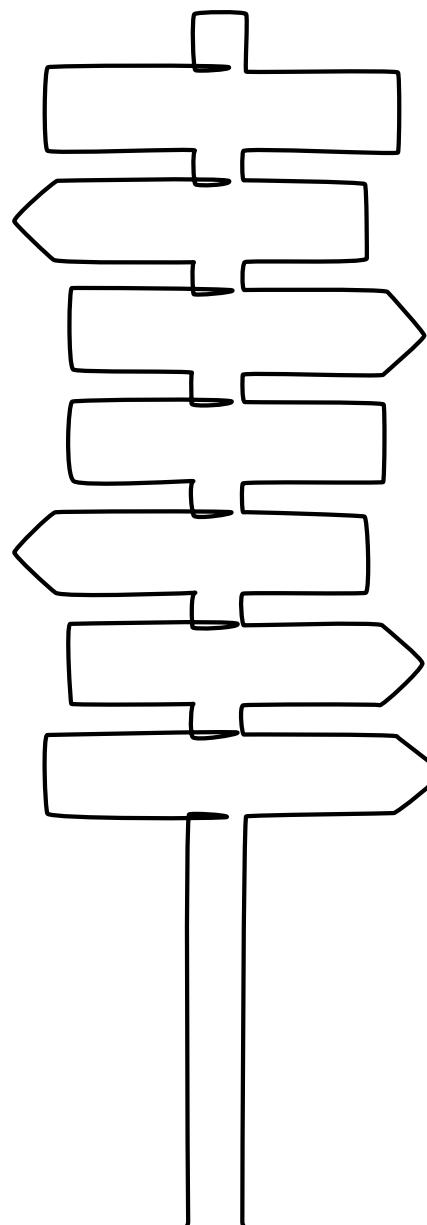
The Board of Directors met more frequently and considered updates to governing documents and supported programs at an unprecedented rate and volume. The Board exercised its duties of care, loyalty, and obedience in considering the organization's quickly evolving financial and programmatic status. The Board led the organization through uncertain times, unpredictable change, and undetermined outcomes.

The global economy has shifted throughout the pandemic. Generally, gross domestic product contracted while stimulus efforts helped an early rebound in equities markets; more recently, economies have struggled. The low interest rates that followed the 2010 financial crisis have disappeared as central banks try to combat inflation. In the United States, and especially in Colorado, a looming recession and a lower labor participation rate have combined to drive wages higher.

Where do we go from here? We focus on the missions and the fundamental principles that Ralph Smedley introduced nearly 100 years ago. Clubs need to meet, conduct effective, enjoyable meetings, and invite a constant stream of guests. Districts need to build new clubs and support new clubs in achieving excellence. Training for club officers and Area and Division Directors needs to be focused, effective, and inviting. Area Directors must evaluate clubs and support them in meeting the club mission. The World Headquarters team needs to provide excellent service to clubs and continue to evolve and enhance programs, products, and services. The Board of Directors needs to see the future, clarify focus, and ensure proper club support. Little of this is new, simple, or easy. Each component of the organization must evolve in order to be equal to today's challenges. This will require great effort and commitment, and only together can we achieve it.

Daniel Rex

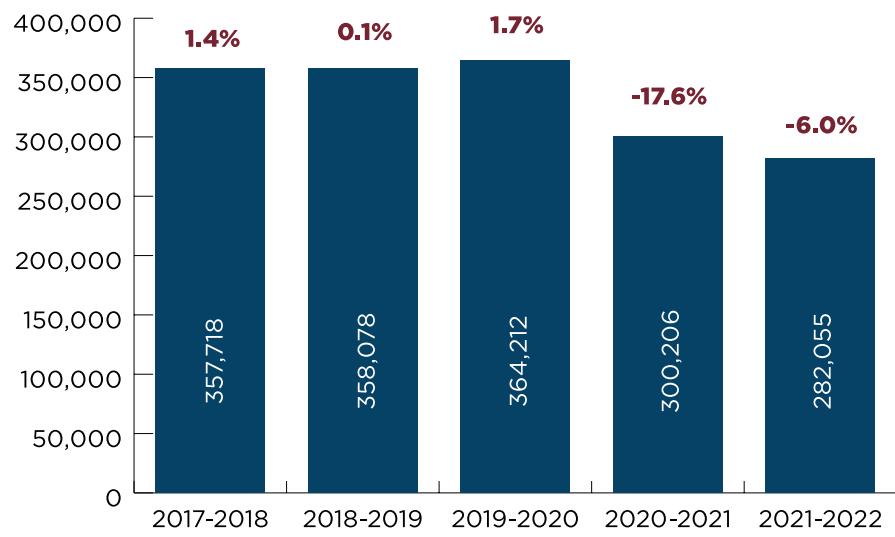
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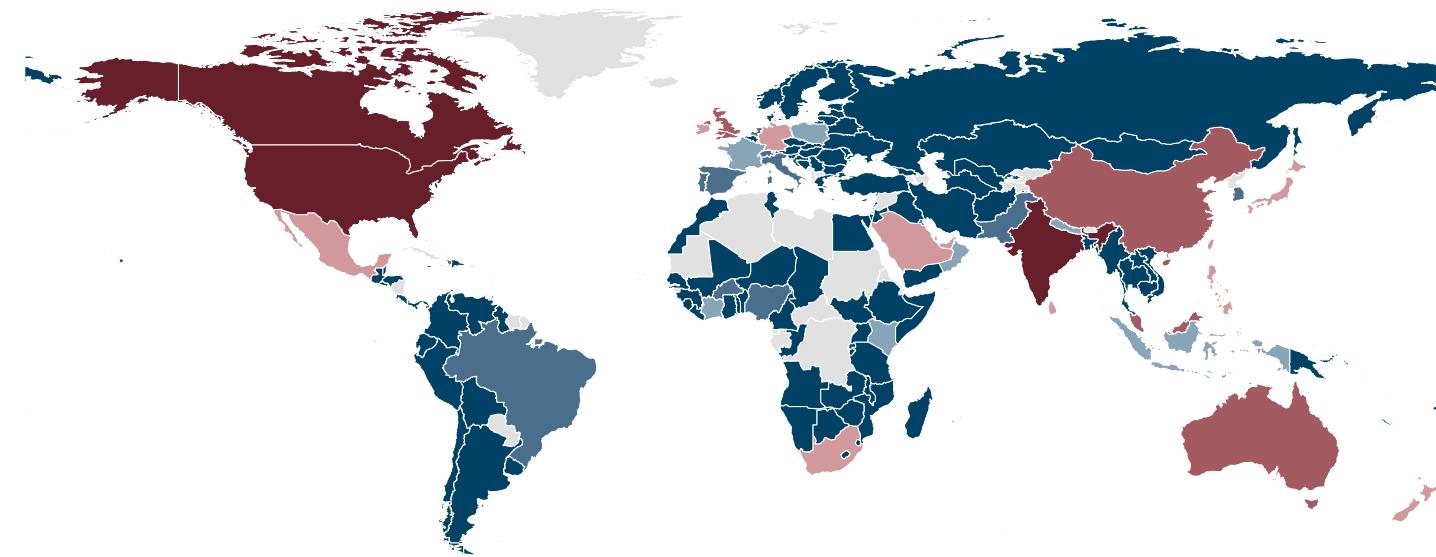
# Numeric Snapshots

Total Membership as of March 31, 2022



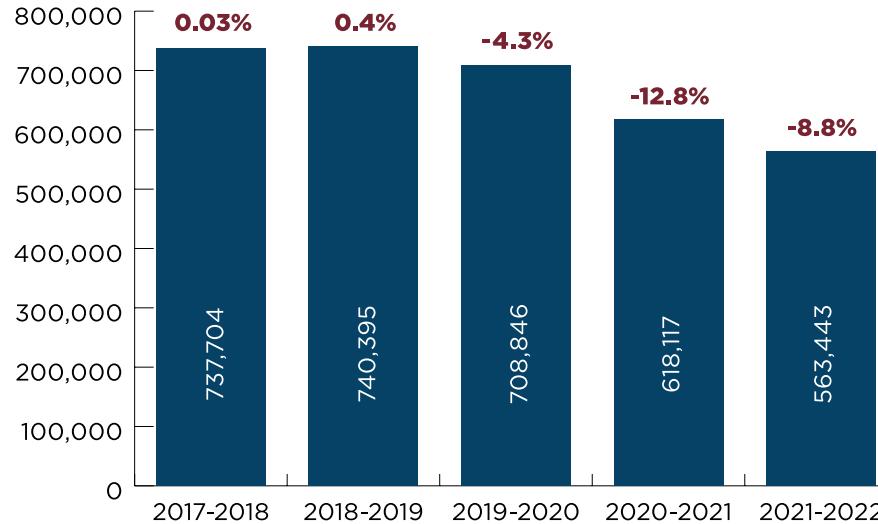
Total Toastmasters membership for the period ending March 31, 2022 declined compared to the same period in 2020–2021. Membership for the period totaled 282,055, a -6.0% difference from last year.

Members by Country

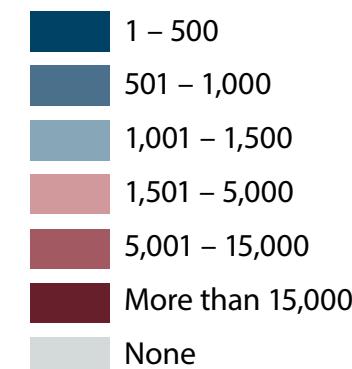


Membership Payments as of June 30, 2022

As of June 30, 2022, membership payments for the program year totaled 563,443, falling 8.8% compared to 2020–2021. Membership payments as a category includes new, charter, and renewal payments received throughout the program year.

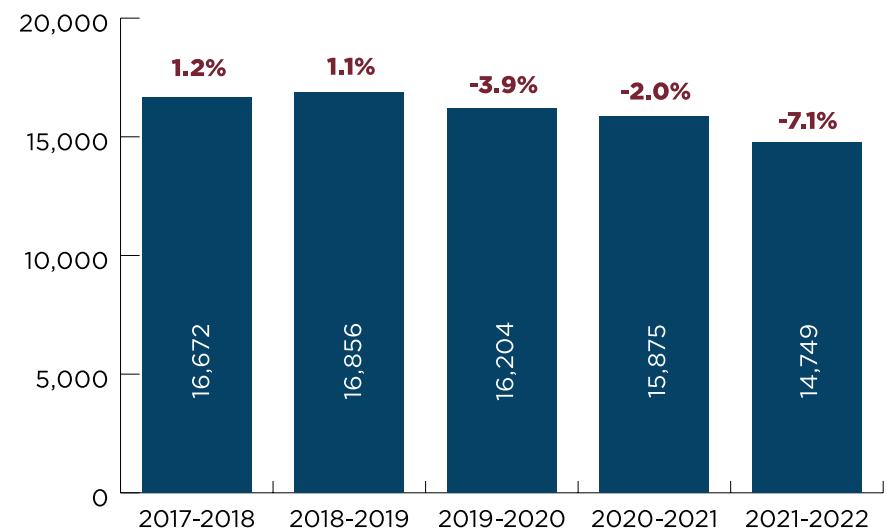


Members by Country



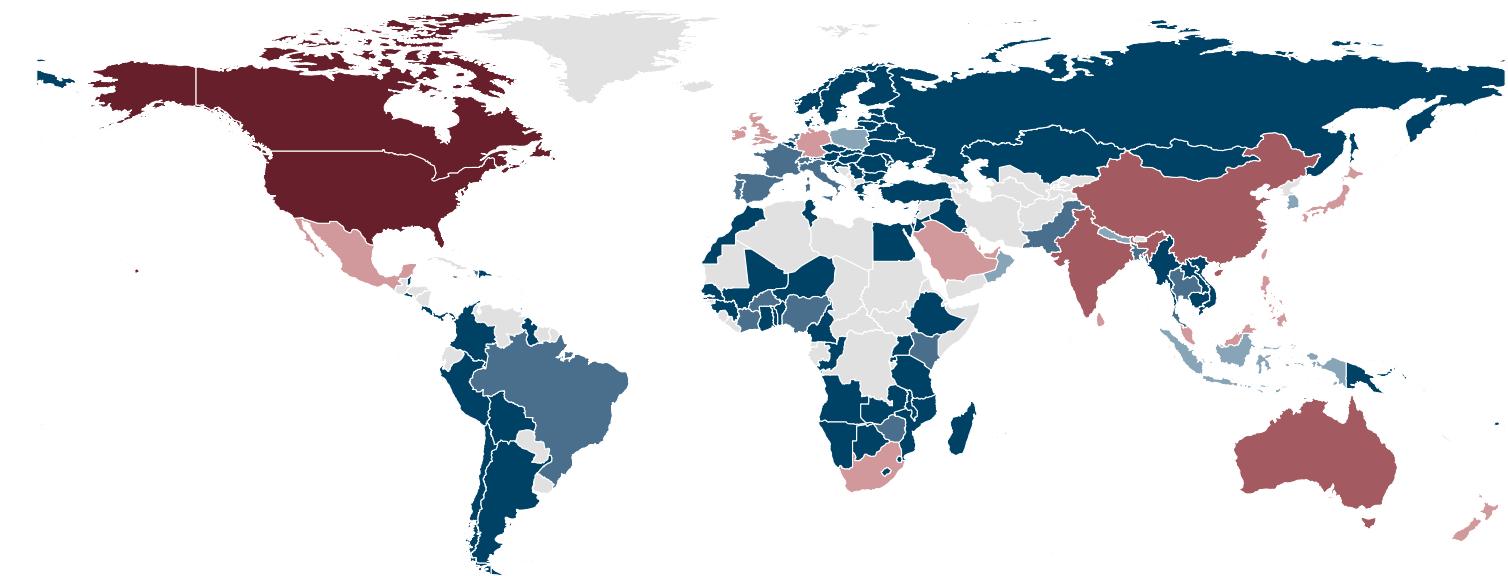
**282,055**  
Members

## Paid Clubs as of June 30, 2022



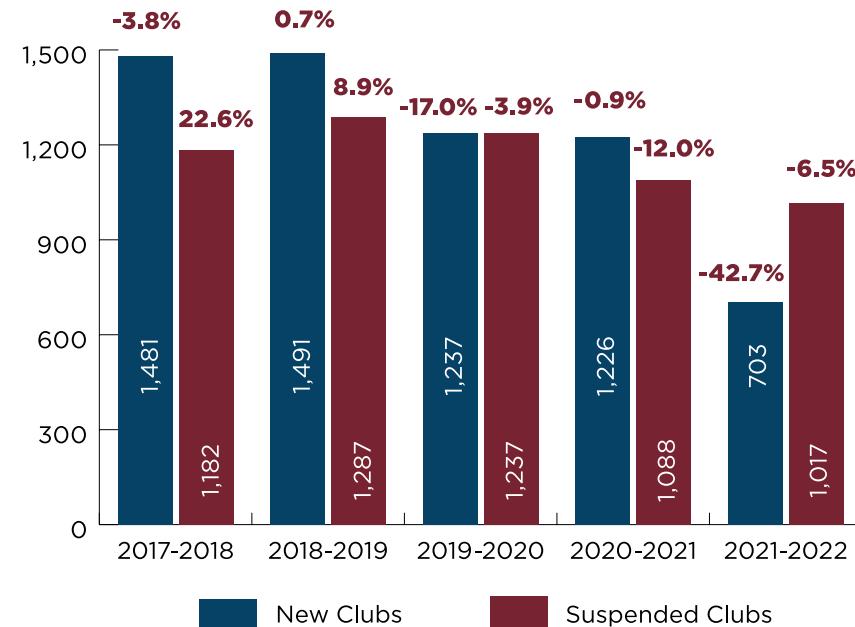
There are 14,749 total active clubs comprising Toastmasters International as of June 30, 2022. This is a decrease of 7.1% compared to June 30, 2021. Clubs can be found in 144 countries, and the vast majority accept online attendance with either hybrid or entirely online club meetings.

## Clubs by Country



## New and Suspended Clubs as of June 30, 2022

New club organization fell by 42.7% this year, in part affected by the new club incentive from the 2020–2021 program year. The organization gained a total of 703 new clubs. Club organization was also impacted by system outages during the Enterprise Resource Planning (ERP) launch late in the program year. Club suspensions declined in the program year by 6.5% to 1,017. There were some extensions offered to clubs at risk of suspension continued from the 2020–2021 program year.



## Clubs by Country

1 – 25
26 – 50
51 – 100
101 – 500
501 – 1,000
More than 1,000
None

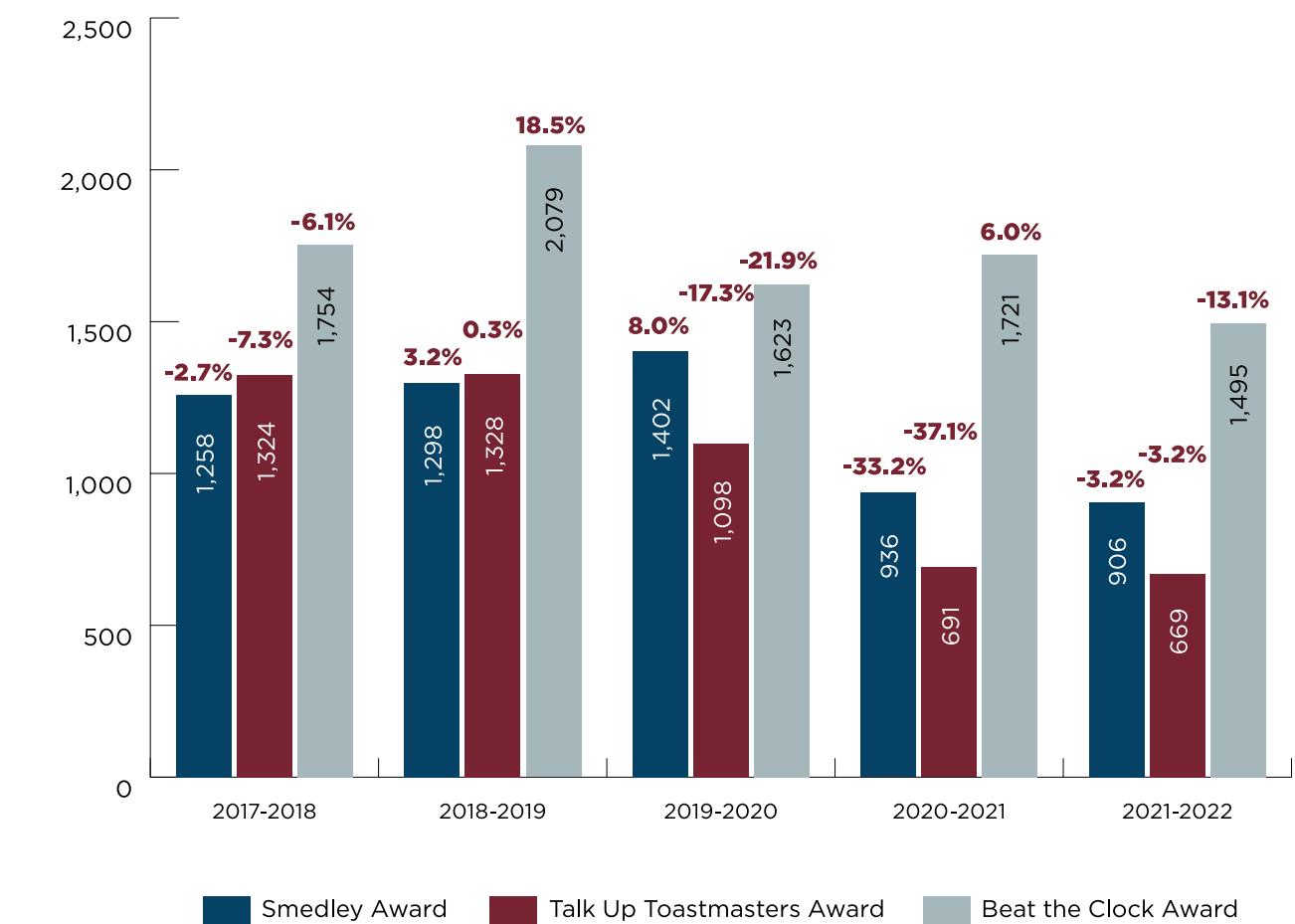
**14,749**  
Paid Clubs

## District Reformations

Districts 41 and 98 reformed on July 1, 2022 creating Districts 124, 125, and 126.

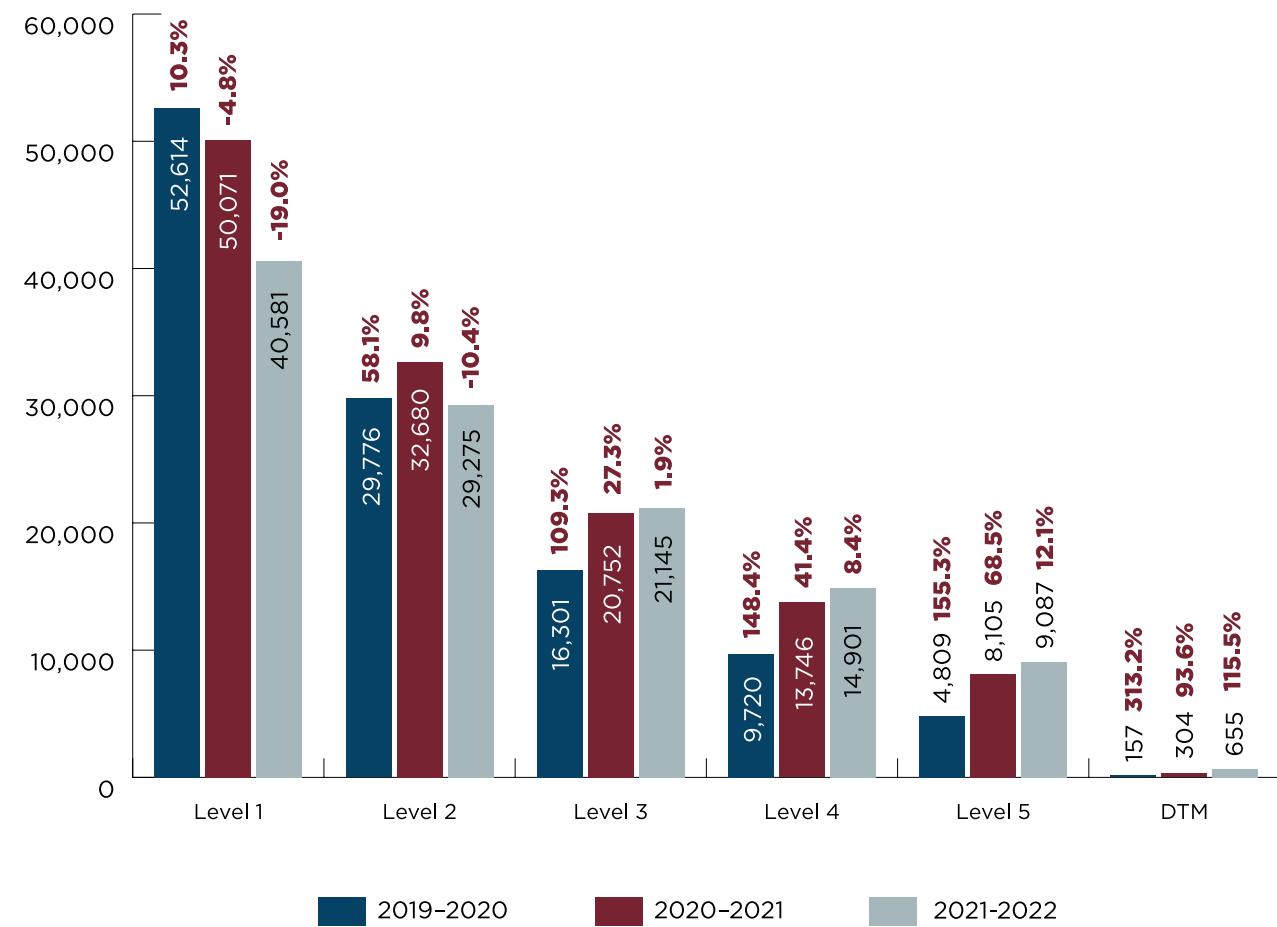
Existing District	New Districts	Geographic Region
41	41	Northern and Central India, Nepal, and Bangladesh
98	98	
	124	
	125	
	126	

Membership Building Awards



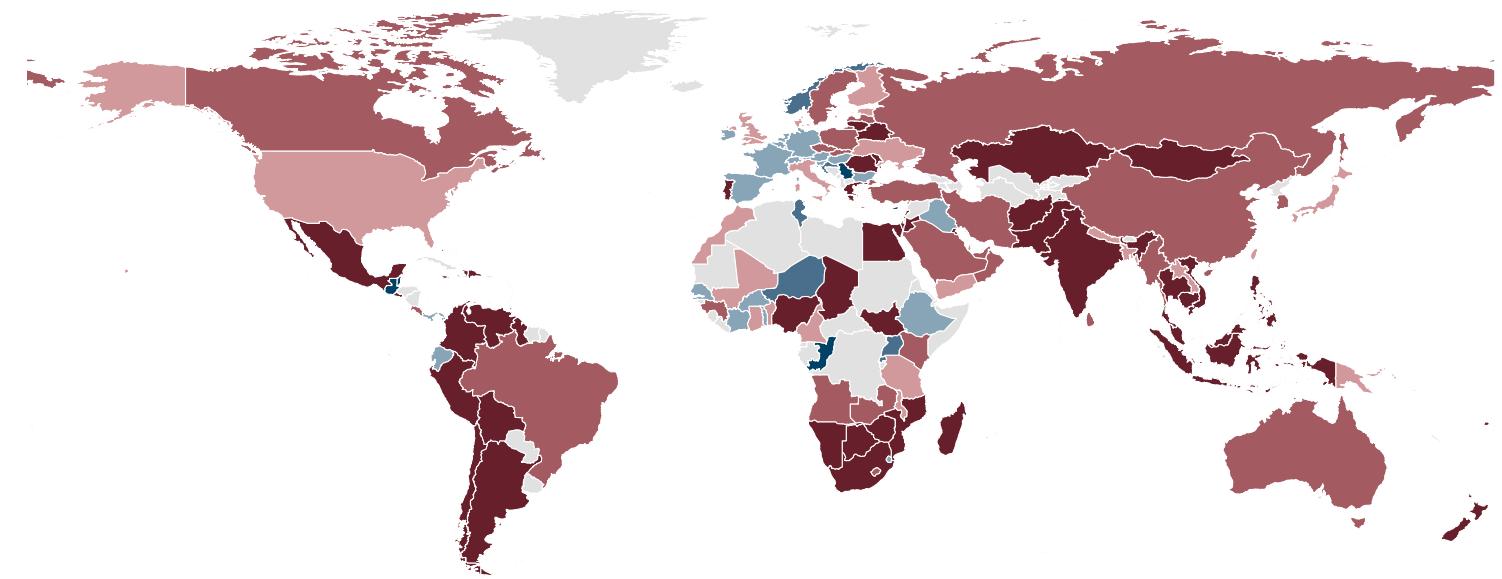
Membership building programs are a Toastmasters tradition. Three times a year, clubs can earn awards by adding five new, dual, or reinstating members to their roster. The Beat the Clock Award, earned in the last two months of the program year, has the most clubs winning an award. This year, there were 2,597 individual clubs that earned that award, a -7.7% change compared to 2020–2021. In total, there were 3,070 membership building awards earned in the 2021–2022 program year.

### Educational Achievements



Members earned more high-level education awards in the 2021–2022 program year compared to preceding years. There were over 45,000 Level 3, 4, and 5 awards and 655 Distinguished Toastmaster awards during the year. Educational achievement was impacted by limited access during the ERP launch. The graph illustrates level completions earned since the 2019–2020 program year.

### Education Awards by Country

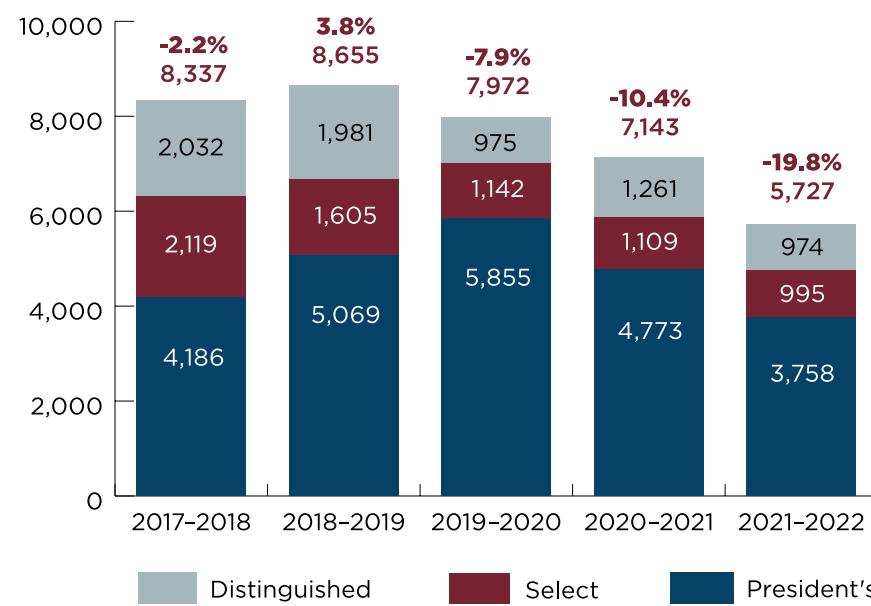


**Education Awards Earned by Country  
% of Membership**

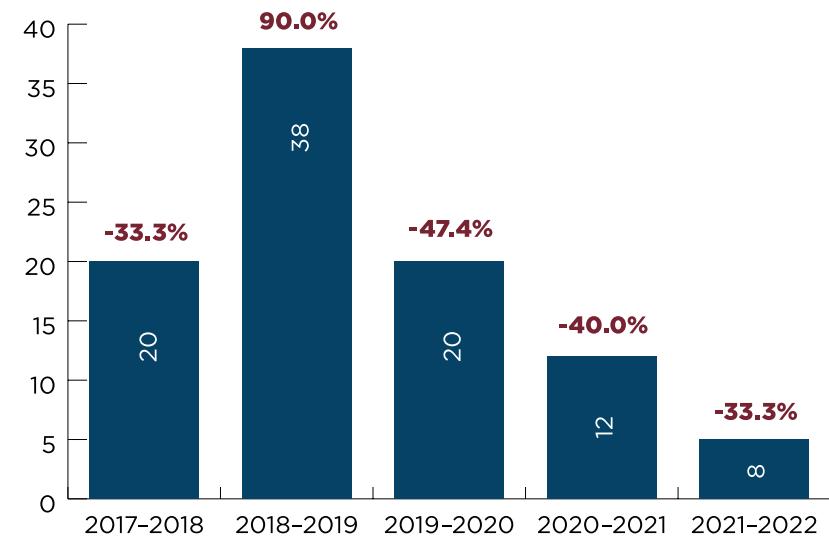
- Below 20%
- 21% – 30%
- 31% – 40%
- 41% – 50%
- 51% – 60%
- More than 60%
- None

**115,644**  
**Education Awards  
Earned**

A total 38.8% (5,727) of all paid clubs succeeded in the Distinguished Club Program during the 2021–2022 program year, becoming Distinguished, Select Distinguished, or President's Distinguished. This is an overall decrease of 6.2% compared to 2020–2021, where 45.0% of paid clubs were Distinguished.

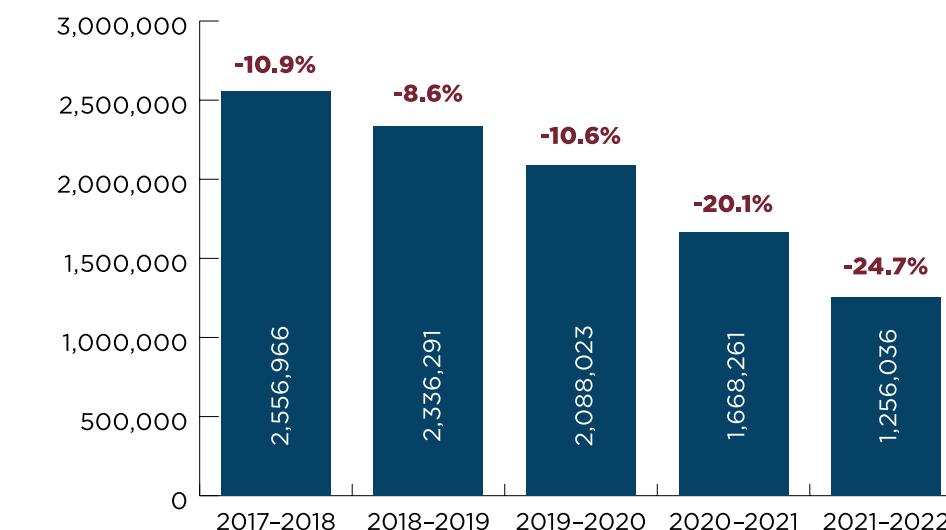


### Distinguished Districts

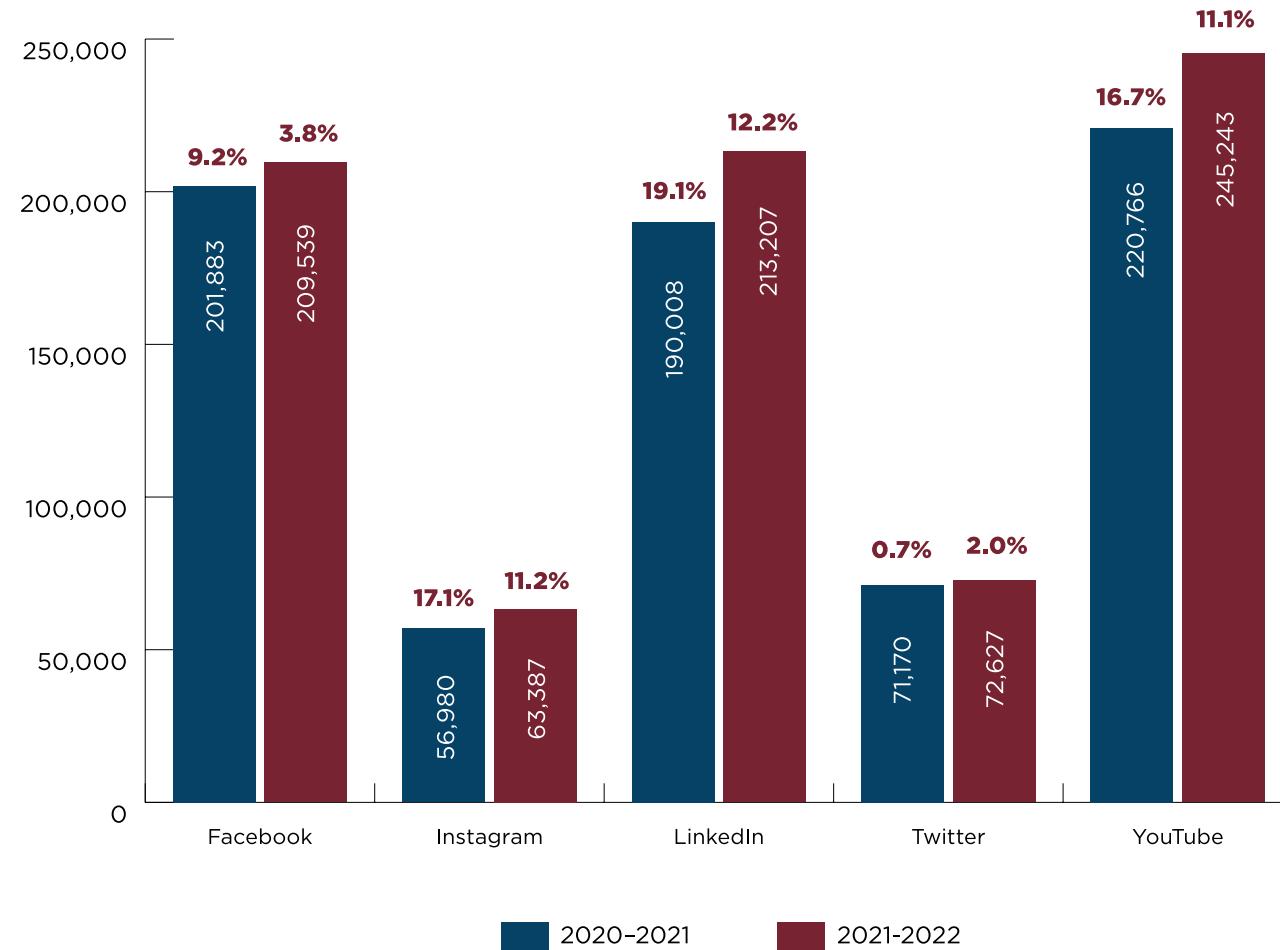


Eight Districts reached Distinguished, Select Distinguished, President's Distinguished, or Smedley Distinguished in the District Recognition Program during the 2021–2022 program year. This is a difference of -33.3% compared to 2020–2021.

### Education and Product Sales as of June 30, 2022



Total education and product sales for 2021–2022 declined by 24.7% to \$1,256,036 USD. This category was influenced by the ERP launch and impacts to Pathways path and product purchasing that extended through the end of the program year.

**Social Media**

Toastmasters continues to see increased digital following and interactions across all social media assets. The graph shows subscribers or followers for main pages for Toastmasters International across five major social media channels. For the second consecutive year, Instagram, LinkedIn, and Twitter had the highest increase in followers or subscribers, with growth on LinkedIn surpassing all others at 12.2%.

**2021–2022 Milestones**

**655**  
Distinguished Toastmaster Awards

**9,087**  
Level 5 Awards

**14,749**  
Paid Clubs

**5,727**  
Distinguished Clubs

**282,055**  
Members

**54.52**  
Net Promoter Score

**115,644**  
Education Awards Earned

**8**  
Distinguished Districts

**144**  
Countries

# New Resources

Inspired and guided by member feedback, these new resources and updates will enhance the Toastmasters experience.

## Club Coach Program

The revamped Club Coach Program launched in July, and established new guidelines and processes for qualifying clubs, the appointment of club coaches, and the rewards for successful coach accomplishments. To build a stronger focus on the ongoing success of clubs and members, the terms and expectations of appointments are now more transparent. There are greater protections for involved clubs and coaches, and there is better inclusion and involvement of all parties—club officers, District leadership, and club coaches.

New digital learning resources, which are more in line with the Pathways learning experience, are now available for the program, and existing resources for coaches and clubs have been revised. These new resources will empower coaches and clubs to be more successful from the beginning of their partnership, and with longer-lasting effectiveness. In addition, the popular exception to earn an education credit for a District leadership role is now permanently incorporated into the program.

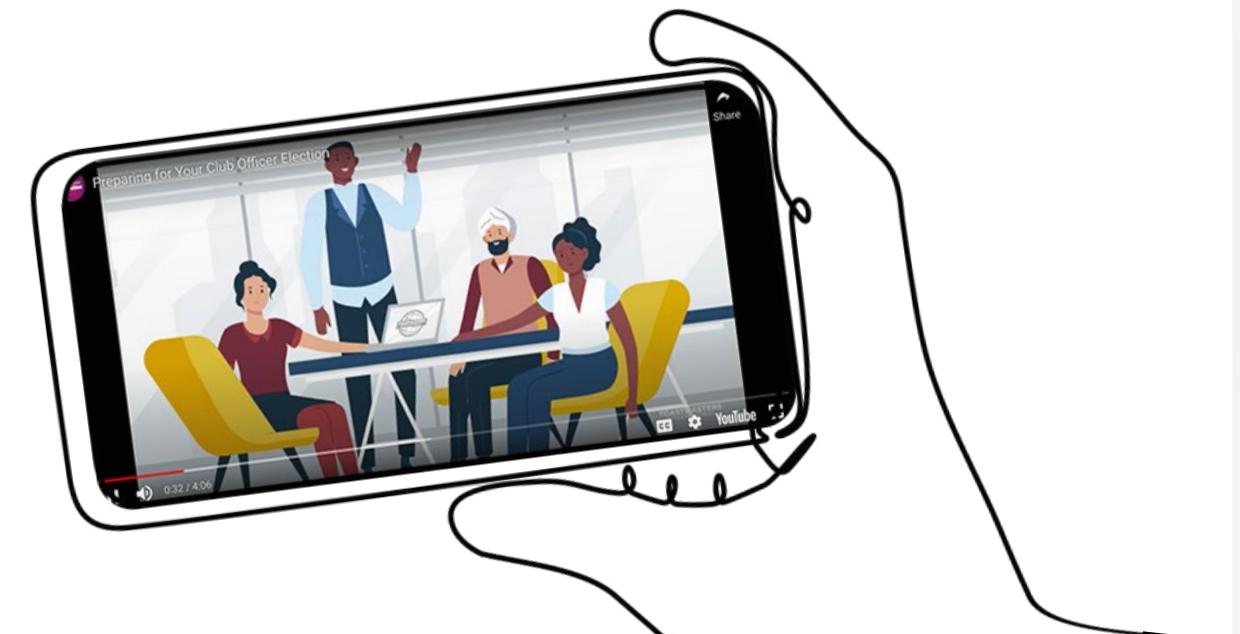
One of the new digital resources for the program is an interactive Club Coach Program Training module in Base Camp, available to all members. This resource introduces the Club Coach Program, how to become a coach, and an overview of program requirements. There are knowledge checks throughout, as well as direct links to club coach resources. This module provides in-depth insights about the program to members who are interested in coaching a club and to club officers who are interested in being appointed a coach. The Club Coach Training module is now a requirement of the program and will ensure that both the coach and the club know what to expect when they begin their partnership.

## Club Officer Training Videos

World Headquarters continues to create resources to support club officer success. For example, since April 5, new video resources have been available for our members to help them better understand the officer election process. **Preparing for Your Club Officer Election** and **Holding Your Club Officer Election** include instructions and recommendations for preparing and conducting annual and semi-annual elections, and they have been warmly received.

## Widget

Affectionately called “Widgey” by staff, Toastmaster’s self-service digital bot and updated chat service launched on March 30, 2021. Available 24 hours a day, Widgey has answered over 200,000 questions for members across the globe since its inauguration. Its knowledge base has tripled since its original launch and continues to grow. The Club Quality and Member Support Teams use member questions to add new, relevant content daily, and existing articles like “What’s New?” are often updated with the most current information. You may even find some hidden gems if you search hard enough (try asking “Who was Homer?”).



## Global Advertising Campaign



The 2022 Global Advertising Campaign started on March 23, 2022. This year's campaign focused on markets with thriving membership growth and markets that have a high volume of LinkedIn users. A total of 27 Districts participated from around the globe.

The campaign ran for 90 days, ending on July 20. The ads focused on four concepts:

1. This is a Toastmaster—Represented diverse individuals who are Toastmasters, highlighting different attributes that make a Toastmaster, showing that anyone is welcome in Toastmasters.
2. Toastmasters statistics—Demonstrated that Toastmasters helps individuals gain confidence and lose the fear of public speaking.
3. Because of Toastmasters—Showed how Toastmasters has helped many people reach their professional goals.
4. Master Public Speaking, Master Your Life—A digital download featured in the Mexico City market, available in English and Spanish. The prospect filled out a LinkedIn form to gain access to the public speaking tips download. Then, each prospect was added to an email nurture campaign, including an invitation email for the 2022 Convention .

The campaign delivered over 34 million impressions, 114,150 page clicks, and an average click-through rate (CTR) of 0.33%. All markets performed near to or well above the LinkedIn benchmark CTR of 0.29%–0.38%.

Participating Districts had 16,035 total leads over the campaign period; on average, participating Districts had 19.9 more leads per District per week than Districts that did not participate.

A full analysis of this campaign will guide the strategy for the next installment of advertising, which will invite more Districts to participate.

## Club Growth Initiatives

World Headquarters recognizes that maintaining club growth throughout the pandemic has been a challenge, so this year several initiatives have been launched to support club growth goals.

For the first time ever, Toastmasters sourced creative strategies to benefit the organization through our Districts. The Club Building Video Contest invited Districts to submit a 3–5-minute video sharing their most effective strategies to build new clubs. The [videos](#), which came from 19 Districts, provide a wealth of diverse club building ideas.

Additionally, the Board approved an initiative to support Districts in reopening clubs that closed during or after March 2020, which will launch in the 2022–2023 program year. The new process makes it less expensive for them to reinstate and allows them to do so with fewer members than is traditionally required.

The shift to remote work since the start of the pandemic has led to more companies seeking professional development solutions for transferable skills such as public speaking, communications, and leadership. As a result, the [Corporate Clubs webpage](#) was launched in March 2022 to share the unrivaled benefits of Toastmasters. This new marketing resource equips corporate club prospects and potential sponsors with the tools they need to start a corporate club. In the first three months, the webpage has received more than 4,000 visitors. Of those visitors, over 120 downloaded the corporate infographic, more than 450 downloaded the marketing resources packet, and over 180 visitors took the next step and were directed to the Start a Club page.



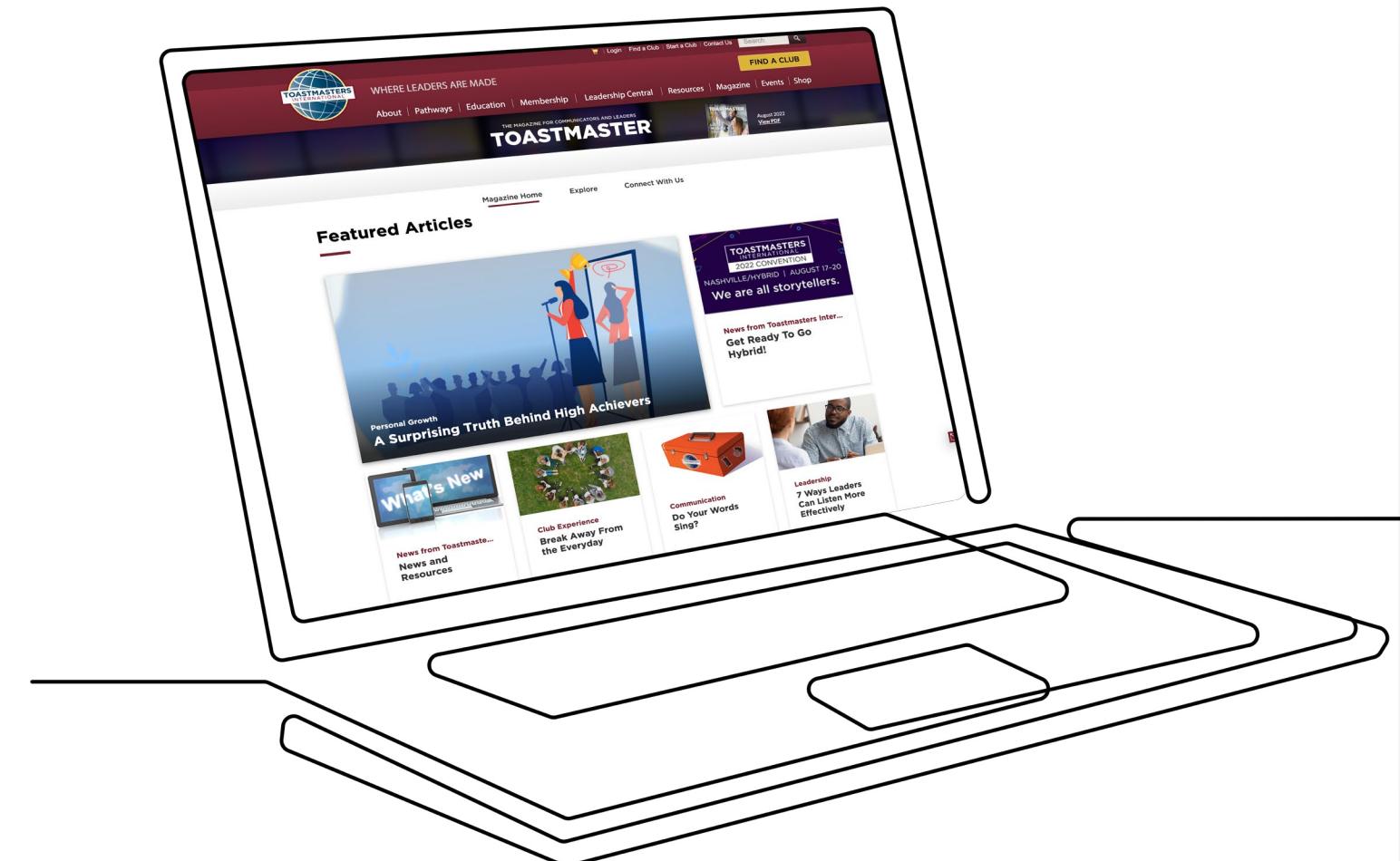
## Online Member Experience

In the second quarter of 2022, Toastmasters International achieved a major milestone by completing the replacement of its core systems with a new Enterprise Resource Planning (ERP) platform and associated Customer Engagement implementation. The transition to Microsoft Dynamics 365 will further support the digital strategy to enhance the online experience. These crucial transformations are a strong foundation for future digital customizations that will better support the unique needs of members and clubs.

The third quarter of 2022 will bring a variety of new features. All members participating in any aspect of the Annual Business Meeting voting processes will enjoy re-envisioned digital interfaces, reducing complexity and time requirements. Additionally, a new mobile-friendly web interface will support club meeting activities, historically accessed via the Toastmasters mobile app.

Because of the Enterprise Resource Planning platform, a new mobile-friendly My Home page will drastically enhance the user experience. When My Home page launches, members will receive direct access to member-only content immediately upon logging in to the website, enabling them to easily find information and submit their own renewal payments.

Finally, the *Toastmaster* magazine recently unveiled a new online look and user experience! An updated and reorganized landing page, along with new article page layouts, will help improve both usability and accessibility for online visitors. Readers will find the most recent content at the top of the page in the Featured Articles section, followed by extra categories, like Editors' Picks, Top Tips, and Club and Member Profiles. Perhaps the most user-friendly feature of this refresh will be the ability to search for articles by topic and keywords on the new Explore page. This represents the first major step in an ongoing redesign with more enhancements to come!





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