

**TOASTMASTERS**  
INTERNATIONAL<sup>®</sup>

# **CEO REPORT**

**MARCH 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

# Message From the CEO

## Difficult times require difficult decisions that result in changed actions.

The global COVID-19 pandemic that began in early 2020 has affected Toastmasters International and its clubs in many significant ways.

The origin story of Toastmasters describes a small group of men in a small basement room in a small city. From those humble beginnings, the number of clubs expanded worldwide. The expansion was slow at times, and seemingly explosive at other times. Difficult economic periods, war, and political struggles both stymied and fostered growth. Nothing, however, has challenged Toastmasters more than the pandemic.

Many clubs—approximately 80%—rose to the challenge and started conducting online or hybrid meetings. Districts, including Areas and Divisions, innovated ways to conduct supportive and administrative activities online. Our community of members evolved as individuals adapted in their personal, professional, and Toastmasters lives. These successful tactics have kept Toastmasters going.

The broad global marketplace has been slower to positively respond. Since its modest beginnings, Toastmasters has been known primarily for conducting on-site meetings and providing “in the same room” public speaking training and experiences. To be successful in the near term, clubs and individual members must be able to articulate that Toastmasters helps people learn to communicate and lead in a multimedia environment, whether on-site, online, or in a hybrid format. This is the current way of meeting worldwide, and all people are adapting. Toastmasters can help them thrive in a mixed environment, just as it did in on-site meetings before the pandemic.

As a result of the pandemic, there has been an overall decrease in membership of nearly 20% and a corresponding decrease in revenue. Membership has dropped to 2012–2013 levels and income to pre-2016 levels. The membership decline due to the pandemic has resulted in a real and estimated cumulative revenue decrease of more than \$10 million USD in the calendar years 2020, 2021, and 2022.

Simply put, there is less revenue available to conduct the business of the organization and lay the groundwork for the future. The Board of Directors, when considering the 2022 financial year and budget, made some difficult decisions. Through the budget, the Board has directed World Headquarters to complete, in 2022, the Enterprise Resource Planning and Member Self-Pay projects. Significant enhancements to the Pathways Base Camp user interface are underway, anticipated to be completed in 2023. The Charter New Clubs Online and Club Management Software projects have been pushed to a future year, potentially 2023.

What does the future hold? Toastmasters’ history tells us that club and District leaders consistently rise to the occasion and demonstrate resilience when adversity hits. Let’s all work together to overcome the challenges of the pandemic and, in the words of International President Margaret Page, DTM, “Build Back Stronger.”



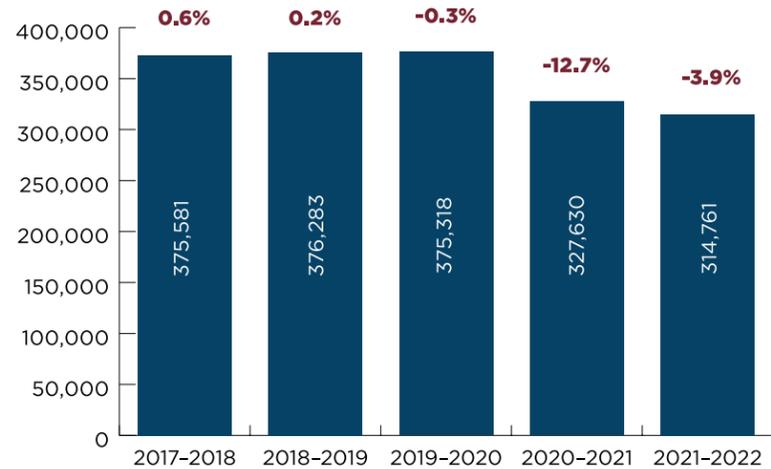
Daniel Rex

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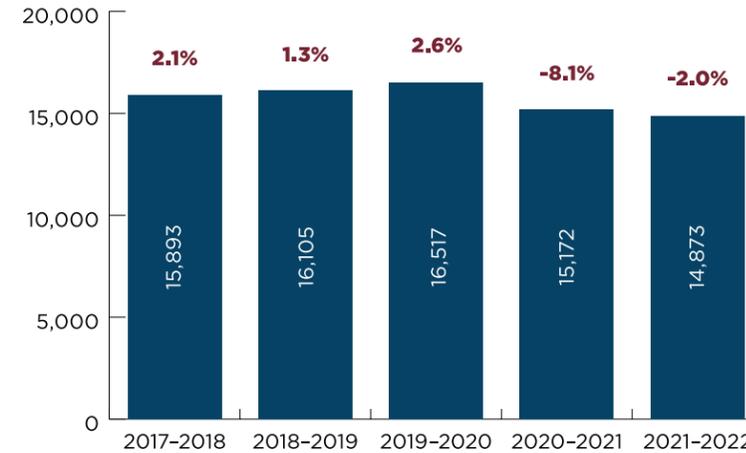
# Numeric Snapshots

Total Membership as of September 30, 2021



Total membership during the first half of the 2021–2022 program year decreased by 3.9% to 314,761 members. The graph represents all memberships as of September 30, 2021 and includes dual memberships.

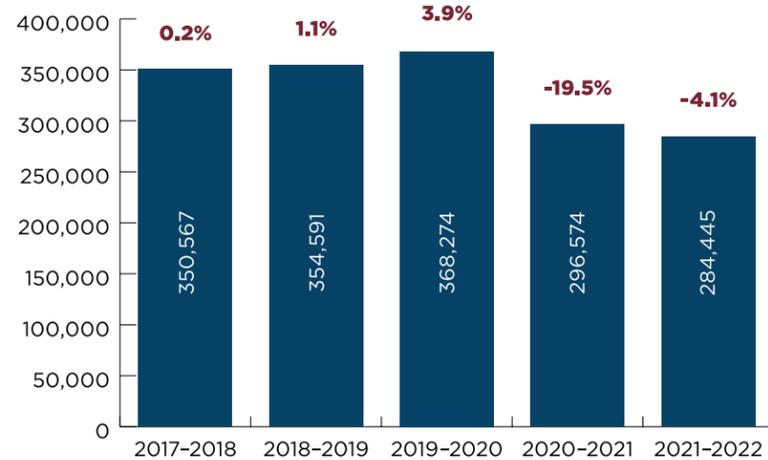
Paid Clubs



The total number of paid clubs decreased 2.0% during the first half of the 2021–2022 program year. Paid clubs increased at the end of the 2020–2021 program year in large part thanks to the new club incentive that ran until June 30, 2021.

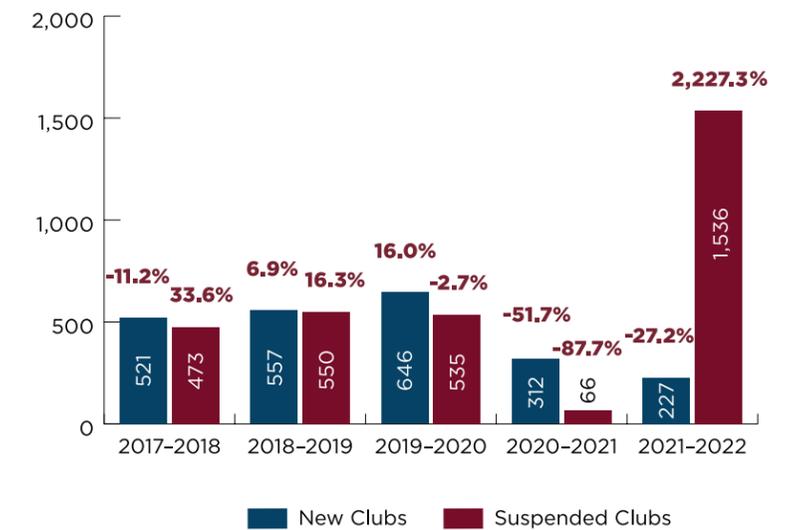
Membership Payments as of December 31, 2021

As of December 31, 2021, membership payments had decreased 4.1% compared to the first half of the 2020–2021 program year. By category, renewal payments had the best first half of the year, with a decline of only 3.0% compared to 2020–2021. Regions 11, 13, and 14 have had strong payment growth through the first half of the year.



As of December 31, 2021, 227 new clubs had organized during the 2021–2022 program year, with 1,536 clubs suspending. There had been an exception to clubs that would have suspended March 31, 2021 that allowed those clubs an extra six (6) months to come into good standing before suspending. As of September 30, 2021, this exception expired, resulting in a large increase in suspended clubs for the period.

New and Suspended Clubs

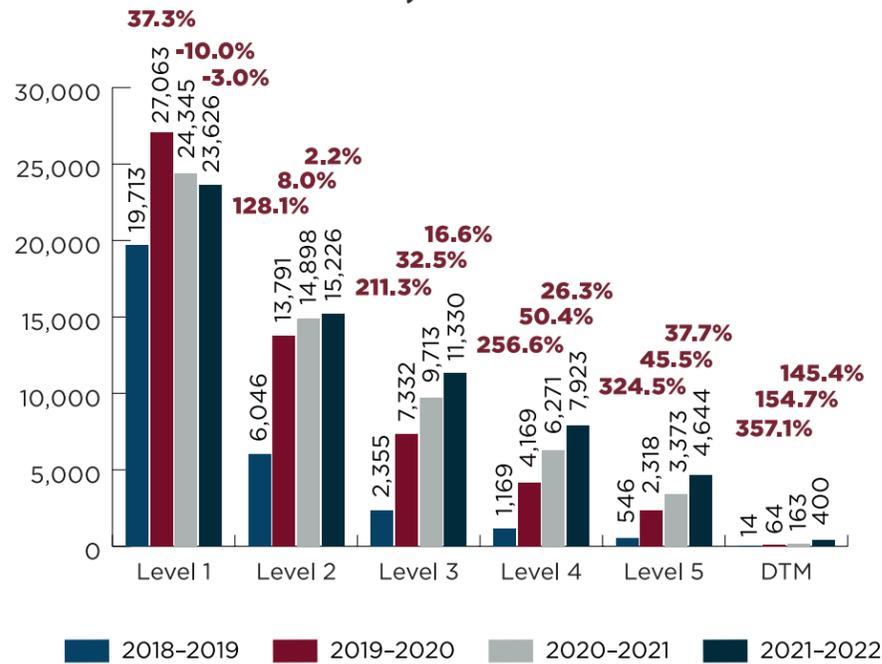


### District Reformations

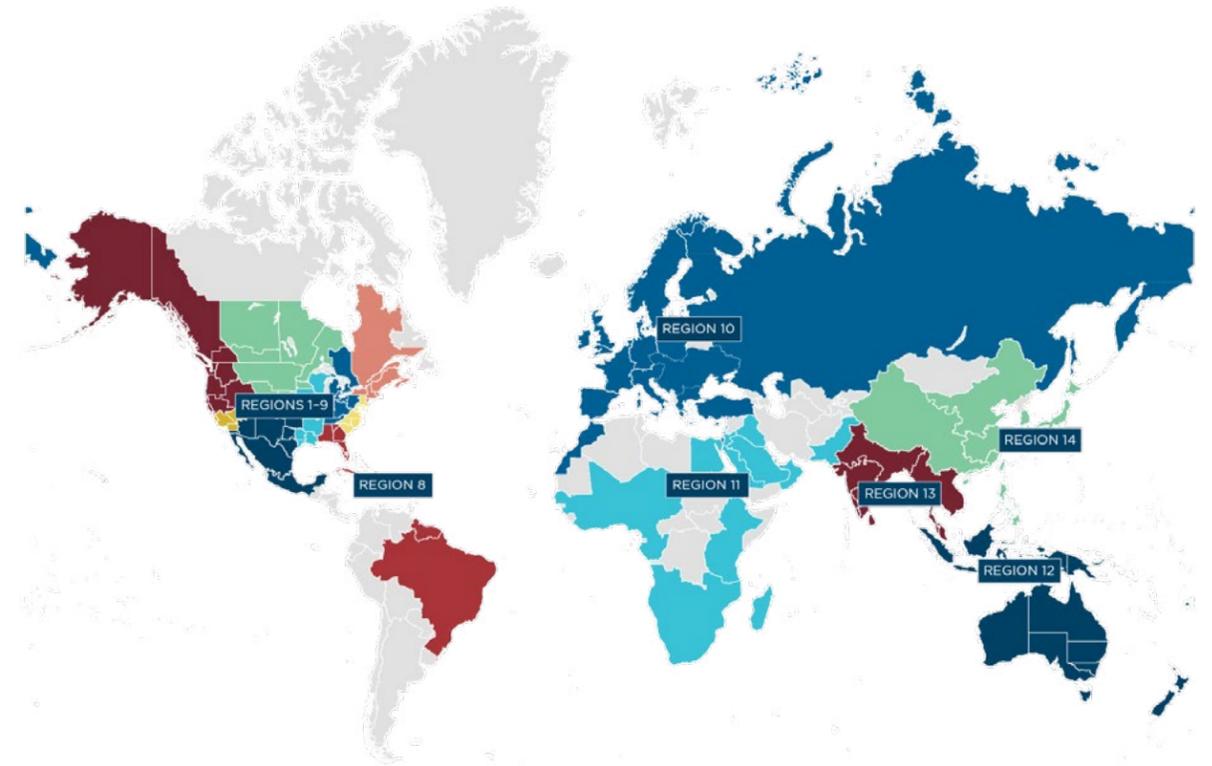
On July 1, 2022, the following District reformations will take effect:

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

### Pathways Achievements

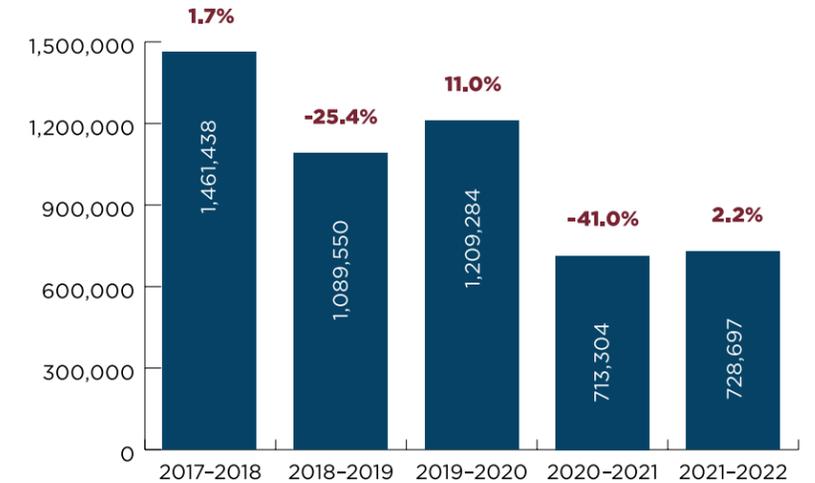


During the first half of the 2021–2022 program year, members earned 62,749 Pathways Level awards. Members are earning more high-level Pathways awards as they progress through the program, including a 145.4% increase in Distinguished Toastmaster awards in the Toastmasters Pathways learning experience earned between July and December 2021.



### Education and Product Sales

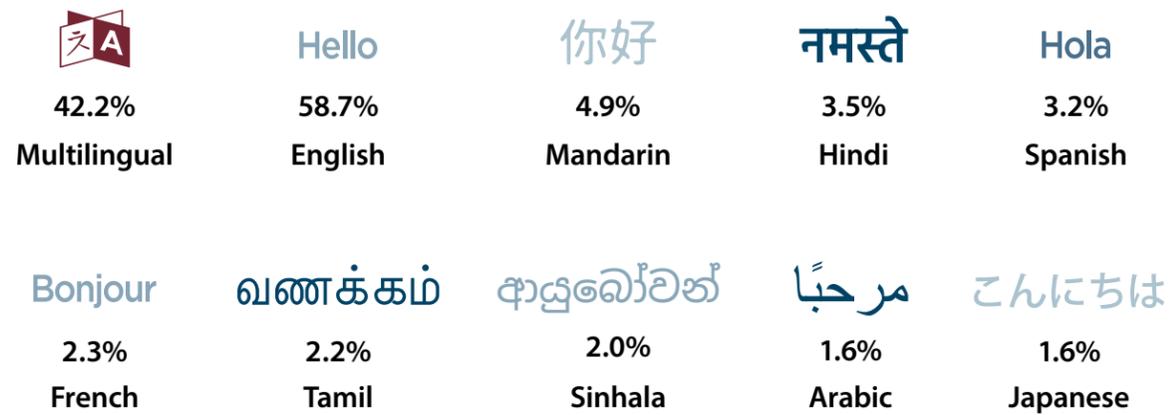
Education and product sales to date are 2.2% above the year to date from 2020–2021. This category includes digital and print path purchases and other product sales. Product sales have increased overall this year compared to last year; Toastmasters pin sales, for example, have more than doubled.



## Member Demographics

Member Survey Results

### Languages



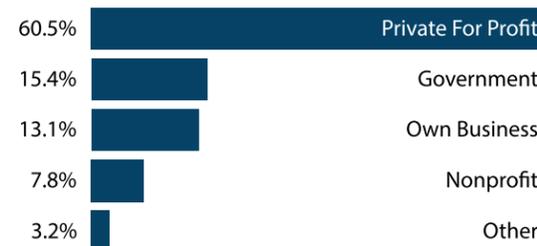
**92.9%** "Toastmasters has helped me meet my goals"

### Industry

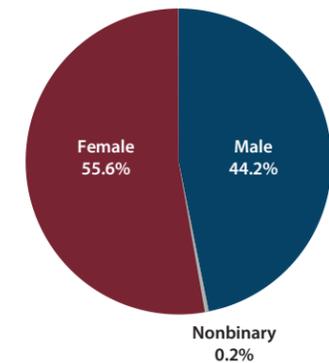


**8.7 out of 10** Willingness to recommend Toastmasters

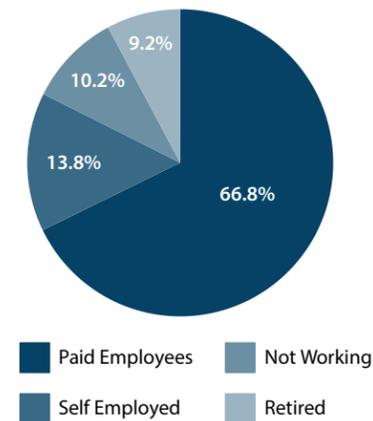
### Business



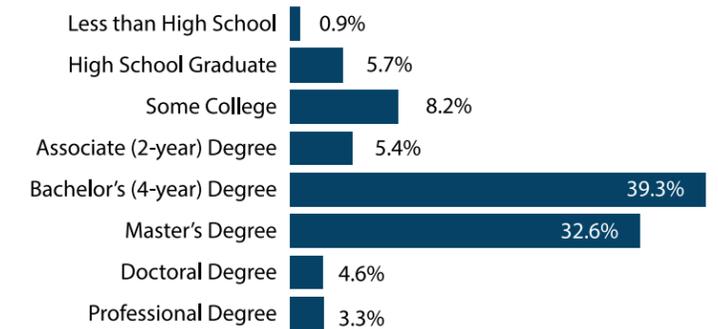
### Gender



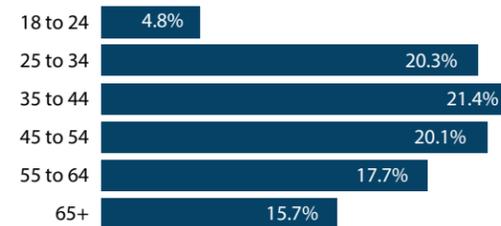
### Employment



### Education



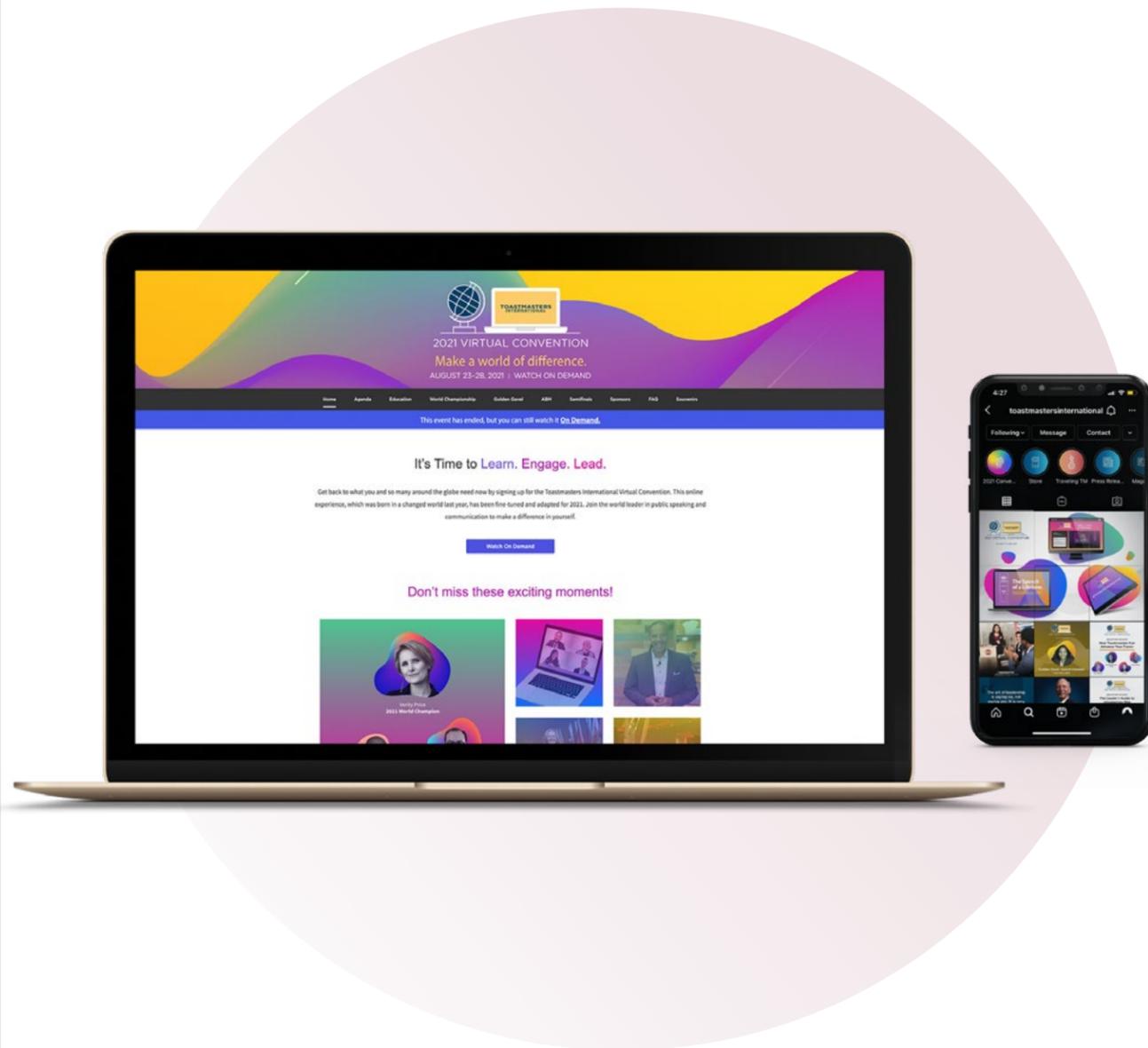
### Age



### Toastmasters Demographic Survey, December 2021

- 5,243 Active members participated
- 30.19% Response rate
- 94.45% Completion rate
- ±1.38% Margin of error

## 2021 Convention Recap



The 2021 International Convention brought together over 18,000 members and nonmembers in a well-received, inspirational online experience. Utilizing the Intrado Digital Media platform, Toastmasters fine-tuned its online convention format, which was born in a changed world in 2020. The six-day August 2021 event included traditional highlights and convention favorites, such as the Annual Business Meeting, The World Championship of Public Speaking®, the Golden Gavel Award presentation, and the Accredited Speaker Program. It also featured an exhilarating keynote by Robyn Benincasa, 16 education sessions across four learning tracks, interactive games, and multiple opportunities for the Toastmasters community to connect in fun, meaningful ways at a safe distance.

Overall attendee feedback was positive, with a majority praising the online delivery of the International Speech Contest and the quality of the speaker content in the many education sessions offered. From a financial perspective, the convention nearly broke even.

Following the success of the 2021 International Convention, Toastmasters International is pleased to offer its first hybrid convention in 2022, meaning it will have both online and in-person aspects. It is scheduled to take place August 17–20 in the “music city” of Nashville, Tennessee, United States. Toastmasters looks forward to offering convention-goers even more flexibility to participate in the organization’s most thrilling event of the year, one that will celebrate “we are all storytellers” through its theme. More exciting details will be unveiled soon.

## Public Relations Update

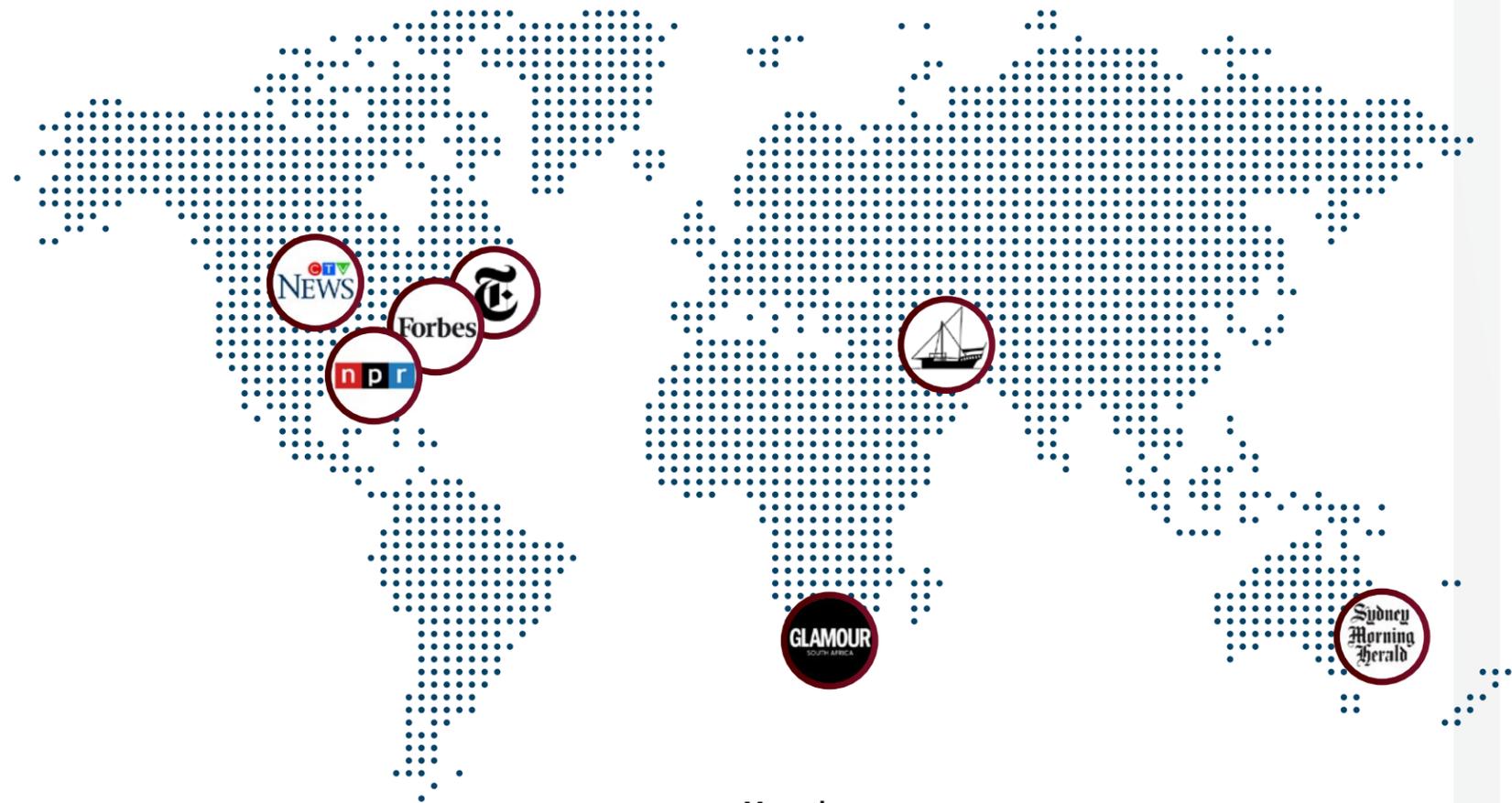
At a time when good news was especially welcome, Toastmasters International received positive media coverage in global broadcast, print, and online publications. In the last six months, that coverage resulted in more than 15,000 feature stories/Toastmasters mentions that reached millions. Prominent publicity recently appeared in *Entrepreneur*, *Forbes*, *MSN News*, *National Public Radio (NPR)*, *The Chicago Tribune*, *The New York Times*, *Business Standard* in India, *CTV News* in Canada, the *Daily Financial Times* in Sri Lanka, *The Gulf Times* in Qatar, and *The Sydney Morning Herald* in Australia.

**“How to kick the fear of speaking in public,”** which was featured last October in *Glamour South Africa*, highlighted six tips from 2021 World Champion of Public Speaking Verity Price. In the article, Price touted Toastmasters for providing “a safe place to find your voice and learn how to speak with confidence.”

Some good advice for speaking at an event appeared last December in *NPR’s “7 tips on giving a memorable toast for any occasion,”* whereby Ramona J. Smith, author, speaker, and 2018 World Champion of Public Speaking, broke the first five ideas down into tips beginning with the letters T-O-A-S-T.

This January, International President Margaret Page was quoted in *Forbes’ “Can New Year’s Resolutions Help Attract High-Paying Clients?”*

These and other media snapshots were repurposed on Toastmasters’ social networks, which helped drive the organization’s overall exposure and the public’s awareness. Many of the articles sprang from well-received **press releases**, including announcements highlighting New Year’s resolutions, the new World Champion of Public Speaking, and International President Margaret Page.



More than  
**15,000** Toastmasters feature stories and attributions

## Membership Growth Initiatives

Extraordinary times have led to extraordinary membership growth initiatives, most recently in the form of new awards, contests, webinars, and global advertising.

For the second half of the 2021–2022 program year, two recognition opportunities were presented to Districts: the District Club Strength Award and the Club Building Video Contest. The new award looks at membership growth differently than in the past by focusing on the average number of members per club. When a District’s average club size (defined as the total number of paid memberships divided by the total number of active clubs) increases by 10% or more by June 30, 2022 compared to December 31, 2021, it will earn the award and receive recognition at the 2022 International Convention. The top three Districts globally will receive additional recognition.

The new video contest was designed to recognize teams for sharing success strategies and tactics in building new clubs for the program year. Any District that organized at least one new club during the program year is eligible to submit a 3- to 5-minute video by March 15, 2022 describing specific strategies and tactics that helped build clubs. Videos will be judged on their originality, impact, scalability, and other criteria. Three winners and all videos will be shared by April 15, 2022, to enable other Districts to replicate successful club-building techniques during this program year.

Toastmasters’ **webinars** have become regular events for the organization, with the goal of engaging leads and growing membership. In March 2021, we partnered with the American Psychological Association (APA) to host the “Resilience in Times of Uncertainty” webinar. Total registrations were over 12,250 with viewers joining from 171 countries. Nearly 15% of registrants were APA members and almost 30% of all registrants expressed interest in learning more about Toastmasters.

On February 16, Toastmasters hosted the “Achieving Club Excellence” webinar, inspiring club officers to gain insights from leaders on how to create a good club experience and grow their clubs. On March 8, the International Women’s Day was the focus of a webinar moderated by the 2021 World Champion of Public Speaking Verity Price; it also featured Past International President Lark Doley as a panelist.

Toastmasters will continue its global advertising efforts beginning this March, with the goal to expand to more markets, possibly involving the participation of up to 30 Districts for a three-month campaign. The ads will be featured on LinkedIn.



## Online Member Experience

Toastmasters International is nearly finished replacing its core systems with a new Customer Relationship Management (CRM)/Enterprise Resource Planning (ERP) platform, housed in Microsoft Dynamics 365. This scalable, cloud-based system serves as the foundation for the overall digital strategy that supports the online experience. Following the launch of the Microsoft Dynamics Finance and Operations platform in the fourth quarter of 2020, the organization turned its focus to the migration of the CRM platform (Personify) to Microsoft Dynamics Customer Engagement. This robust, scalable system will enable new digital capabilities that were not achievable in the past. By leveraging cross-functional core teams in the architecting of both this platform and the digital capabilities it enables, Toastmasters seeks to scale its foundational framework to enable new and exciting capabilities across a global network of clubs.

Concurrently, Toastmasters has maintained a focus on providing new tools and services to its volunteer leadership in support of maintaining a high level of club quality. New and user-friendly digital interfaces have transformed historically complex forms into digital versions, created to be easily understood. The new Area Director Visit Report interface provides direct access to Club Success Plans and is designed to enable Area Directors to work quickly. Moreover, the new digital structure of the form will enable new reporting capabilities in the future, allowing greater insights into club performance.

Club officers will benefit from an improved Club Success Plan to complement the new Area Director experience, anticipated for the second quarter of 2022. This new interface will shorten the time required to complete the plan, provide progress insights into the Distinguished Club Program, and offer tools to allow club leaders to monitor goal-oriented club activities. Similarly, a new user interface was designed to support the Addendum of Standard Club Options, which will walk club officers through the addendum in easy-to-understand language. This interface is intended to expand across many areas, enabling club officers to charter new clubs and easily maintain club information.

District leaders are now enjoying the new District Finance Portal, which was just released in January. This new interface is allowing leaders to submit budget and audit documentation to World Headquarters, as well as monitor these submissions for acceptance and feedback.

In 2021, Toastmasters released the revised Pathways Level 1 experience. New members now enjoy a smoother experience when engaging with their first project, providing the foundation for stronger participation in the Pathways program and greater success across the Toastmasters education programs. Similarly, 2022 began with a renewed focus on supporting member achievement across a global footprint. In January 2022, Tamil paths were launched, providing new access to digital Pathways learning content to members across India, Sri Lanka, and Singapore. Additionally, Toastmasters continues to expand the Navigator to provide a digital experience across a variety of spoken languages; this is expected to be completed by the second quarter of 2022.

All members and leaders will enjoy the new, mobile-friendly, and accessible Personal Home Page experience to be released in the third quarter of 2022. Members will now receive direct access to member-only content immediately upon logging in to the Toastmasters website. This new approach to content access will enable members to find information more easily and provide a foundation for new capabilities in the future, such as self-submitting renewal payments, managing communications from World Headquarters, and transitioning from a prospective member to a member of the Toastmasters family.

World Headquarters has continued to take steps to support a hybrid working model by enabling “work from anywhere” capabilities, providing staff with flexible equipment options and increasing its security posture. These efforts rest on the foundational strategies of digital products and services, corporate systems automation, and engineering platform support. Each represents a key component in the highly anticipated, value-driven enterprise transformation—in alignment with the Toastmasters strategy, mission, and envisioned future.

## Human Resources Update



Since the pandemic, flexible work practices have become the norm, and Toastmasters International has embraced them. On and off over the last two years, the organization anticipated returning to the office as part of the transition to a hybrid work environment. Yet, with the health and safety of staff and membership as a top priority, and with the uncertainty surrounding COVID-19, it was continually postponed.

At the same time, the organization has been preparing for the ideal time to return to the office—currently set as March 10, 2022. The plan is to begin a hybrid work schedule with most employees working part of the week in the office and part of the week at home.

After a strict hiring and pay freeze was initiated early in the pandemic as a cost-saving measure, the entire staff received a pay increase in September 2021. The increases were adjusted based on employee anniversary dates and the number of missed increases. Moving forward, the plan is to implement a new review cycle—four quarterly check-ins, rather than an annual review, and aligning the staff with a common time for when compensation will be evaluated, and increases awarded.



## **MARCH 2022 CEO REPORT**

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