

## Vision

Create a stimulating intellectual and social environment for the most intelligent people.

## Mission

Identify and foster human intelligence for the benefit of humanity by encouraging research in the nature, characteristics, and uses of intelligence and by providing a stimulating intellectual and social environment for its members.

## Core Values

**Intelligence benefiting humanity:** Demonstrated by the support of initiatives that advance the use of intelligence in solving problems and seizing opportunities.

**Valuing ideas and individualism:** Demonstrated by celebrating the power of differing views, admiration for independent thought, and appreciation of well-intentioned and informed criticism.

**Intellectual integrity:** Demonstrated by organizational dedication to ethical, truthful and evidence-based decision-making.

**Connection:** Demonstrated by commitment to providing opportunities for fellowship among a global community of common interests.

## 2020 – 2025 Strategic Priorities

- **Outreach** – *American Mensa has a strong, recognized brand image that's communicated through many marketing channels, attracting new members and delivering ongoing membership growth.*
- **Value** – *American Mensa provides excellent value for the dues our members pay. We deliver value by helping members form communities of common interest, offering great events, and delivering an attractive local group experience.*
- **Diversification of Revenue Streams** – *Mensa has a diversified revenue stream. This helps keep dues at a level that aligns with the value provided.*

***By achieving these strategic priorities, we will ensure a solid organization, both growing in total membership and solid financial health.***

## 2020-2025 Strategic Priorities

### OUTREACH

**Outreach** – American Mensa has a strong, recognized brand image that's communicated through many marketing channels, attracting new members and delivering ongoing membership growth.

#### Why does this matter:

- Increased positive awareness with the general population leads to more prospects at the top of our conversion funnel.
- More and easier ways to become a member will lead to increased conversion of prospects into membership. It then impacts our ability to grow membership overall.

#### Desired Outcomes/Goals

- Increase the utilization of Mensa testing options.
- Increased overall public awareness of Mensa as an organization.

#### Metrics/Milestones

| Measurement                                                                                                               | Baseline | Target | FY 20-21 | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 |
|---------------------------------------------------------------------------------------------------------------------------|----------|--------|----------|----------|----------|----------|----------|
| <b>Brand Awareness</b> - 4 major positive PR opportunities or media hits per year measured in several ways. <sup>12</sup> |          | 4      | 2        | 3        | 4        | 4        | 4        |
| <b>Testing</b>                                                                                                            |          |        |          |          |          |          |          |
| <b>Local Group Testing</b> (number of people tested)                                                                      | 1,674    | 2,875  | 2,200    | 2,350    | 1,000    | 1,100    | 1,250    |
| <b>Electronic Testing</b> <sup>3</sup>                                                                                    | 0        | TBD    | TBD      | TBD      | 1,350    | 1,550    | 1,800    |
| <b>Prior Evidence</b>                                                                                                     | 2,500    | 2,800  | 2,600    | 2,700    | 2,800    | 2,850    | 2,900    |
| <b>New Member Joins</b>                                                                                                   | 2,200    | 3,000  | 2,400    | 2,600    | 2,800    | 3,000    | 3,000    |
| <b>Member Reinstates (after 1 year)</b> <sup>4</sup>                                                                      | 3,500    | 4,500  | 3,750    | 4,000    | 4,250    | 4,500    | 4,750    |

#### Initial Key Initiative Focus:

- **Defined personas** – The needs of each individual coming to Mensa varies based on several factors. Developing personas will aid Mensa to understand these factors better and align our messaging to those needs. These personas will evolve as we learn more about each persona we develop.
- **Electronic testing** – With the introduction of electronic testing, we will anticipate the behavior to change for some individuals on how they become part of Mensa. It's important to spend time

<sup>1</sup> Audience reach: A publication with circulation/subscribers of 500,000+ or a publication/individual with a large social following (Verified and/or 15K+). Multimillion digital impressions is also valid measurement, although estimates are hard to acquire from publications.

<sup>2</sup> Brand relevance: A focus less on reach and more on publication alignment with our brand.

<sup>3</sup> Targets will be set once Electronic Testing is set up and we see how it might perform. There is currently no data to make any reasonable targets at this time.

<sup>4</sup> At a certain point, we will reach a max of what we can get in terms of reinstates and then see the trend decline.

focusing on and understanding this entry method so that we can align it to be successful in attracting potential members.

- **Testing** – While we focus on electronic testing, it's just as critical that a focus is put on Local Group Testing and Prior Evidence as other ways to become a member of Mensa.
- **Marketing** – The items listed above will be directly impacted by the marketing and outreach to prospects to get them to consider engaging in the organization.
- **Brand management** – Through public relations efforts and positive references in the press, we should develop leads to strengthen our brand image in the eye of potential and current members. Individuals want to be a part of an organization that has a positive perception of others.

## 2020-2025 Strategic Priorities

### VALUE

**Value** – American Mensa provides excellent value for the dues our members pay. We deliver value by helping members form communities of common interest, offering great events, and delivering an attractive local group experience.

#### **Why does this matter?**

- American Mensa has members across the US from rural towns to large metropolitan areas. In addition, members range in age from 4-106. These present a unique challenge as well as opportunities in providing value to members.
- Mensa has a variety of programs that are intended to provide value to various members in Mensa. The vast majority of these programs are only impacting a low percentage of members. Mensa needs to align its resources to provide value to more members of what we offer.

#### **Desired Outcomes/Goals**

- Increase current member satisfaction of value received for dues paid.
- Increase member participation in programs that will lead to member satisfaction and retention

#### **Metrics/Milestones**

| <b>Measurement</b>                        | <b>Baseline</b> | <b>Target</b> | <b>FY 20-21</b> | <b>FY 21-22</b> | <b>FY 22-23</b> | <b>FY 23-24</b> | <b>FY 24-25</b> |
|-------------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Net promoter score</b>                 | 6               | 20+           | 9               | 12              | 15              | 18              | 21              |
| <b>Overall Retention Rate<sup>5</sup></b> | 88%             | 87% - 89%     | 89%             | 89%             | 89%             | 89%             | 89%             |
| <b>1<sup>st</sup> Year Retention Rate</b> | 70%             | 73% - 77%     | 70%             | 71%             | 73%             | 75%             | 77%             |

#### **Initial Key Initiative Focus:**

- **Gifted youth** – For members 17 and under, providing value to a segment of members requires specific efforts different from other members. Part of our focus is related not only to these members but also their educators and guardians.
- **Leadership development** – Through leadership development, we are able to provide volunteers with the resources and tools necessary to fulfill their roles. By volunteers being able to do this, it can have a positive impact on the member's experience at the local group level.
- **Local groups** – For many members, their Mensa membership experience is at the local level. It's imperative that there is an effort to support local groups to ensure value is provided to members at all levels.
- **Bulletin** – The Bulletin is consistently related as a top benefit in terms of value and satisfaction from members based on annual membership survey responses. Mensa should continue to focus on keeping the Bulletin as a priority to execute on delivering member value.

---

<sup>5</sup> Our retention rate is very strong and on trend with individual member associations of our size. While there is room to grow, that is a big challenge and industry research supports that notion. Our focus is to maintain within this range while working to increase where possible.

- **Volunteers**—Offer a wide variety of volunteer opportunities and recognition. Provide all volunteers with the tools, safety, and other means necessary to serve effectively. Doing so will have a positive impact on volunteer and member engagement.

## 2020-2025 Strategic Priorities

### Diversification of Revenue

**Diversification of Revenue Streams** – *Mensa has a diversified revenue stream. This helps keep dues at a level that aligns with the value provided.*

#### **Why does this matter?**

- Dues are currently a large percentage of the total revenue generated for Mensa. When there is fluctuation in member numbers, it has a major impact on Mensa's budget.
- A focus on diversification of revenue reduces risk when a member fluctuation occurs. Diversification also ensures that there is less dependency on one source of income for Mensa.

#### **Desired Outcomes/Goals**

- Reduce dependence on dues as the primary revenue source for Mensa.
- Increase revenue from other sources.
- Increased total revenue to Mensa's bottom line.

#### **Metrics/Milestones**

| <b>Measurement</b>                                    | <b>Baseline</b> | <b>Target</b> | <b>FY 20-21</b> | <b>FY 21-22</b> | <b>FY 22-23</b> | <b>FY 23-24</b> | <b>FY 24-25</b> |
|-------------------------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>% of Income from Non-Dues Revenue</b>              | 32%             | 32% - 40%     | 32%             | 34%             | 36%             | 38%             | 40%             |
| <b>Net Operating Income as a % of Revenue</b>         | 1%              | 1%-2%         | -1.25%          | 1%-2%           | 1%-2%           | 1%-2%           | 1%-2%           |
| <b>Dues Revenue Growth Year over Year<sup>6</sup></b> | -3%             | 2%            | -2%             | .5%             | 1%              | 1.5%            | 2%              |

#### **Initial Key Initiative Focus:**

- **Expanded events** – Events are a way to generate revenue in various ways. Mensa should look at other events (similar to Mind Games) that could provide opportunities for others to engage with our members.
- **Current national events** (Annual Gathering, Mind Games, CultureQuest) – As national Mensa events have evolved, so have our processes. We need to ensure we have good practices in place to deliver on value to the attendees for the price they pay while ensuring there is adequate revenue generation for the organization. This means finding a balance between the adequate price for a low profit without attendees feeling overcharged for what they receive at the event is essential.
- **Licensing** – It's important to identify ways we can license our brand that aligns with other corporates and is mutually beneficial. The key is to ensure we don't tarnish our brand in the process for the sake of money.

---

<sup>6</sup> To ensure that we are growing revenue diversification without decreasing membership revenue to do so, we need to have a metric to measure that growth as well.

- **Sponsorship** – It's important to find alternative and new ways to engage companies that choose to engage with members that create a revenue source for the organization.

## 2020-2025 Strategic Ownership

1. AMC Owns the Strategy:
  - a. Organizational direction both short and long term
  - b. Provide oversight of strategy
  - c. Ensure necessary resources are available to reach strategy
2. Executive Director is charged with the execution of strategy through staff and committees
3. Strategy Leaders/Owners: Responsible for setting, monitoring, and providing recommendations on the metrics and measurements for each area.
  - a. Outreach – Marketing Officer & Director of Marketing and Communications
  - b. Value – Membership Officer & Director of Membership
  - c. Diversified Revenue – Treasurer & Director of Finance
4. Supporting Committees:

| Outreach       | Value                  | Diversify Revenue | Governance <sup>7</sup> |
|----------------|------------------------|-------------------|-------------------------|
| Marketing      | Membership             | Finance/Audit     | AMC                     |
| Testing        | Gifted Youth           | Events            | ExComm                  |
| Communications | Leadership Development | Annual Gathering  | Bylaws                  |
|                | SIG's                  | Mind Games        | Elections               |
|                | Community Service      | Culture Quest     | Hearings                |
|                | Awards                 | Licensing         | Strategic Planning      |
|                | Foundation             |                   |                         |

Items to address:

- Training/Education for AMC/Staff
  - Strategy owners are not responsible for ensuring that the actions are taken to achieve the metric. Their responsibility is to set and review targets based on information that has occurred. The actual work is carried out by staff and committees. ED is responsible for ensuring staff work towards these goals and works with the Chair to ensure committees understand as well.
  - Not all motions put forth to the AMC will have a strategic relevance, and that's okay. The strategy is to focus on the areas of the organization that drive us forward. General operations and everyday items should not have a strategic object associated with them once they become operationalized.

---

<sup>7</sup> While not a strategy area, there is a general need for governance for the organization. This column lists out the current committees that support the general governance of the organization.