**MDRT ALL STAFF MEETING SUMMARY**

January 21, 2019

MDRT Headquarters

Park Ridge, Illinois, USA

An all-staff meeting of the Million Dollar Round Table was convened by CEO **Steve Stahr** on January 21, 2019, at 9 a.m.

MDRTargets

Stahr shared 2018 and 2019 MDRT targets. The first three targets are associated with Membership. MDRT needs 59,425 people to join @ $550. MDRT will achieve 66 percent of the target by reaching the top three. The primary membership numbers needed to reach targets are meetings: a) Annual Meeting: 10,000 members at $795 (other meetings are expected to pull some attendance); Global Conference: \_at $\_, Top of the Table: \_\_ at $\_\_, EDGE Meeting: 750 at $795 and \_. The majority (98 percent) of our targets are membership-driven, and MDRT’s revenue model generates all revenue up-front. The MDRT Store generated product sales of $1.2 million. With the Foundation management fee of $100,000 (as a 501(c)(6), MDRT provides management to the 501(c)(3) Foundation), we can expect to yield $51.9 million in total revenue.

MDRT now exceeds by 20,000 the 2018 membership target of 39,000 as a result of strategic planning and new programs and initiatives. MDRT must hit an additional 59,425 \_?\_\_\_this year. In 2018, MDRT needed 22.4 (?) membership still 66 percent of target, but smaller number. Product sales of $998,000 were 3 percent of target revenue. Total revenue of $\_\_\_ puts us ahead this January. 22.4 got 36.447 got $14.3 million from meetings, and increase of $6.6 million. Products sales increased $432,000 vs. 2018. Other income increased by $49,000. Target income gained $21.4 million. Our investment portfolio lost $2.614 million; however, since we cannot control the market forces that impact our investment portfolio, MDRT does not rely on that money to run the business.

A review of MDRT meetings showed the Annual Meeting gained $1.9 million, Top of the Table lost $400,000 because of the need to move locations, the Experience meeting gained $900,000, EDGE increased by $157,000 (with a $1.25 million subsidy). Products at the MDRT Store picked up $441,000 vs. 2018, bringing to $3 million the total income for meetings and products at the MDRT Store. In overall financial results, operating revenue of $55.6 million and operating expenses of $43.7 million resulted in net operating revenue of $11.9 million.

CHINA STRATEGY

Stahr reported 17,000 members in China, representing a rapid increase to Number One in terms of MDRT membership. The increase is reflected in Annual Meeting attendance, as well as the many other things MDRT does. The challenge will be to manage growth in China. Last summer, the Executive Committee and Heidrick & Struggles identified key operatives for the Greater China Region, using membership and market data to formulate a vision for a framework to better serve and deliver value to members in China. Five key areas are intended to bolster staffing and the Membership Communications Committee (MCC), company engagement, \_\_\_, \_\_. The Greater China Region comprises Mainland China, Hong Kong, Taiwan and Macau. China membership has come a long way in 28 years, with more than half of MDRT’s 2018 membership residing in the Greater China Region.

Stahr highlighted the project timeline for managing growth, adding staff and adding benefits in terms of three one-year horizons:

* Horizon 1 (Year 1, 2018): Efforts targeted for completion by 2018 were completed in just 4 1/2 months. Horizon 1 addressed staffing and leadership in China and created an organizational structure. MDRT will open a larger office in Hong Kong and will add an executive director and staff, reporting to Senior Director Global Markets **Eryn Carter**, to manage the office there. Company engagement is built into content curation, and reception by members is exciting. MDRT will identify candidate companies to build co-branded meetings. Member engagement will focus on Chinese members with customized onboarding.
* Horizon 2 (2019) – MDRT will continue scaling up MCC and standing committees, transition management, deploy ambassadors, increase member engagement and ensure customized onboarding. \_ to a local increase in the number of companies for company-specific meetings and perhaps deliver EDGE and Top of the Table meetings to that in market. MDRT will benchmark committee structure transition. Although the goal was to reach 107, remarks by First Vice President **Regina Bedoya, CLU, ChFC,** suggest MDRT can reach 170.
* Horizon 3 (2020) – Social volunteer roles (recognition) will be developed and MDRT will transition local meeting decisions to member leaders, using weChat. Strategy will include a timeline for delivering local content digitally, full integration of Aptify and recording all meeting content to provide more content. The challenge will be to determine the best ways to roll this out in China to encourage greater engagement, and sort and use member data to push out the right resources for the right people. MCC is creating content through local committees. The mobile app will have payment capabilities.

Stahr thanked everyone who helped complete 2018 initiatives and who are working on 2019. Director, Content Development **Katie Keuneke** and her team have created three member personas to explore the different personas for China members to create value for them. Stahr asked staff to contact Senior Director, Global Markets **Eryn Carter**, Managing Director **Barbara O’Connor** or him with any questions. They will keep us informed as they move forward.

MEMBERSHIP UPDATE

Director, Member Processing and Research **Tom Ensign** updated staff on current membership. Comparing about 18,000 members per year 26 years ago with current results, he reported that MDRT already has reached a third of that, with more than 6,000 members as of this date. 2019 approvals are 66 percent ahead of last year at this time, driven primarily by the Annual Meeting selling out so rapidly in the past. Since about 66 percent of MDRT revenues are from dues, we should know two-thirds of our revenue by about March 1. Ensign said 92 percent of the approved applications to date were completed online. Companies are sending production files with member data, and IT is loading those in. Bulk dues payments by companies are beginning to trickle in. With six work weeks remaining, Ensign projects 60,000 applications in the six weeks until March 1. A 70-question Member Profile Survey, traditionally done in the United States every three years, provides lots of information about our members that we don’t get through member applications. This year, in light of the strategic efforts underway in other countries, MDRT added China, Japan, Korea and India for insights on members, and gave members benchmarks to compare themselves to their local peers, as well as data we can share with companies. An analysis of 2019 membership to date shows nearly 3,500 (57 percent) from Hong Kong, nearly 1,000 (17 percent) from the United States and China, 263 (4 percent) from Macau and 129 (2 percent) from Canada. Stahr reminded everyone of the importance of membership for all of us. He asked staff to be sure to take the call and, if you don’t have answers, find someone who does.

HR UPDATE

Senior Director, Human Resources **Laura Good** welcomed new hires in Meeting Services -- Meetings Manager **Joanne Jensen** and Meeting Planner **Julie Langlie**; Professional Development -- Program Planner **Norah Webster** and Program Assistant **Michelle Sweeney**; and Email Marketing Coordinator **Jessica Medell** in Marketing and Communications.

Year-end benefit statements were mailed Friday and should be received this week. Statements will be coming from Vista National, not MDRT. Good invited staff to stop by Human Resources with questions or to address any issues. HR currently is working on a process of reporting back to employees’ directors and HR on training opportunities. MDRT successfully completed a pension audit that will become an annual part of the process. Mid-year reviews begin in February. Those who attend training outside MDRT will be asked for feedback to compare with our internal training. Good thanked everyone for participation in the recent Clean-Up/Ideas Day. Internal Communications Coordinator **Gayle Weinhouse** categorized and summarized post-it ideas from the past week and Good will identify and share next steps.

Human Resources Associate **Mehvi Akbar** announced three open positions -- Marketing Coordinator, Program Planner (Professional Development) and Programs Support Coordinator (Global Markets). She asked staff to forward referrals for open positions.

BUILDING SECURITY

Director Facilities **Austin Hurley** shared details associated with upcoming active shooter and workplace violence training. A sign of the times and something we now live with, Hurley reminded staff that safety and security are everyone’s responsibility and an employer obligation, and cited statistics about workplace homicides that involved shootings. MDRT will provide information and training to encourage awareness, help everyone recognize signs of violence and learn more about what we can do about it. Training will offer tools and options so everyone knows what to do if confronted with an active shooter, in terms of “Run, Hide, Fight” -- how to get away or out of the shooter’s view if you can’t escape and, as a last resort, fight to survive. Hurley reminded everyone to note MDRT exits, identify places to hide and commit to action and fight aggressively. The one-hour training session with Park Ridge police -- “**ALICE**” (**A**lert, **L**ockdown, **I**nform, **C**ounter and **E**vacuate) -- will educate, train and empower staff to protect ourselves from, and if necessary actively confront, active shooters. Hurley reminded staff who see something, to say something and do something, and to be aware of environment and possible dangers.

Doors are locked to protect everyone. MDRT has a new code access system and will install cameras and a new intercom to enhance security options throughout the building. Hurley is investigating replacement options for a reception desk panic button, including one that sends messages to staff desktop computers. The intercom system will let reception talk to visitors before allowing entrance. Hurley encouraged people to question visitors they don’t know. Stahr reminded staff that current times are a dose of reality, and MDRT is responding with measures designed to keep us all safe.

FINANCE UPDATE

Senior Director, Finance **Laura McGrady** shared updates in five major categories:

MDRT Audit -- MDRT’s audit begins Monday, January 28, with auditors CliftonLarsonAllen, Two or three auditors will be on site each day in the Finance department work area. McGrady asked that staff be mindful when making Finance department requests during this time, since the focus will be on the auditors, and asked for everyone’s patience with responses to their questions.

2018 Invoices -- Wednesday, January 23, will be the last day to submit 2018 invoices to get through the audit process. If any invoices are expected to come in later, she asked that staff provide a heads-up to McGrady or Accounting Manager **Joanne Consiglio.**

Wire Transfer and Member Expense Forms -- The Finance department has revised the wire transfer and member expense forms that will be used to process payments, and will forward all revisions for ATM update. She asked that, effective Monday, January 28, staff use only these new updates and delete any previous versions. Wire transfers are to be used if sending money outside the United States; the Excel workbook provides tabs along the bottom for specific countries, since some of those countries request different banking information. Member expense forms have been translated in major languages.

Gant Travel -- McGrady asked that all MDRT travelers update their travel profiles to be sure they include cell phone numbers, as well as passport numbers for staff who travel internationally. Anyone who needs a Gant logon is asked to contact McGrady to set one up. MDRT has the revised the travelers’ list from Gant, and McGrady will forward it for posting on the ATM. She asked that staff discard all old templates. The new template has two tabs; the second provides information on who the travelers are. Travel policy also will be posted on the ATM. The Finance department is in the process of developing a major overhaul in the way in which MDRT works with Gant.

Finance Fridays -- With so many ongoing changes and new staff, the Finance department will institute Finance Fridays, which will take place the first Friday of the month beginning February 1. During these open-door sessions, McGrady invites staff to bring their questions (submitting them ahead of time, if possible) and she will be available to address questions regarding wire transfers, budget and other finance-related functions. McGrady will formalize this with an Omni.

2019 FOUNDATION GRANTS

Executive Director, MDRT Foundation **Michele Stauff** reported the Grants committee made all giving decisions and awarded $930,000 in funding. Eight committee members read 866 applications and worked to give something to everyone who applied, even if less than 100 percent of the ask. Stauff relayed a follow-up story involving a member from South Africa with a life-time involvement with Tongaat Child and Family Welfare Society, which provides a wide range of services to children in need, including those who have been abandoned or are living in poverty. The member, who described his first engagement with the charity as a child and who has remained involved as an adult, will receive one of the larger awards. Stahr, who sat in on a grants committee meeting, said they really try to satisfy everyone’s request, even if not 100 percent. He congratulated the Foundation for its efforts in giving our members a sense of giving back to their communities.

VOLUNTEER STRATEGY

Member Engagement Manager **Wanda Dixon** updated staff on MDRT’s volunteer management strategy. Dixon’s team is developing a strategy to help staff understand volunteers through segmentation, optimizing onboarding and evaluation/feedback practices and is developing a self-identification mechanism for new volunteers. With the help of a consultant hired last year, the team has so far identified two of four states of MDRT’s development strategy through membership and staff interviews. Before the holidays, a survey went to all volunteers in six languages using the “volunteer genome” that addresses cultural growth, innovation, inclusion, collaboration, transparency, markets, agility, technology and solutions. Results are segmented by region, gender, language, member status, member years, age, and generation. Results show that MDRT is doing a great job, and some results can be used when developing the China strategy. The genome also revealed that onboarding feedback and additional feedback about engagement may be hindering the volunteer experience. To address this, the team will design a strategy aligned with the strategic plan and that optimizes the staff and volunteer experience. The team expects to complete the effort by year-end.

“BE MDRT” CAMPAIGN

Media Relations Coordinator **Giang Ngo** reported that in South Asia many people are dropping out after only their first year of membership; 80 percent of Vietnam’s first-year members (total, 11,000) drop out during the first year. To address the retention challenge, the team developed a ”Be MDRT” campaign that checks social media to see what members are doing with MDRT. “Be MDRT” is tasked with creating an all-new, bold look and feel that says this MDRT is something we strive to be. Ngo showed several examples of a bold logo that speaks to the strength of being an MDRT member, and imagery to go with the logo. Since “Be Best” represents a path to success, Ngo described use of dynamic, bold and vibrant pathway imagery for the campaign. She shared key visuals – always achieving, always advancing -- associated with a pathway to success and the campaign launch that enable Global Markets to help them so everyone can feel an aspiration to be an MDRT member. Members can use graphics on their social profiles, as well as when they qualify for Lifetime Achievement. Created a “What does it mean to be MDRT ‘road map.’” Since this membership body is so different, the campaign is meant to help them learn to be an MDRT member, providing MDRT resources so they can listen to podcasts, become energized and inspire them to attend meetings, be connected, volunteer, be proud and rejoin every year. Materials are available in Japanese, Spanish, Vietnamese, English, Korean and other languages.

IT UPDATE

Senior Director, Information Technology **Jim Unander** updated staff on MDRT’s plan to strengthen computer security. Unander will issue emails regarding MDRT’s new password policy, effective January 22, and encouraged staff to change passwords today, January 21. He identified and assured staff that IT is blocking risky websites and will continue to monitor any additions to the list. Staff who need to use these sites can request access through IT. He cautioned staff to be alert to scams, such as offers to sell gift cards, and not to engage.

A new cloud-based phone system will replace MDRT’s current five-year-old system; telephones will be replaced with desktop software. The system, which is simple to use, lets users place calls from “soft phones” on their computer screens or via the MDRT directory. Staff can opt to keep their old phones, but physical phones no longer are needed; a limited number of headsets is available for those who wish to continue using them. Roll-out is scheduled in early March to accommodate a six-week lead time for MDRT’s current vendor to release numbers. Staff extensions and direct dial numbers will not change and staff who have set up new passwords do not need to do so again. New system features include a messaging capability that lets users post documents and communicate with others in the company and portability for staff who travel on behalf of MDRT. Unander will issue an Omni about the new system once we convert to new numbers and additional information will be provided in special sessions at roll-out.

New collaboration tools will simplify document-sharing inside and outside the building, and IT is working to standardize them. MDRT is running out of space on drives and Unander is reviewing Sharepoint and other alternative storage management options for internal and external access with the help of outside consultants, and will be talking with directors. He asked for feedback from staff about features and products they like. Unander shared a new collaborative initiative that will use project charters to keep people informed when MDRT starts a new initiative or project. He will discuss the initiative with directors January 22 to lay out project details, including what it is and what areas will be impacted, and will post the information for all-staff access. The initiative is meant to reach people who aren’t in the initial communication loop and provide a way to communicate better across the organization.

MDRT BLOG

Content Specialist **Antoinette Tuscano** updated staff on the MDRT blog (www.mdrt.org/blog). The blog, which launched in 2016, has expanded to 150,000 visits annually and gives MDRT more entry points to engage readers into our content. Most visitors are in the United States, India, Singapore, Greece and Malaysia. The blog, which is part of MDRT’s internal strategy to introduce and remind readers about the deep well of content at MDRT, provides ideas that readers can pull and use quickly, offering links to podcasts and other member resources. It helps those who are not yet members keep MDRT top of mind and helps members who pull ideas multiple times each year get value from MDRT. The blog posts three times per week and currently is available in English. MDRT is promoting the blog through *Round The Table* magazine, in social media and on the front page of the MDRT website ([www.MDRT.org](http://www.MDRT.org)).