



The AAI Transformation Project

Strategic Plan for 2014-2017

(with priorities for 2014 and 2015)

The AAI Strategic Plan reflects the immense opportunity we are pursuing to harness AIESEC's exceptionally large, diverse and talented base of alumni in order to have impact on the personal and professional lives of alumni, on AIESEC and on the world at large, all in line with AIESEC's ideals. AAI is uniquely positioned to have a very significant impact at the local, national, regional and global levels. This dream that has existed for decades, and we are putting it into action.

I. Strategy for AAI's Development, Programs & Operations

Name: AIESEC Alumni International [AAI].¹

Our Vision: Unleashing AIESEC's global alumni potential through structured, global, and cross-generational collaboration so that AIESEC values are delivered for life.

Our Mission: AAI's mission is to unite alumni around the world into an active global network and community, to enhance our alumni's own professional and social lives, to support and guide AIESEC, and to advance leadership and international understanding for a better world.

Our Identity: We are a global network of AIESEC alumni with a lifelong commitment to further AIESEC's mission and to advance international leadership and understanding for a more unified world.

Global Organization: We are bringing together AIESEC alumni organizations around the world into a collaborative federation where the whole is greater than the sum of its parts. While uniting to increase our strength, member value and impact, national and regional organizations will preserve the freedom and flexibility to pursue their unique interests and priorities within the alumni network.

Tagline: "Leadership under AIESEC values delivered for life"²

Our Values are AIESEC's Values:

- Activating leadership
- Demonstrating integrity
- Living diversity
- Enjoying participation

¹ In the future, transition to a new name may be considered. The criteria for a name are: 1) Easily found in searches including the name AIESEC, 2) Short, catchy, memorable, 3) Emotive, appealing to alumni of all ages and all parts of the world, 4) Descriptive of something important that comes after AIESEC, 5) Not misleading or confusing, raising irrelevant issues or a curse in translation. AIESEC Life was an early contender.

² Subject to periodic change.

- Striving for excellence
- Acting sustainably

Our Organization Culture:

- Collaborative, supportive and cohesive
- Ethical and professional
- Sharing knowledge and experience
- Accountable and transparent

Our Key Stakeholders:

- Individual AIESEC alumni and AAI members of all generations
- National and Regional AIESEC Alumni Associations
- AIESEC International [AI] and all current AIESEC student participants
- Businesses, organizations and others that support AI and AAI

II. Our Program Focus is in three areas (with annual priorities):

1. Alumni to Alumni

- Social and business networking through online community
- Business, educational and social events (local, national, regional and global)
- Business, job and social exchanges
- Start-up education and funding
- Peer-to-peer mentoring

2. Alumni to AIESEC

- Internship referrals
- Participation on Boards of Advisors
- Mentoring and support of student projects

3. Alumni to World

- Alumni projects with global impact for leadership development, social and economic development and with a specific mandate to empower young leaders to have a positive impact on the world.

III. Unleashing AIESEC’s Global Alumni Potential is based on four pillars and the independent and interrelated entities that exist today at every level:

1. Strong Connections

- Connecting all alumni and AIESEC under a shared vision for alumni-related activities
- Encouraging and enabling alumni entities to share best practices and infrastructure with each other (organization, marketing, programs, membership management, finance, etc.)

2. Strong Collaboration

- Strong programs that deliver fully against the promise and have a real impact
 1. Alumni to Alumni
 2. Alumni to AIESEC
 3. Alumni to World

3. Strong Contribution

- Providing opportunities for alumni to contribute
 1. Time and talent
 2. Financial support
 3. Connections

4. Strong Communication

- Continuous communication that strengthens the network
- Addressed to every audience and using media tailored to each one
- Sharing information about what is going on throughout the network - events, people, programs, successes, etc.

IV. Critical Issues for AAI in 2014-2017

1. Strengths - We must preserve, strengthen and effectively communicate our strengths:

1. The brand equity of AIESEC as a recognized leader in global leadership development, and the power of alumni lifelong connection
2. The diversity of alumni - global, cultural and generational; professions, skills and talents
3. Our shared vision and values, the soundness of the plans contained in The AAI Transformation Project and progress being made on them
4. The potential for AAI to unite alumni around the world in an active global network
5. AAI's strengthening partnerships with AI, RAAs and NAAs
6. The "leadership under AIESEC values delivered for life" tagline - it resonates for all AAI programs

2. Weaknesses - We must respond to our weaknesses and find ways to overcome them:

1. Unproven or unclear value to alumni
2. Inadequate volunteer, staff, IT, and systems support
3. Lack of a comprehensive database of alumni contacts and current inability to reach them
4. Underdeveloped alumni organization leadership, structures, systems and processes
5. Lack of coherence and integration among AI-AAI-RAAs-NAAs-other alumni groups
6. Inadequate funding and fundraising/sponsorship capabilities
7. Inadequate communications at all levels

3. Opportunities - We must take advantage of these opportunities:

1. Create a global leadership movement for a better world
2. AlumNet in operation, creating a global online community and enabling the creation of a sustainable membership & database
3. Alumni passion for AIESEC, skills, talents and diverse interests
4. AAI signature programs that create ongoing engagement and value for alumni
5. Build on the formalized strategic partnership with AI
6. Sponsorship and donations

4. Threats - We must find ways to protect against and overcome these threats:

1. Lack of leadership effectiveness in this complex global organization
2. Frequent turnover of leadership within AIESEC and alumni organizations
3. Failure to motivate, support and retain volunteers
4. Failure to deliver AlumNet, valued services and programs

5. Inadequate financial resources and the ability to create a sustainable business model
6. Inadequate internal systems and organization
7. Potential resistance of AI, NAA, RAA or individual alumni groups

5. Critical imperatives for AAI for 2014-17 - What we must solve to succeed:

1. Deploy AlumNet and prove its value
2. Prioritize and deliver programs and services that are valued by alumni
3. Connect to AIESEC's mission and activate the network
4. Create a shared vision and deliver on it
5. Build effective leadership, management and volunteers
6. Build infrastructure and systems to enable AAI to be effective
7. Establish strong partnerships and maintain good relationships with AI, RAAs, NAAs, other groups
8. Achieve exponential growth in registrations and membership
9. Secure the global funding, sponsorship and paid membership volumes that will sustain the organization

V. Strategic Goals for 2014 & 2015

1. **Develop and launch AlumNet**, our global online community portal
 - a. First release by December 2014
 - b. Second and third releases during 2015
 - c. Build registration and membership campaigns to drive adoption, user-generated content and community

2. **Build our human and financial resources**, to increase our ability to deliver high quality programs and services to the alumni community
 - a. Secure Fundraising, Marketing, Program, NAA Development, Administrative and HR leadership in place by September 30, 2014
 - i. Develop specific plans with objectives, responsibilities and deadlines for each function
 - ii. Provide EB management, support and encouragement for each function - ongoing
 - iii. Recruit volunteers to support the leadership in each function - ongoing
 - b. Raise €300,000 by end of 2015 [€100,000 raised as of July 2014]
 - c. Get a small office in operation by early 2016 [as soon as a total of €300,000 is raised]
 - d. Improve governance - ongoing
 - i. Assure good participation by all EB members in planning and implementation with clear delegation and acceptance of tasks
 - ii. Assure nominations process for EB elections is in place on a timely basis
 - e. Create an Honorary Council and an Advisory Board to support the organization's growth and continuity

3. **Integrate our organization and membership** at the global, regional, national and local levels
 - a. Secure signatures or letters of intent from 30 NAAs to sign to the Charter Strategic Partnership Agreement
 - b.

4. **Prioritize and productize AAI signature programs by the end of 2014 and promote them to RAAs and NAAs to adopt and execute them, securing widespread implementation during 2015**
 - a. ALUMnites led by TBA
 - b. International Start-Up Meetings led by Rolando Cruzado
 - c. Alumni Internship Referral (AIR) Program led by Yalin Yuregil
 - d. A-Groups led by Agnes Dumett
 - e. Global Exchange Programs through AlumNet, deployed by mid-2015 led by Charles Ojei and Srdjan Mirosavljevic
 - f. Others - TBD

Note: This plan is based on documents presented at AAI Congresses 2012-2014 with some clarifications and systemizing. Respectfully submitted by the AAI Strategic Planning Task Force: Ken Phillips, Nell Yong Mei, Mari Teneberg, and Andrew Rowe.