



2020-2022 Strategic Plan / 2021 Business Plan Master

“Brokers Helping Brokers”

Vision Statement

To be the preeminent source for member brokers of innovative and engaging best practices and sharing opportunities, which will dramatically impact their company’s bottom line.

Mission Statement

We are an association of Century 21 Franchisees dedicated to developing and delivering quality educational opportunities and resources through the exchange of best practices for the purpose of improved overall business success.

2020-2022 Strategic Objective 1 [EDUCATION] Consistently deliver creative & engaging broker-focused training opportunities.

Item	2021 Business Plan S.M.A.R.T. Goal	Lead	Completion Date	%
1.1	Develop and execute a minimum of five (5) Peer to Peer Broker Huddles	Director, Education	12/31/21	
1.2	Develop and execute a minimum of four (4) Peer to Peer Agent Huddles	Director, Education	12/31/21	
1.3	Plan and Execute one Marquis Event / Corporate Town Hall (w/C21 Sr. leadership)	President / Director, Education	11/30/21	
1.4	Plan and execute a Corporate Market Update	President / Director, Education	02/28/21	

2020-2022 Strategic Objective 2 [PROFITABILITY] Leverage combined member relationships to maximize overall business profitability.

Item	2021 Business Plan S.M.A.R.T. Goal	Lead	Completion Date	%
2.1	Implement a “Coffee Talk” component (Post Huddle) “Broker Challenges” “Profitability” “Retention,” and “Market Minute”	Staff	12/31/21	
2.2	Execute a “Referral Count & Closed Transactions for the Previous Month” at every Huddle	Staff	12/31/21	
2.3	Have ancillary services vendor presentations at a minimum of two (2) Huddles annually	Director, Profitability	12/31/21	
2.4	Post a monthly reminder on Workplace about member referrals using the Service Map	Staff	12/31/21	
2.5	Create and implement an overall sponsorship (<i>to include advertising opportunities</i>) program for BBAA	Director, Profitability	3/31/21	
2.6	Research possibility of hiring a BBAA recruiter (<i>as a member benefit</i>) and present to board	Director, Profitability	3/31/21	

2020-2022 Strategic Objective 3 [MEMBERSHIP] Communicate the value of member benefits & services through effective growth, advocacy, retention and recognition initiatives.

Item	2021 Business Plan S.M.A.R.T. Goal	Lead	Completion Date	%
3.1	Revise and Distribute a digital “Value Package” of Member Services and Resources	Secretary/Treasurer, Staff	01/31/21	
3.2	Execute Virtual BBAA Awards Program (March 11, 2021)	Staff	03/31/21	
3.3	Post a minimum of two (2) times monthly to Workplace (<i>re: member news & highlights</i>)	Staff & All Board	12/31/21	
3.4	Develop and launch a membership drive to secure new members	Director, Membership	02/28/21	
3.5	Secure a minimum of ten (10) new members for 2020	Director, Membership	12/31/21	
3.6	Create and launch a new member onboarding & retention program	Director, Membership	03/31/21	
3.7	Create and distribute a member roster to the full membership	Staff	01/31/21	
3.8	Create & Distribute BBAA membership quick, sexy benefits video	Director, Membership	01/31/21	
3.9	Create a minimum of five (5) additional benefits videos to distribute throughout the year	Director, Membership	12/31/21	