IDCFA Board Event Report
Summary & Next Steps

International Dale Carnegie
Franchise Association

**2023 Owner's Meeting
June 21-23**

Barcelona, Spain

Dale Carnegie

Contents

Section One
Key Session Summaries

Ivan Bofarull Keynote Summary
From Disruption to Opportunity

1 Product, Tech, & Market Fit

Businesses should prioritize understanding their market, product, and tech fit, in that sequence. It is necessary to comprehend the purpose of the business initially and then deconstruct its different components. There is benefit in creating something that a smaller audience adores, as opposed to a product that a large audience merely likes.

2 Scaling vs. Survival

Consider the criticality of survival before scaling and remember that timing is the most crucial factor in business growth. Utilise the strategy of attrition warfare—long-term competition—over direct attacks and staying open to unexpected opportunities. Reaping the benefits of non-linear growth requires persistence and remaining in the business arena long enough.

3 Risk Mitigation

Remember the importance of managing both market risk, as demonstrated by Uber, and technical risk, such as the advent of autonomous driving. Consider the creation of viable, defensible solutions marked by creativity and execution excellence as a means to manage these risks.

4 Chase the Next Big Thing

Concentrate on execution rather than trying to predict or jump on the next big trend. Instead of spreading efforts wide, the focus should be on synthesizing conflicting ideas, making wise choices, and avoiding consensus-driven decisions. The real challenge lies in converting numerous options into meaningful choices.

5 Non-linear and Contrarian Thinking

There is a lot of value in having a contrarian thinker in every team. Aim to disrupt traditional patterns and look beyond what seems like immediate solutions and discover the sweet spot of promising ideas that may initially appear unfavorable. Look at moonshot thinking—preferring "what if?" over "what?" or "how to?"— compound small (10%) experiments to reach exponential (10x) results. To ensure corporate longevity, maintain growth options, set ambitious goals, tolerate discomfort, and transition from know-it-all entities into learn-it-all organizations.

Threats

- In person/ILT training diminishes
- Faster, more innovative competitors
- DC might be viewed as "old school"
- Doing nothing
- Poor innovation approach
- Training prices go down
- Content seen as a commodity

Strengths

- Brand, IP, & content
- Trainers & methodology
- Global network & stable ownership w/ long-term view
- Passion for our business (Franchisees/DC&A)
- Proactive management team/Franchise Board
- Current and potential customer base
- Track record of delivering impact to customers

Opportunities

- Cost efficiencies
- New revenue streams
- Enhanced sustainment tools – "Performance Change Pathway"
- Personalized, just-in-time learning
- Expansion of brand reach
- Makes us even more competitive
- Broadening how we achieve transformation

Weaknesses

- Vision alignment (DC&A/network)
- A true "Working Together" framework
- Some limited/scarcity/negative mindsets
- Communication challenges
- Uneven network rollouts/adoptions of initiatives
- Not always fast at implementing change
- We are not a tech company
- Network capacity/network is saturated

Vertical (Internal) Integration of Technology
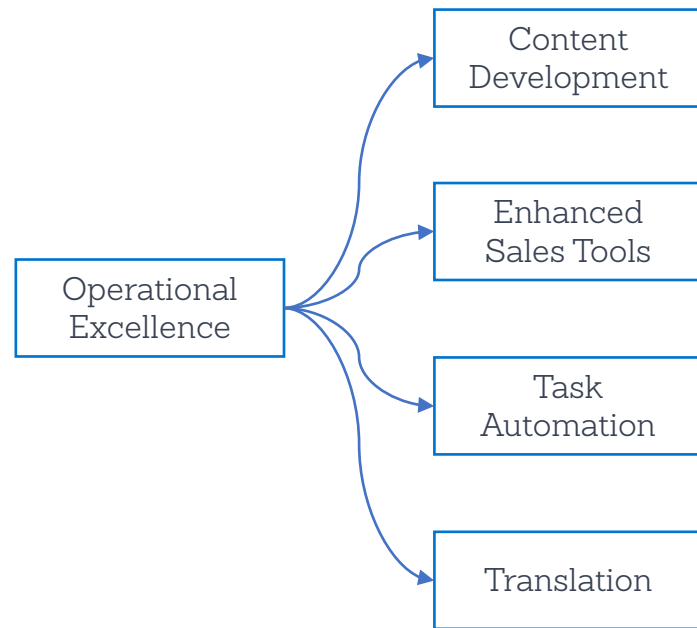
Horizontal (Customer) Integration of Technology

Operational Excellence

- Content Development
- Enhanced Sales Tools
- Task Automation
- Translation

Strategic Framework

- Strategic Partnership
- Client Acquisition
- New Products
- Rapid Deployment & Distribution
- Just in Time Training
- Customer Retention & Sustainment
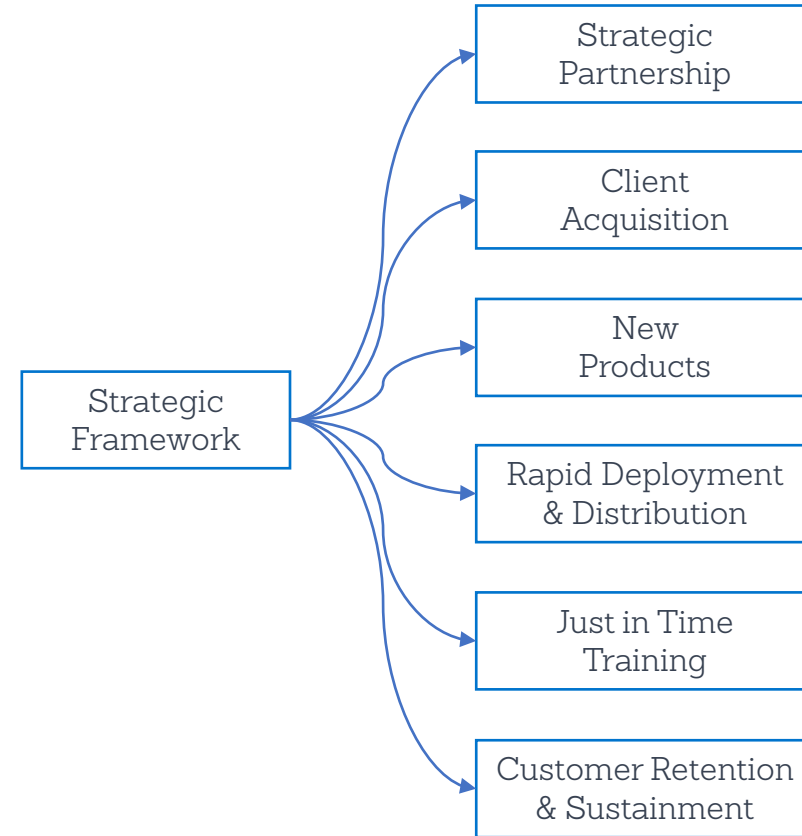
Joe Hart Presentation
Q&A Summary

Question	Response
What is our status as an organisation?	Commitment to the business is strong, remain family owned and further invest in the business.
How do we integrate AI as a business model?	Collecting user requirements for Client Builder upgrade, collaborating on AI integration with partners.
What are our plans to protect our IP?	Next 6-12 months crucial for opportunities and next steps. Global collaboration key to innovation.
How will we integrate VR into our experiences?	We are continually exploring and developing the roadmap for innovation.
Is DCA profitable enough for investments?	DCA is strong and profitable, need to continually determine the required levels of investment.
What collaboration will be effective?	Identifying structural opportunities, better utilise avenues like iTeams and Owner's Meetings.
What is your position on the vision in 3-5 years?	Reach is rapidly expanding, connecting with a larger audience. Thrive as a united global company.
How do we become stronger in market demands?	We are actively reviewing products and will continue to innovate.
How do we leverage "human" in the face of tech?	Time to actively figure out how to leverage instead of letting it change us.
Will AI replace our franchise system?	Focus on thriving franchise network. We must enhance our leverage of the network and our teams.
What is your focus for 2023 as CEO?	Establish ourselves as brand advocates. Realise our technological direction moving forward.
What is our brand strategy?	Rooted brand activation, building sophistication. Expand brand reach to younger generation.
How do we focus on keeping our costs down?	Prioritize technology rebuild. Learn from CB and eVolve. Continuously seek operational cost reduction.
What is our approach to increasing TL?	Seeking ideas for thought leadership topics. Investing in TL, including appointing a new VP.
How does network adoption happen with AI?	There should be a pull around utilising AI, especially around effectiveness.
What is the update on "Take Command"?	Engaged younger audience through narratives. Witnessing positive impact on social & client feedback.
Is there a conversation on lower royalties?	There is a rebate system in place, IWWCW meet those incentives?

Growth Trends and Financial Performance:

- Global accounts experienced a remarkable 5x growth, rising from $3.9 million in FY15 to $24.7 million in FY22.
- In 2016, the predominant trends were discounts on programs and targeting large US companies.
- By 2021, the trends evolved towards catering to enterprises in all regions and emphasizing learning journeys and business outcomes.
- Client preferences have been trending towards

    o Flexibility of delivery.
    o Multi-location and administration.
    o Increase remote/hybrid worker engagement.
    o Restoring teamwork.
    o Build a strong competitive culture.

Strategic Approach and Execution:

- There has been a notable shift in our Performance Change Pathway, leading to an altered methodology for small and medium enterprises (SMEs).
- Successful execution of our strategies requires synergy between our network and DC&A teams.
- Expanding existing global accounts via Managed Services and Growth Services.
- DC&A has started to also take on the responsibility of trainer certification for global accounts.
- The global network offers tremendous value that we can leverage for business growth.

Driving Sales Growth and Value Proposition:

- Intensifying our focus is crucial to further growth.
- It's essential to refine the sales skills within our enterprise to boost sales performance.
- We should know our clients well, showcase our expertise, maintain a reputable standing, and always have a long-term perspective.
- Our unique value proposition is offering a single point of contact, scalable solutions, threshold-based strategies, and a consistent focus on value delivery.

Profitability Projects - The "Why"

Improve the financial aspects of initiatives and processes to ensure a positive impact on profitability of franchisees and franchisor

Project	Goal	Result (Apr. '23)	Next Step(s)
Equitable Billing	Fair allocation of costs for Annual Services Invoices	• TL & Website • In-Moment • One Stop Shop (Exploring)	• Consider a consolidated fee
Benchmark Financials (Qvinci)	Onboard 60% franchisees to have a profit baseline	• 24 onboarded by FY22 (40% US) • First Benchmark Report	• Onboard on Qvinci – 100 (60%) by 9/1 • FY23 Benchmark Report
Supplies Cost Optimization	Standard supplies guidelines with cost impact	• Pre-requisite: redefine supplies mandated • Supplies on eVolve ~ 2% less	• Final list of awards guidelines
Financial Calculator	Tools for improved financial management	• Profit margin calculator	• Education
Education	Financial acumen development	• Convention workshop (Oct. 2022) • Qvinci webinar (Dec. 2022)	• Qvinci Webinar #2 (April 2023)
Financial Oversight	Formal level of approval on cost & pricing impact	• Warehouse cost/price control • Supplies costs/pricing (in progress)	• Trainer Certification fees/events

iTeam Updates
Overview & Focus Areas

iTeam	Co-Chairs	Currently Working On
Diversity	• Karen Betz • Myron Harmon	• Reflect on culture & support a D&I action plan to strengthen opportunities • Identify & share strategies & tools for attracting, hiring & retaining diverse talent • Partner on a solution for Trainer resource sharing to meet the growing needs
Finance	• Geri Cerkovnik • Christina Michaleski	• Annual Service invoice model • Qvinci rollout & communication • Profitable growth for all discussions
Marketing	• Christine Buscarino • Monia Salazar	• Everyone is a Thought Leader rollout and increase activity • Lead CVR emphasis – demonstrating the "wins" when we follow up with leads in SF • Build brand awareness globally with celebrity status or notable recognition
Operations	• Julie Procter • Jordan Wang	• Project management best practices • AI administration support best practices
Product	• Vimi Appadoo • Seth Brickner	• New process developed for adding new products (two per year) with input from the entire DC network • Global and marketing research shared to help inform new product decisions
Sales	• Amy Roberts • Dan Heffernan	• Case studies • Capability statements
Trainer	• Ercell Charles • Mark Will	• Launching the support content for certification • Award design • InMoment reporting improvement

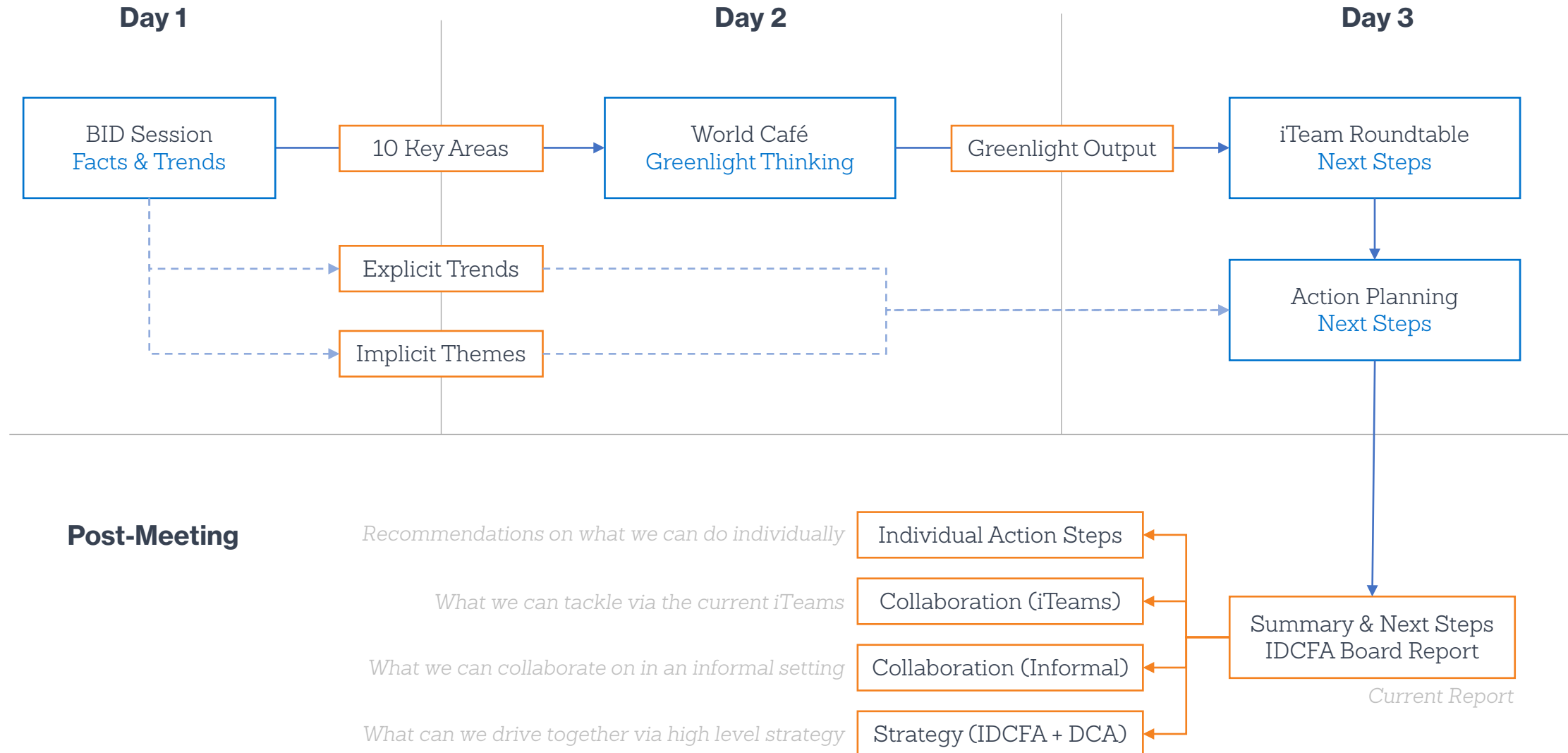Section Two
Growth & Action Planning

Business Opportunity & Growth Discussion
Process-to-Outcome Alignment

Key: | Live Session | Output |

Day 1

Day 2

Day 3

BID Session
Facts & Trends

→ 10 Key Areas →

World Café
Greenlight Thinking

→ Greenlight Output →

iTeam Roundtable
Next Steps

Explicit Trends

Implicit Themes

Action Planning
Next Steps

Post-Meeting

Recommendations on what we can do individually — Individual Action Steps

What we can tackle via the current iTeams — Collaboration (iTeams)

What we can collaborate on in an informal setting — Collaboration (Informal)

What can we drive together via high level strategy — Strategy (IDCFA + DCA)

Summary & Next Steps
IDCFA Board Report

Current Report

IWWCW...

Rank

PESTLE

Session

BID Session
Facts & Trends

Environmental

Economic

Political

Legal

Technological

Socio-Cultural

IWWCW...	Rank
Rebrand as a solutions company instead of a product company?	1
Increase profitability by reducing license fees, eVolve and marketing fees?	2
Position the Dale Course as addressing the human element due to AI?	3
Pool our resources globally?	4
Clarify our collective purpose?	5
Measure trust and relationship with DCA?	6
Truly encompass a global organization?	7
Grow our app functionality?	8
Leverage our collective social media efforts?	9
Improve our trainer system?	10

BID Session Summary
Explicit Trends & Implicit Themes

Trend Areas *(Specifically Discussed)*	Description
Profitability and Financial Management	Streamlining costs and exploring innovative revenue streams, such as digital offerings.
Digital Transformation	Implementing technology to enhance customer understanding and improve operational efficiency.
Brand Awareness and Marketing	Boosting global brand awareness with clear marketing messages and positioning as a solutions company.
Operational Efficiency	Standardizing internal systems and focusing on efficiencies to positively impact profitability.
Human Resources	Establishing robust recruitment, onboarding, and training systems to attract and retain talent.
Market Positioning and Demographics	Targeting younger demographics and positioning as a solution provider to expand market share.
Trust and Relationship Management	Enhancing transparency and inclusivity in decision-making to foster trust within the franchise network.

Theme Areas *(Implied through Conversation)*	Description
Focus on Profitability and Growth	The need for innovation and adaptation to foster profitability and growth is a dominant theme.
Modernization and Digital Transformation	Emphasis on technology and digital platforms indicates prioritization of digital modernization.
Greater Collaboration and Communication	Recurring sentiments highlight a need for enhanced collaboration and transparent communication.
Adaptability and Flexibility	The changing business landscape requires greater adaptability and flexibility in operations and offerings.
Repositioning the Brand	Discussions suggest a desired shift from being product-focused to becoming a solutions provider.
Local and Global Balance	Balancing local adaptability with global consistency emerges as a key consideration.
Demographic Challenges	Addressing demographic shifts to appeal to youth while serving existing clients is a key concern.
Focus on the Human Element	The advancement of technology calls for a greater emphasis on human elements in offerings.

World Café Summary
Greenlight Thinking Output (Consolidated)

1 — **Rebrand as a solutions company instead of a product company?**

- Transition HTWF into a company championing cultural change for a broader societal impact.
- Position HTWF as a resource provider aiding believers and non-believers in change processes.
- Craft specific messaging targeting different market segments to address unique challenges.
- Establish a solutions bank with varied problem approaches, global case studies, and testimonials.
- Leverage global experience to formulate a comprehensive toolkit for sales personnel.
- Update marketing materials like collateral, social media, and white papers for relevancy.
- Develop a go-to-market strategy using franchisee case experiences for global scaling.
- Assign FAC to next project: context selling inclusion, forming a franchisee liaison team, and case study collection.

2 — **Increase profitability by reducing license fees, eVolve and marketing fees?**

- Regularly manage contract renewals to ensure continuity and efficient business operations.
- Allocate and utilize a designated 3% budget for necessary operational initiatives and improvements.
- Partner with social media influencers to boost brand visibility and reach a wider audience.
- Implement centralized purchasing to streamline procurement, optimizing costs and operational efficiency.
- Pursue vertical integration for key products or services to maintain control over the supply chain.
- Introduce a profit-based fee payment system to align incentives and enhance profitability.
- Forge connections with globally influential figures from renowned companies, focusing on graduate talent.
- Prioritize local involvement in operations and branding, ensuring transparency in ROI. Regularly refresh marketing content.

World Café Summary
Greenlight Thinking Output (Consolidated) cont.

3   **Position the Dale Course as addressing the human element due to AI?**

- Encourage employees to overcome AI fear, capitalizing on interpersonal skills through our principles, and amplifying our force.
- Utilize AI fear as a growth driver, positioning our company as a human-centric solution for non-AI tasks.

4   **Pool our resources globally?**

- Kick-off a global resource pooling strategy, initiating with identifying available resources across franchises.
- Standardize operating procedures and practices, fostering unity and improving efficiency among franchises.
- Form regional HR and Marketing teams for better catering to local needs and dynamics.
- Set up a centralized hub for success-story sharing to foster inter-franchise communication and learning.
- Develop a digital training business, hiring cost-effective trainers from regions like India.
- Launch a franchise mentor program for support, KPI assessment, resource optimization, and continuous improvement.
- Incentivize sharing non-standard offerings and successful methodologies to boost innovation and revenue.
- Consolidate disparate systems, update, and redirect iTeam/FAC focus on resource management and system consolidation.

5   **Clarify our collective purpose?**

- Develop a compelling, unified purpose statement that resonates with and garners acceptance from all stakeholders.
- Guarantee clear communication and consistent integration of the purpose into all activities and initiatives.

6

Measure trust and relationship with DCA?

- Prioritize an emotional support system within the organization, focusing on well-being discussions over purely business conversations.
- Introduce impactful, personalized recognition methods aligned with the 'Carnegie' approach to boost morale.
- Conduct thorough analyses to identify and tackle any root causes of trust issues within the organization.
- Ensure bidirectional transparency across all organization levels to improve communication and foster trust.
- As a global entity, address unique challenges local businesses/franchisees face through concerted efforts.

7

Truly encompass a global organization?

- Establish common systems/standards for technology, data sharing, and communications across all offices.
- Create a global committee to develop and implement these standards, fostering organizational unity.
- Develop strategies to operate as one unified company despite franchising independence, facilitated by shared resources.
- Form a global committee, representing every country, to disseminate information and solve global challenges.
- Invest in management programs to set standard operation patterns and foster leadership, enhancing business growth.
- Focus on human-centric growth over AI, underlining the value of people in our organization's success.
- Foster relationships with large, globally present companies like Coca Cola, Unilever, to benefit our training offerings.
- Improve communication and responsiveness to ensure seamless collaboration between global accounts, local DC teams, and clients.

8 — **Grow our app functionality?** —

- Identify the app's target user base and their value proposition, and regularly update app functionalities for relevancy.
- Implement geofencing for location-based personalized experiences and broaden language options for a wider user base.
- Enhance the app's integration with eVolve for a seamless user experience and incorporate a social component for engagement.
- Deploy push notifications to keep users informed and introduce app-based challenges for enhanced user interaction.
- Include daily wisdom nuggets in the app, providing users with regular insights and improving their learning experiences.

9 — **Leverage our collective social media efforts?** —

- Advocate for reciprocal reposting between Dale Carnegie & Associates and franchisees to enhance shared content visibility.
- Explore the relevance and potential advantages of integrating TikTok into our marketing and social media strategy.
- Develop a content pool that stakeholders can readily access and use for their unique requirements.

10 — **Improve our Trainer system?** —

- Cultivate a sharing mindset via a global sharing system implementation across the entire organization.
- Prioritize continuous investment in trainer development, providing support beyond the initial three-year period.
- Design a comprehensive "Trainder" system, inclusive of detailed trainer resumes emphasizing industry experience.

Recommendations Overview
Emergent Themes

When all output was analysed against the initial fact finding, and then subsequent greenlight thinking, the following themes became apparent:

Global Collaboration and Shared Resources

All levels of output emphasize the importance of pooling resources and fostering a global collaborative culture. This includes establishing a shared knowledge bank, creating standardized operating procedures, encouraging communication, and setting up mentorship programs.
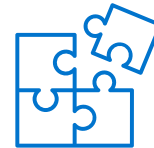
Leveraging Technology and Integrating AI

There's a recurring emphasis on harnessing the power of AI and technology to improve various aspects of our businesses. This spans from incorporating AI into business processes, automating administrative tasks, utilizing AI for social media and sales tools, to driving comprehensive digital transformation across all operations.

Personal Growth and Knowledge Enhancement

Individual growth and learning are key themes that recur in the output. This encompasses continuous professional development, stepping outside comfort zones, and prioritizing discussions to improve training quality.

Strategic Business Innovation and Market Adaptation

All output underlined the need for proactive strategic planning, embracing market trends, and innovating the business model. This includes strategic branding, positioning in relation to AI, and adjusting strategies to meet current needs and future market trends.

Operational Efficiency and Cost Optimization

The emphasis on streamlining operations, optimizing costs, and improving financial management was evident. Ideas ranged from implementing efficient money collection practices, cutting operational costs, to reducing operating and admin expenses for improved profitability.

Enhanced Communication and Trust Building

There's a strong focus on improving communication across all the different levels of the network, enhancing responsiveness, building trust, and fostering a more collaborative, supportive environment.

From a high-level and holistic point of view, the following is how the recommendations are showing up most prominently:

Theme	Individual Action Steps	Collaboration (iTeams)	Collaboration (Informal)	Strategy (IDCFA + DCA)
Global Collaboration and Shared Resources	✕		✕	✕
Leveraging Technology and Integrating AI	✕	✕	✕	✕
Personal Growth and Knowledge Enhancement	✕	✕		
Strategic Business Innovation and Market Adaptation			✕	✕
Operational Efficiency and Cost Optimization		✕		✕
Enhanced Communication and Trust Building	✕		✕	✕

Individual Recommendations
Action Steps

Personal Growth and Knowledge Enhancement:

❑ Actively apply learned skills and knowledge to daily operations.
❑ Update local strategies with action items from this document.

• Prioritize discussions to enhance the quality of training.
• Step outside comfort zones and face new challenges.
• Improve sales techniques and understand the company's offerings.
• Develop critical thinking by asking more "how" and "why" questions.

Harnessing AI for Business Innovation:

❑ Facilitate session with local team on integrating AI efficiently into the business model.
❑ Automate administrative tasks and optimize cost efficiency using AI.

• Consider the human aspect while planning for AI.
• Leverage AI to enhance social media outreach and engagement.
• Utilize AI for advanced sales tools and proposals, increasing the efficiency of the sales process.

Building Global Connections and Collaborative Growth:

❑ Create engagement plan to foster stronger relationships with franchisees and international contacts.
❑ Identify potential global accounts for collaboration and expansion.

• Motivate teams to pursue global account opportunities.
• Cultivate a business culture that encourages growth, collaboration, and support.
• Leverage past successes in global account management for future strategies.
• Engage in active collaboration with iTeams and the DCA Global Account Team for operational enhancement.

Collaborative Recommendations
iTeams

Finance iTeam

❑ Develop a clear financial management strategy, including determining optimal cash flow percentage and setting aside an emergency fund.
❑ Establish efficient money collection practices and enhance financial risk management to prevent potential pitfalls.
❑ Standardize franchise valuation and pricing practices across the network for uniformity and fairness.

Marketing iTeam

❑ Develop a DCC and AI resource folder, regularly updated with relevant content including an AI whitepaper.
❑ Create AI-specific taglines and marketing messages for Dale Carnegie globally.
❑ Enhance social media strategy with AI-focused content, inspired by successful models like GBG's approach.
❑ Create marketing strategy and collateral that promotes Dale Carnegie as being in the "people strategy" space.
❑ Develop tools to help the network understand their markets, how we compare to market segments, brand awareness measures etc.

Operations iTeam

❑ Demonstrate the benefits of project management fees by highlighting its contribution to sales and operational efficiency.
❑ Find ways to cut operational costs by considering outsourcing or AI for tasks like calendar management, customer communication, and bookkeeping.
❑ Establish clear role definitions and best practices for Training Operations, with a focus on system engagement, particularly through platforms like eVolve.

Product iTeam

❑ Jointly update LTM with DC&A to ensure its value, relevance, and profitability in the current market.
❑ Employ the use of team-developed activity-based assessments, which respond to sets of competencies, optimizing the training process.
❑ Capitalize on global trends and corporate investments in DE&I. Incorporate these elements into LTR to seize new business opportunities.

Collaborative Recommendations
iTeams cont.

Sales iTeam

❑ Develop mini videos on all the tools and resources to enhance knowledge and proficiency, focusing on bite-sized formats for younger sales personnel.
❑ Facilitate sales personnel in determining their time allocation, establishing a virtual sales manager for strategic guidance and consultations.
❑ Incentivize engagement through a point system, rewarding active participation with recognitions like "breakfast with Joe" or "DC Swag".
❑ Facilitating a monthly summit for individuals under a year in the sales role, offering education and Q&A sessions with solid sales managers.
❑ Nurture future talent through a global intern feeder program, further solidifying HTWF's commitment to continuous learning and development.

Diversity iTeam

❑ Initiate global research to understand what diversity means in other regions of the world.
❑ Understand how we can help our network with the tools and confidence for engaging in diversity discussions.
❑ Conduct a study to understand and optimize the impact of diversity within our network.

Collaborative Recommendations
Informal

Collaboration and Sharing:

❑ Contribute towards shared knowledge repositories, pooling marketing materials, customer experiences, and idea strategies.
❑ Map out resources available (considering global, regional, and local) and develop a strategic plan to leverage these resources effectively.

• Foster a strategic, collaborative business model, promoting a unified front among franchises.
• Create a franchise mentorship program alongside peer support, emphasizing shared learning and consistent communication.
• Implement shared practices such as uniform pricing and training resources to maintain market consistency.
• Leverage collective financial data for benchmarking, strategic planning, and improved decision-making.
• Engage all teams in a culture of idea sharing, contributing to a rich knowledge pool and effective collaboration.

Strategic Business Innovation:

❑ Brainstorm proactive implementation of strategic ideas, with how to make contributions via the iTeams or IDCFA.
❑ Promote sub-regional alliances and consistent pricing structures to enhance market competitiveness.

• Collaboratively nurture significant accounts, leveraging shared insights for growth.
• Foster an open environment for idea sharing among sales, marketing, and training teams.
• Actively monitor market trends sub-regionally, adjusting strategies to ensure future success.

Embracing Technology and AI:

❑ Leverage the power of social media and participate actively, expanding our collective footprint.
❑ Create an AI taskforce or iTeam to actively monitor development and make recommendations across the board.

• Position Dale Carnegie as an AI ally, focusing on human-centric solutions in an AI-driven world.
• Drive comprehensive digital transformation across all business operations.
• Integrate AI into shared systems to improve operations, starting with the Client Builder replacement platform.

Strategic Recommendations
IDCFA + DC&A

Strategic Development:

❑ Clarify our shared purpose, communicate the alignment towards the strategic plan, and consider the branding as a solutions company.
❑ Clarify AI strategy and initiate AI action plan, starting with the resource and use case repository.

- Collaboratively create surveys/research for critical insights, driving innovation and anticipating future global business trends.
- Expand our focus on change management processes for new initiatives, nurturing thought leadership and published material.
- Develop a Go-to-Market strategy, leveraging new marketing messages to promote our relevance in the tech revolution.
- Establish critical success factors, focus on continuous profitability and growth, and adapt to global trends locally.

Operational Efficiency:

❑ Ensure consistent IDCFA input in decision-making that impacts the global network.
❑ Positively impact profitability via regular reviews on platforms, contracts, and 3% marketing investment.

- Seek DC&A support regarding sales without competition and help with regional certification programs.
- Implement the action steps created and reduce operating and admin expenses to improve profitability.
- Develop a monthly white paper to further boost the brand and provide collaborative opportunities across regions.
- Improve the certification process and create operational processes in sales, training, and marketing, supported by DC&A.

Collaborative Enhancement:

❑ Solve trainer capacity issues and ensure franchise support with a collaborative sharing system.

- Improve benchmarking processes and implement a franchise visit by a senior team member annually.
- Facilitate the sharing of best practices and resources across franchises, with a focus on increased collaboration.
- Keep DC&A accountable for committed actions, ensuring mutual expectations and a partnership, not a parent-child relationship.
- Enhance communication, including progress on initiatives in weekly emails from DC&A, and improving trust.
- Enhance resource pooling, focusing on trainer development, and up-to-date products/services for sustainable growth.

Thank You!

From your IDCFA Board & Planning Committee

Amy Robert
Christine Ramirez
Dave Wright
David Shen
Elizabeth Haberberger
Jaime Llado
Jordan Wang
Karin Ghysen
Katie Iorio
Maria Paula Duque
Monica Salazar