

Jaguar Clubs of North America

Annual General Meeting, Columbia South Carolina

August `28, 2021

JCNA MEMBERSHIP COMMITTEE REPORT

Submitted: M. Mark Mayuga, Chair, Nedra Rummell Co-Chair

Overview:

The JCNA Membership committee was formed to support the 61 affiliated clubs' membership recruitment efforts, member renewals, member retention and club growth. The Committee was tasked to provide clubs proactive ideas, new avenues of recruitment, create opportunities, and methodologies for membership participation in local, regional, and North American JCNA events.

In 2019 new Committee leadership was installed and the Committee format was dramatically changed. Previously, the committee functioned under a regional representation with a single member representing each of the six JCNA Regions. This committee was then tasked to disseminate information to the JCNA Regional Directors (12) who would pass on the information to their respective clubs in their region. This "chain of command" format was only partially successful, and clubs were not receiving information in a timely manner. Conversely, club needs were intended to be communicated through the Regional Directors to the committee. Again, not always successful.

The new leadership saw this cumbersome reporting structure as an impediment to the free flow of information. A decision was made by the new Membership Chairman to abandon the old reporting structure and include all 61 Membership Chairmen of the affiliated clubs. This change has affected better communications with local membership chairmen; increased participation in meetings; offering new and fresh ideas for membership recruitment; a more comprehensive sharing of mutual successes in recruitment; and increase in member retention.

Upon taking charge, the new leadership initiated a "Membership Committee Conference Call" format which included all 61 clubs in the JCNA organization. These conference calls were scheduled for every quarter. The two-hour format of agenda items to discuss followed by questions, answers, sharing, and recommendations. The sharing of resources such as flyer printing, premium items as giveaways, dealer co-events, partnerships with local repair and restoration shops as sources of new members, and the "how to" planning of regional events by clubs within their region were discussed and implemented. These conference calls had on average 45 clubs represented and sometimes higher. Meeting Minutes was taken and distributed to all club Membership Chairmen.

An email invitation was sent to Regional Directors, Club Presidents, and Club Membership Chairman. Former members of the JCNA Membership Committee were also invited, participated, and provided valuable insight and historic perspective as to the ebb and

flow of club membership challenges. This format has proven to be successful as we go forward into the 2021-2022 membership year and as we deal with the effects of the COVID-19 Pandemic and the lockdown of the World. It is the considered opinion of this Chairman that the new expanded format resulted in better communications between club Membership Chairmen; the exchange of ideas and support of membership renewal initiatives shared by other club chairmen; the loss of membership during this unprecedented crisis was not as devastating as was predicted.

Perspective:

The lessons learned during the Pandemic Crisis have shown that we are an aging organization that must change to accommodate the younger and more active and less traditional JAGUAR owner. JAGUAR LAND ROVER is changing, there is no turning back as they have made a significant decision to become a high-end boutique automobile manufacturer. Their inventory of models is in transition and their new car owners reflect the current market trends into the foreseeable future. We are an organization of several purposes:

- to preserve the history and heritage of JAGUAR CARS,
- to continue the activities that are traditionally aligned with car clubs,
- to provide events and services to our membership that invites them to come together in a common interest,
- and to attract new owners who appreciate the history, the performance, and the camaraderie of being a member of an organization that provides a common place to share their passion for the JAGUAR automobile.

Looking into the future, the JCNA Membership Committee is tasked to increase the membership of our organization, retain member clubs, and to expand the services and support to membership chairs in their duties as Membership Chairman's. To this end, the committee leadership will continue to have the quarterly phone conferences; the sharing of information to all JCNA clubs; Presidents, Regional Directors, Committee Chairman's, and the general membership.

It will evaluate and share new thinking and programs that will increase membership recruitment and retention, support club activities on a individual and regional basis, will support the PASSPORT TO SERVICE program for new JAGUAR owners, provide insight to the JCNA BOD on the well-being of the membership and clubs, and make recommendations to the JCNA BOD on improving our organizations processes, events, policies, and scope of purpose and to expand the opportunities of growth as they become available going into the future.

JCNA BOD Meeting Report Excerpt June 14, 2021:

The new JCNA Membership Committee format has been more inclusive of all Membership Chairmen (61). The purpose of this change was to have more direct input and contact with the membership chairs and their club members. Also invited to participate were the Regional Directors, JCNA Committee Chairman's, and Club Presidents of each respective organization.

The meetings have been enlightening and constructive with contrasting opinions, new ideas, challenges described, and suggestions on membership renewal campaigns. Also discussed was the need to expand JCNA services and emphasize the added value of JCNA services. It

was suggested that the MEMBERSHIP TAB on the JCNA website be updated and expanded. This issue has been a constant theme throughout all the committee meetings. A review of those JCNA Services:

The Benefits that JCNA offers the clubs and membership include:

1. Score keeping for Concours, Slalom, Rally, for those clubs that participate.
2. Bi-monthly magazine, technical articles, history, features, club doings.
3. Blanket insurance for club events.
4. Historical and technical information library access.
5. A common communications network for intra-club activities, calendar of events.
6. New JAGUAR owner membership referrals, PASSPORT TO SERVICE.
7. 5% discount on collector automobile insurance (HAGERTY).
8. JLR NEW CAR PURCHASE discount program (where available).
9. The trophy awards program for Concours, Rally, Slalom, Club Newsletter, Service Awards.
10. Annual Awards for individuals/clubs outstanding in several categories.
11. Automobile Advertisers resources in the JAGUAR JOURNAL
12. Classified Ads
13. Book and Gift Store inventory
14. North American and Regional hosted events
15. Access to Coventry Foundation JAGUAR TOOL LENDING PROGRAM
16. North American inter-club networking

As you can see, this is a rather extensive list of JCNA benefits and services. The committee believes that JCNA needs to better communicate and demonstrate these membership benefits. A review of the current JCNA Website Membership TAB will be updated and reformatted.

The Discussion Agenda for improving JCNA image, services, perceptions, etc.:

- How to improve and expand JCNA services to the clubs?
- What are the clubs needs from the JCNA BOD, Committee Chairman's?
- Where is the disconnect between JCNA and the local clubs?
- What are the positive benefits of JCNA membership for each club and member?
- Where can JCNA improve its' value to the clubs?
- How best to communicate needs of the Club members, through the Regional Directors or direct to the Executive Committee?
- Where is JCNA inconsistent in its policies?
- We need to update Membership Website Information TAB.
- Create a theme that underscores the added value of JCNA Club membership
- How can the clubs better communicate with JCNA BOD, Administrator, Membership issues, JAGUAR JOURNAL (JJ) Editor?
- Initiate an active dialogue from JCNA via an Eblast or EClubNEWS information string. This electronic information string will promote events, club doings, remind members of regional events, promote annual North American gatherings, announcements on JCNA policy, etc. The bimonthly JJ is a passive planning document that keeps JCNA members informed on a long-term basis. The proposed Eblasts/EClubNEWS format is about reminders and promotion of club events, personalities, and opportunities.
- Create a Leadership Mentoring program within the local Clubs and at the JCNA BOD level.

This agenda challenges the JCNA Executive Committee, Regional Directors, Club Presidents, and Committee Chairmen at the national and local club level. By identifying the problems, the club needs, the disconnect between leadership and local clubs, the willingness to find alternative solutions, to establish new protocols, and to update old procedures with new streamlined processes, will there be growth.

Clearly the membership of JCNA is evolving and changing, older members are moving on and new members are expecting an organization that is nimble and responsive to local club needs. The recent COVID-19 Pandemic underscored the need for positive communications through technology, it challenged clubs to continue events while practicing "social distancing" regulations.

Those clubs who choose to deal with the situation maintained their membership and, in some cases, grew their membership numbers. Others choose to hunker down and wait out the storm, their membership barely maintained or declined dramatically. A few active clubs lost members due to moving out of state, retirement, and moving on to other interests, such is the nature of our organization.

These ideas, suggestions, recruitment programs, and insights are a result of the expanded participant meeting format and have shown:

- New insights into club challenges regarding membership growth and decline
- The need to better communicate JCNA added value.
- Ideas on membership recruiting from JLR dealerships.
- Effectiveness of the PASSPORT TO SERVICE program on club follow-through.
- Using the club online website as a marketing tool, what are the club benefits.
- Business card membership recruitment messages as a leave behind.
- JLR dealership relations good, bad, and ugly, how to solve those issues.
- Incentives to renew membership including discounting for multiple year sign-up.
- Event sponsorship promotions, recruiting advertisers for newsletter.
- Effectiveness of Electronic Newsletter vs. Printed, cost biggest factor, savings?
- Grooming Club Leadership is a double-edged sword, old guard vs. new generation, shadowing, mentorships.
- The need to revamp JCNA website MEMBERSHIP TAB with updated examples of recruitment letters, newsletters, new membership processing procedures, etc.
- The JAGUAR owner profile is changing and as an organization of clubs that have unique requirements, we need to address a more modern approach to JCNA membership values.
- The better utilization of technology including going to an electronic JAGUAR JOURNAL not only to save costs, but to offer advertisers more options and access to membership. With electronic JJ members have unlimited access to advertisers' products, services, information exchange, and more.
- The use of JCNA EBlasts and EClubNEWS to create an active dialogue with clubs and members, monthly or bi-weekly.
- Clubs are at a loss to understand JLR withdrawing support of JCNA, are we not a valuable marketing tool, or maybe we need to point out to JLR we are an asset that can help them market their product range.
- We should start to consider expanding our membership base to include LAND ROVER owners This idea should be considered in the future as LR represents a majority of JLR

Sales and those dollars are supporting JAGUAR CARS for the present. Maybe, JLR would be more interested in sharing some of that money that LR is bringing in. JLR has cut-off our annual allowance of \$25,000, this loss has really created a significant crisis in our working capital.

July 8, 2021

JCNA Membership Committee ZOOM Conference Additional Recommendations

The JCNA Membership Committee met on July 8, 2021, to discuss issues and to make recommendations to the JCNA Executive Board, Regional Directors, Club Presidents, and Membership Chairman's. The following recommendations are:

- Establish a quarterly meeting via video conferencing of all 12 Regional Directors to share ideas, update club news within their respect regions, initiate new inter-club events, underscore JCNA BOD policy, resolve issues within the clubs, have a more active role with individual club officers and chairman's, active participation in club activities! Be more than the messenger, be the friend and offer guidance. Regional Directors should be well versed in JCNA Policy and by-Laws and a resource for club functions. Expand their club engagement.
- Create a **Marketing/Advertising JCNA Committee** to augment current efforts by the JAGUAR JOURNAL staff, to seek new avenues of advertising revenues for the JAGUAR JOURNAL to offset revenue losses. **New Business, Motion**
- The Membership Committee members will begin the update of the current "JOIN" Membership TAB on the JCNA Website with new examples of renewal letters, leave behinds, new membership recruiting, examples of dealer promotions for new members, update the reporting of new member/renewal/JCNA roster process, a primer of the scope of responsibilities and processes that a Club Membership Chairman must learn before assuming the position,
- Create a Mentorship program for positions within a Club, Regional Director, Executive Board Member to foster new leadership.
- Create a series of **WEBINARS** on each of the JCNA sanctioned events, i.e., Concours, Rally, Slalom, Judging, to be posted on the JCNA website for educational and training purposes.
- Reconsider the Canadian/Mexico Clubs dilemma regarding no insurance coverage with current JCNA carrier, JLR discount program not available, tool loan program shipping is problematic, etc., a dues increase would not be equitable for them.
- Combine the Rally/Touring format to increase membership participation.
- Support and expand the efforts of Les Hamilton on Social Media efforts and create a **Social Media Communications Committee** to support our Instagram, FACEBOOK, YOUTUBE presence. **New Business, Motion**
- Encourage more inter-club activities and Associate Memberships to support smaller clubs.
- Encourage local clubs to submit articles to Peter Crespin, JJ Editor, for more club activities and presence.
- Start to have a dialogue with ideas being submitted to the Regional Directors from the local clubs which in turn are introduced to the Executive Board for consideration, instead of recommendations and ideas from the top down, ideas, needs, and recommendations should be expressed from the bottom up.

- The Clubs are the soul of JCNA, the JCNA Board are here to serve the clubs with their guidance, administration, and experiences.
- Restore "FUN" in the JCNA Events!

There are more issues to be revealed and will be covered in the months and years to come. This summary report covers many issues, and we feel that the upcoming AGM conference will generate ideas and possible answers to the questions and the needs of the membership. Clearly the membership is changing, doing things the old way will not be sustainable as new members come on board, they are expecting value for their investment in JAGUAR ownership and the JAGUAR Clubs of North America.

Respectfully submitted,

Mark Mayuga, Chairman JCNA Membership Comm.

Nedra Rummell, Co-Chairman MEMCOM, Chairman PASSPORT TO SERVICE