



DISA Strategic Plan

Introduction

The DISA Strategic Plan defines the DISA Vision, Mission, and Scope of Business, accompanied by a supporting set of Goals, Strategies, Guiding Principles and Key Success Factors.

Our Vision describes the intent and direction of our organization. Our Mission explains our purpose and is augmented by our Scope of Business, Goals, and Strategies. Our Guiding Principles and Key Success Factors shape our values and resulting actions that are important in the conduct of our business. Collectively, they describe what we strive to accomplish via three core areas of business: people – first and foremost – and the products and services to support their interests.

To ensure the successful implementation of this plan, the DISA Board of Directors is committed to the following:

- The DISA Strategic Plan guides all DISA initiatives.
- The DISA Strategic Plan is a dynamic document, reviewed on an as-needed basis but at a minimum of once per calendar year.
- Progress towards achieving our objectives will be reported regularly and reviewed at Board of Directors meetings.
- The plan is available to all interested customers and business communities.

Mission

DISA is dedicated to delivering best value services and solutions that help industries, organizations and individuals improve business processes, reduce costs and increase productivity.

Vision

The Data Interchange Standards Association (DISA):

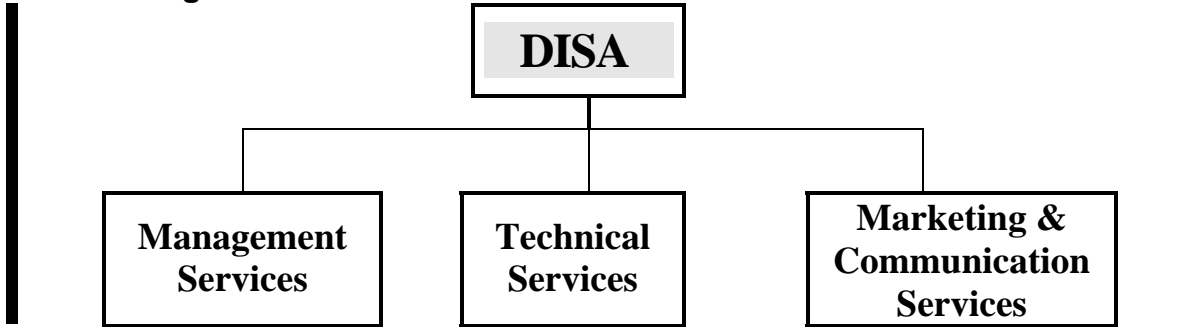
- Advances the foundation of electronic trade and commerce.
- Supports and promotes standards used for business-to-business data exchange.
- Provides full-service association management services to small to mid-size volunteer-driven organizations including tax-exempt and for-profit associations, consortiums, standards development organizations, professional societies, user groups and business networks.

Scope of Business

DISA accomplishes its mission in three primary lines of business: Management, Technical and Marketing & Communication services.



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Management Services

Management Services are defined as products and services associated with DISA serving as an administrator or secretariat for organizations advancing the development of cross-industry e-business exchange technology today and in the future. These services include, but are not limited to financial management, membership services, meeting administration and product distribution, such as publications.

Technical Services

Technical Services are defined as products and services associated with the creation and maintenance of a robust information technology infrastructure, to fulfill DISA customer requirements. Technical Services enhance our ability to support existing customers and potentially expand our reach to new markets.

Marketing & Communication Services

Marketing and Communication Services are defined as products and services associated with developing and disseminating information and education on DISA customer initiatives, work products and services, and relevant internal and external e-business data exchange efforts.

The DISA Customer & Guiding Principles

The DISA customer consists of organizations, groups or individuals that receive secretariat or management support, products or services.

Guiding Principles

DISA's guiding principles describe the kind of organization we represent and the values that are important in the conduct of our business with customers.

Quality

Quality comes first. DISA's Number One priority is to achieve world-class customer service. We strive for excellence in everything we do in our capacity as secretariat – in our human relations, technology, services, products, processes, policies and planning for the future.

Customer Focus

Customers are the primary focus of all DISA activities. We constantly seek to better understand, anticipate and serve our clients' needs and to establish strong, productive relationships with all our customers.

Work Culture



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We approach all our work projects as a team, and we respect our co-workers. A highly skilled staff is essential. We motivate and reward employee performance and pursue professional growth to increase value for our customer and opportunities for staff. DISA's socially-responsible staff integrity is never compromised.

Leadership

Leadership is an integral part of all DISA activities. DISA maintains a world-class leadership role in the development, coordination and use of cross-industry e-business exchange technology. We foster an entrepreneurial spirit that gives employees the freedom to identify and develop opportunities for market diversification and expansion.

Key Success Factors

Achieving the DISA mission depends on these key success factors:

1. Successful relationships with DISA's customers.
2. Sustained satisfaction of customers with DISA as the provider of choice.
3. Integrated internal processes and infrastructure that result in superior services and products.
4. A skilled and innovative Board of Directors, management and staff, possessing core competencies in cross-industry, e-business exchange technology, maintenance, promotion, administration and other operational functions that support our mission.
5. Agile infrastructure and processes to fulfill current and future needs of DISA's customers.

Objectives, Goals and Strategies

1. Education

(Objectives)

- *Be the conduit of knowledge that advances the mission and vision of DISA as well as its client and can be accessible through virtual and physical experiences, including virtual conferences and tradeshow, webinars, audiocasts, podcasts, face-to-face workshops, resource centers, sponsored tracks within other national conferences, an integrated Web presence and research.*
- *Create self-sustaining non-dues revenues.*

Goals:

- Expand the breadth and reach of DISA and its client by creating a minimum of two new programs to enhance industry education and information sharing.
- By 2010, develop one educational/training program that generates a minimum of \$25,000 in profit, after expenses.
- Develop at least two new partnership or sponsorship relationships.

Strategies:

- Deliver enhanced webinar offerings for timely, newsworthy topics.
- Develop a profitable virtual conference program that delivers new benefits and future resources to DISA.



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- Develop DISA and client online educational resource pages, with enhanced computer-based training opportunities and course downloads.
- Increase sponsorship and partnership opportunities to increase breadth of client contacts, credibility, promotion and revenue generation.

2. ASC X12 Membership

(Objective)

Work with X12 to Increase and diversify X12 membership, and enhance involvement.

Goals:

- Develop one new initiative to grow membership by a minimum of 36 new X12 members in FY09.
- Develop one new initiative that will assist in reducing the attrition rate to 5 percent.
- Increase the participation of executive-level individuals within the X12 membership by 10.
- Implement a new initiative to expand membership retention.

Strategies:

- Reach additional client company contacts, outside of traditional sphere, through programs such as asking current members to provide their bosses' contact information, so they can be sent X12 ROI information.
- Increase value proposition of member benefits, such as the newsletter and outreach program to first time attendees of client meetings.
- Develop three new ways to improve the quality of DISA contacts/lists.
- Obtain 3 outside lists, via barter, to be used to send membership information.
- Outreach to other associations and industry organizations touting X12 cross-industry expertise, while serving vertical business needs.
- Offer membership incentives to the association and its members, to increase value proposition.
- Develop targeted membership campaigns to:
 - 1) former members
 - 2) non-members that purchased publications and
 - 3) non-members that have attended meetings, webinars and conferences.
- Develop a comprehensive, annual list of events where the X12 Chair and others within the X12 leadership can speak about the benefits of X12 and its activities
- Identify and attend one tradeshow each year; vary each year to cover multiple verticals.

3. Publications

(Objective)

- *Increase the utilization of DISA's publication products, while positioning DISA as the premier provider of e-commerce standards.*

Goals:

- Create a marketing plan to increase exposure of the DISA Bookstore.
- Implement one new initiative to expand publication sales within the DISA Bookstore.



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- Strategically partner with other organizations and groups to provide enhanced content and information.
- Monitor Web traffic trends, and increase the volume of traffic to the DISA Bookstore in 2010.

Strategies:

- Create improved, more effective product packages.
- Improve the online DISA Bookstore to create better efficiency and increase HIPAA 005010 sales by a minimum of 10 percent, annually.
- Identify a minimum of two new resources/partners to co-promote the DISA Bookstore, thereby driving a larger and broader audience to the DISA and X12 websites.
- Research, develop and package advertising revenue opportunities within the DISA Bookstore, as well as within the DISA and X12 webpages. (\$10,000 by 2010)

4. Association Management Forum (AMF)

(Objective)

Strengthen the position of AMF, the for-profit arm of DISA, as the premier provider of management services and solutions that help industries and organizations improve business processes, reduce costs and increase productivity.

Goals:

- Acquire a minimum of one new client in 2009.

Strategies:

- Leverage the Association Management Company Institute (AMCI) New Business Development Program to respond to strategic Requests for Proposals (RFP).
- Enhance the successes of DISA's current client.
- Position AMF as a leading association management organization through related media exposure, press releases, trade shows and client testimonials on AMF's website.

5. Intellectual Property

(Objective)

Ensure the proper use of DISA clients' intellectual property.

Goals:

- Develop and implement an effective process to communicate the use of DISA clients' intellectual property to 100% of DISA clients.
- Contact non-member/non-table data purchasers, and communicate licensing requirements.
- Acquire a total of \$16,000 in licensing fees in FY09.
- Implement an invoice distribution process, upon anniversary date/renewal date for each license. Begin invoicing at 90 days from renewal date, followed by 60 days and followed by 30 days, with a goal of 100 percent retention.



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Strategies:

- Research violators, via multiple resources and develop a target list.
- Distribute Licensing cover letter on DISA letterhead, by mail, and enclose invoice with metadata license agreement.
- Follow-up with letter on attorney letterhead to those who do not respond.
- Follow up with personal phone calls.

6. Awards

(Objective)

Position the Guilbert and Bass awards program as truly prestigious awards of merit.

Goals:

- Create greater competition for nominations.
- Increase nominations by at least two for each award, annually.
- Receive at least one nomination from a non-client member.

Strategies:

- Improve the judging criteria and judging process.
- Revise the nomination process to include more comprehensive program details and online nomination form.
- Increase awareness of the awards program through a more comprehensive marketing/PR strategy.
- Enhance awards ceremony and website, to better recognize honorees.
- Work with industry organizations to leverage contacts by reaching a broader audience of candidates outside the current DISA client base.

Conclusion

This Strategic Plan is a living document, revisited at a minimum of once per year by the DISA Board of Directors and staff. This plan reflects the DISA goals and philosophy for carrying out the directions of the Strategic Plan. An annual budget is prepared and presented to the Board of Directors for approval at the Annual Board Meeting.