

Stichting citizenMovement
strategic plan

2023



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1. strategy plan summary

As mobile citizens, we travel the world, explore cities, and reach most destinations easily. It got us thinking: what makes us so lucky? The answer is 'mobility'. It's even in our name. For us, mobility is readily accessible, something we don't really think about. You could say we take it for granted. But for some, mobility is not only hard to achieve, it's also a luxury they simply cannot afford.

Thinking about these challenges led us to establish our charity: the citizenMovement Foundation. It's founded on one of our values: real caring. We thought real caring shouldn't just stay within our four walls. It should make a difference to people who have never been, and perhaps never will be, citizenM guests. We want to inspire our guests and employees to help others. Our mission: to shorten the distance between people and opportunities by giving them the gift of mobility.

citizenMovement is a growing non-profit organisation, it is supported by citizenM and its success depends on the joint efforts of citizenM's staff, guests, partners and employees. In the structure of this foundation, citizenM is a direct sponsor of citizenMovement by donating funds collected from our housekeeping campaign which is implemented in many of citizenM's operational hotels. Every time you stay at a citizenM hotel, you have the option to say 'no' to a room cleaning. When you do that, citizenM will donate 3 EUR to citizenMovement – on your behalf.

Our strategy needs to amplify the impact of our efforts. To achieve that, we seek out organisations that share the same philosophy as we do.

Since 2018, citizenMovement has been working with World Bicycle Relief (WBR) to support its goal of changing the world, one bicycle at a time.

2. citizenMovement description

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2.1 mission and purpose

We want to inspire our guests, partners and employees to help others. Our mission: to shorten the distance between people and opportunities by giving them the gift of mobility.

2.2 goals

1. Our mission is to empower individuals and communities by providing access to opportunities that can significantly improve their lives, ultimately leading to real and lasting social change. We believe that one of the most transformative gifts we can offer is mobility, as it can provide easier access to education, safer living conditions, and greater freedom. Our focus on Mobilised Communities projects means working with our charitable partner WBR to supply bicycles to those facing mobility constraints in sectors, including education, healthcare, and the local economy in communities in Sub-Saharan Africa. By doing so, we aim to unlock new opportunities for people and enable them to achieve their full potential.

2. In times of crisis, we respond to severe disasters. We recognise the need to support initiatives that help bridge the gap between people and the resources they need in times of humanitarian crisis. We evaluate the best way to support those in need in the immediate aftermath of a disaster. In consultation with citizenM, each year, we set aside 10% of our charitable donations to enable a quick response to severe and unprecedented disasters. Once this Disaster Response donation allocation (10%) has been utilised, further donations will not be considered in the financial year.
3. Bring citizenMovement to life by engaging citizenM our guests, partners and employees, and making it a fundamental part of the citizenM culture.

2.3 focus target market for fundraising

- citizenM guests
- citizenM staff (hotels and support)
- citizenM business partners and suppliers

2.4 legal structure and ownership

- citizenMovement is an independent non-profit foundation
- citizenM is a direct sponsor of citizenMovement

2.5 funds

- Donations received from citizenM, collected through the housekeeping campaign.
- Donations received through fundraising from events organised by citizenM involving guests, employees, suppliers and business partners.

3. marketing strategy and expenses chart

citizenMovement is a growing non-profit foundation. We will focus on simple, cost-effective, and engaging ways to increase our outreach, increase our donor base, and grow on a yearly basis. We will do this by tapping into citizenM's target audience, starting with our guests and employees.

To reach this audience, we'll use citizenM's existing channels such as our app, website, social media, hotel facilities, offices and Mpower. These channels will be used to create awareness and promote the participation of the target audience in fundraising events and activities.

A digital process and flow of funds has already been set up, hotel guests staying two nights or more can contribute by simply deciding to not have their daily room cleaning. For every room that is not cleaned, citizenM will donate 3 EUR to citizenMovement on their behalf. In addition, citizenMovement will generate funds by providing other means of donation and by organising engaging fundraising events.

We will:

- form partnerships with other organisations; our first endeavour, we have formed a partnership with a non-profit organisation, World Bicycle Relief, and their BEEP initiative (Bicycles for Educational Empowerment Program)/Mobilized communities projects. Partnering with strong, well-established organisations is a great way to make an impact on people's lives, while promoting awareness of citizenMovement. We will always search for organisations that truly share our values and dedication to our cause, and that have been granted ANBI (Public Benefit Organisation) status or equivalent foreign status. This way we will ensure solid partnerships that can assist in raising awareness about our cause and solidify our existence. These partnerships, which may change annually, are selected out of proposals submitted by citizenM staff.
- create the possibility to donate; amongst citizenM guests, we are currently promoting our

housekeeping campaign, if their stay is 2 nights or more. Every time a guest skips a room clean, citizenM will donate 3 euros on their behalf. Besides the housekeeping savings by the participation of guests, citizenMovement will look to create the possibility to make donations.

- organise engaging events for citizenM staff, guests, and neighbours; we will engage citizenM staff, and guests through organised events that can provide extra funds for our foundation. All fundraising events must be able to not only cover their costs but bring funds into the charity, for this to thrive.
- make use of social media; We will post about what's going on in our organisation, as well as share useful and interesting content with our viewers.
- leverage citizenM's website with great content; citizenM has a great website already and citizenMovement can piggyback on it. We will need to use this website to also post great content on our charity and use this platform to raise awareness and grow our citizenMovement brand. Also, the content that we create on citizenM's website could be cross-posted on social media platforms like Twitter, Facebook, and LinkedIn, further promoting awareness of our non-profit charity.

3.1 events criteria

- Year 1; for events to be approved, costs should not exceed 65% of the total set revenue.
- Year 2 - 4; for events to be approved, costs should not exceed 55% of the total set revenue.
- After year 4; for events to be approved, costs should not exceed 45% of the total set revenue.
- Every event should be able to give citizenMovement exposure.

As a new non-profit organisation, we may have to put more money into fundraising at the beginning. Statistics show that non-profits that have well-established relationships with foundations or big-money donors have lower ratios than newly established non-profits that are just beginning to raise money.

As we mature, we will look at our expense-to-income ratio for the whole period to see our average fundraising ratios. We can then also compare our performance with non-profits of a similar size, mission, and age. This will tell us whether we are below or above average in our speciality. As time passes, we will compare our most recent ratio to earlier periods and see if we are becoming more efficient. If not, we will have to find ways to increase our fundraising efficiency.

4. operational plan

citizenMovement requires a clear focus, dedication, implementation, and communication consistency to achieve Credibility, Visibility, Enthusiasm and Inclusion.

To achieve that, citizenM has assigned an employee that will be fully responsible and accountable for all citizenMovement results.

Using the Cascade model; Besides the assignment of this specific individual to represent and focus on citizenMovement, we will resort to equipping volunteered hotel ambassadors via citizenM immersions, with a deep understanding of the mission and purpose of citizenMovement by implementing the Cascade Model; this means that said hotel team members will be trained to become a citizenMovement official ambassador, by more knowledgeable peers to then pass their knowledge on again.

4.1 personnel

As we grow, citizenMovement will hire someone with NGO extensive experience to support our non-profit organisation, for 2 or 3 days a week, and a proper team can be placed to manage, and support this new and amazing initiative.

The focus is to establish a solid foundation for citizenMovement with the support of 2 existing staff members of citizenM, we record the percentage of working time spent on Movement activities throughout the year and charge the citizenMovement.

4.2 outside services

In addition, citizenMovement might use outside services for assistance in the planning of fundraising events.

5. management and organisation

The citizenMovement board has the power to represent citizenMovement. The power to represent citizenMovement is, in addition to the power of the board, vested in two board members acting jointly. None of the board members is authorised to represent citizenMovement solely.

The members of the citizenMovement board do not receive remuneration. Reasonable expenses incurred in the proper performance of their duties will be reimbursed.

5.1 The citizenMovement Board



Klaas van Lookeren Campagne

Chairman



Hein Bijl

Secretary



Wulf van Alkemade

Board Member



Max Siem A Joe

Treasurer