



Global Greeter Network

Policy plan 2017 – 2020: “Towards a bright future”

EXECUTIVE SUMMARY

In this policy plan you will find the outlines of the Global Greeter Network (GGN) Foundation as we will develop in the years 2017 – 2020.

The Global Greeter Network (GGN) Foundation was set up in 2011 to facilitate the Greeter concept. Greeters are volunteers that show visitors around their city for free. Greets incorporate cultural exchange and understanding, tolerance and acceptance of cultural diversity.

The GGN is growing fast towards several hundreds of destinations around the world and expanding exponentially. It is time to reassess the current business model and look at systems that can support this rapid growth.

In the years ahead the GGN will focus on developing policies and processes to further promote the Greeter concept and develop the GGN brand as well as seeking funding to facilitate these developments.

We are seeking corporate partners that can secure the basic financial requirements of GGN as well as secondary sources of funds like sponsors to support a visitor value program, crowdfunding and donations.

THE CONCEPT

What are Greeters?

Greeters are persons that loves their city so much, they would like to show visitors around for free.

A Greet differs from a guided tour on two main fronts:

1. Greeters do not charge any money for showing visitors around, and
2. Often Greeters have a personal connection to the city they show visitors, share personal experiences and visit hidden treasures you could not expect from a paid guide.

So what is a Greet?

A Greet is on averaged a 2 - 3 hour “walk” where the Greeter shows one to six visitors around their city. During this time there is an opportunity for cultural exchange and the sharing of values.

Where does the Global Greeter Network Foundation come in?

The GGN foundation is the central point where the public at large can find information about the Greeter concept. It also heavily promotes the concept through press releases and generally respond to press enquiries.

The GGN foundation maintains a website where visitors can find destinations and links to these destination’s websites. The foundation also provides a free turnkey website for new destination that includes a fully functional booking system and free IT support.

In addition, the GGN foundation develops policies and sets standards to develop the GGN brand.

OUR VISION

“Making the world a better place; one Greet at the time...”

Every Greet facilitates a positive interaction between people from different cultures, lifestyles, religious backgrounds or age and therefore creates understanding, empathy and mutual trust and respect.

THE MISSION

To achieve our vision, we will increase the number of Greets around the world by:

1. Expanding the number of Greeter destinations around the world and developing better support systems,
2. Ensure the Greet experience is safe and pleasant by standardising processes and meeting global quality control standards, and
3. Seek partnerships with organisations that can assist in adding value to the Greeter concept.
4. Creating an inspiring working environment where the values that apply to the Greeter concept also apply to the staff and relations

OUR VALUES

Optimism

We strongly believe that the Greeter concept will make the world a better place; one Greet at the time... Greeters and visitors don't wait for a better world to come along but they make the effort to create one.

Diversity

Greeters and visitors come from all 4 corners of the world and they represent diversity not just in cultural background but also of different ages, gender or race. Diversity leads to inclusion which makes greeters and visitors feel valued and respected.

Community

Since we are all a reflection of our community improving the world starts with us. Great opportunities to improve the world seldom come around but small ones surround us every day. These small acts multiplied by many will change the world.

Fun

Don't forget to have a good time and you will be the reason someone smiles today.

THE GREETER'S PROMISE

We have defined the core values that fit the Greeter concept. Optimism, diversity, community and fun are the core values that fit our vision and the Greeter concept.

It is important to have all Greeters acknowledge and promise to live up to our vision and core values. Therefore we ask each Greeter to make a promise in which they confirm their support to the vision and to have these core values as a starting point in their role as a Greeter.

The Greeter's promise:

As a Greeter, I promise to make the world a better place; one Greet at the time, by:

- Offering a friendly face for those visiting my area
- Welcoming individuals or small groups of up to six people
- Volunteering and not to charge for the Greet experience
- Welcoming visitors without any kind of discrimination
- Supporting sustainable tourism
- Respecting natural and man-made environments
- Bringing both cultural and economic enrichment to my community
- Create a lasting positive image of my area, and
- Encouraging a mutually enriching opportunity for cultural exchange and bringing people together.

ORGANIZATIONAL ENVIRONMENT

History

In 1992 Lynn Brooks, born and raised in Manhattan, started the New York Greeters. People got involved and within sixteen years an informal network of seven local Greeter destinations around the world called themselves the Global Greeter Network.

In 2008 Jos Nusse, founder of The Hague Greeters, got involved and started to actively promote the Greeter concept around the world primarily by creating the website www.GlobalGreeterNetwork.info. This website is both informs the general public about the Greeter concept as well as providing a conduit for those wanting to start their own local Greeter destination.

In 2011 Jos Nusse started the Global Greeter Network Foundation, registered in The Hague - The Netherlands. This formalised the Global Greeter Network and established specific standards which local destination managers and local Greeters need to adhere to.

Growth in the number of Greeter destinations around the world was initially slow but steady. New destinations started motivated by either:

visitors that experienced a Greet and then decided to start their own local Greeter organisation, or

local governmental tourist organisation that “discovered” the concept and created an infrastructure for visitors to meet locals as an instrument of city marketing.

Now destination are coming on board almost faster than can be processed or supported.

Current situation

In 2016 the number of Greeter destinations grew with app. 35%.

The main reasons:

1. we developed a turnkey website which includes a fully automated booking system that allows new destinations to be online within hours, and
2. more destinations leads to more visitors, which automatically leads to more people wanting to start a local Greeter organisation.

To maintain or accelerate growth we need to look at the following issues:

1. **Professionalise the organisation**

The growth of the GGN exceeds the support it can deliver. It is time to better structure processes and procedures and assign the appropriate level of assets to maintain and expand capabilities. This means a central head office moderately staffed to facilitate growth as well as the development of key policies that will support the Greeter concept into the future..

2. **Funding**

GGN requires appropriate funding. We see a “partnership” with a large international as essential to fund our core activity. Other fundraising opportunities will include sponsorship, crowdfunding and donations.

Desired situation

It is our vision to “make the world a better place, one Greet at the time...”.

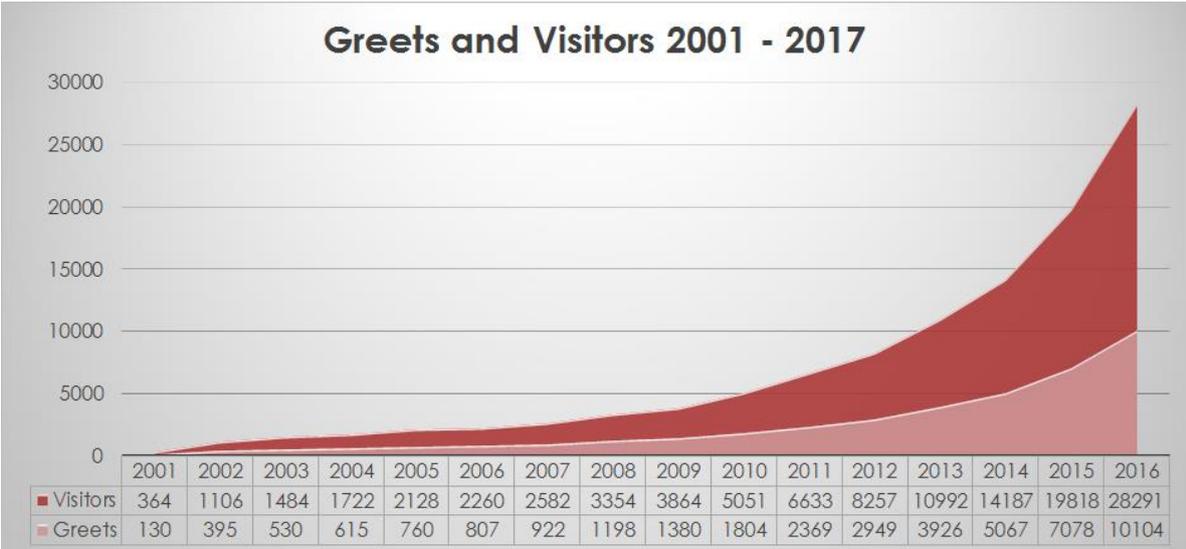
To realize this we simply need more Greets, Destinations and Greeters but we also need to manage the quality of the growth.

Looking at the empirical data, we can see that growth is exponential and there is no evidence that this growth will stifle in the future.

GROWTH

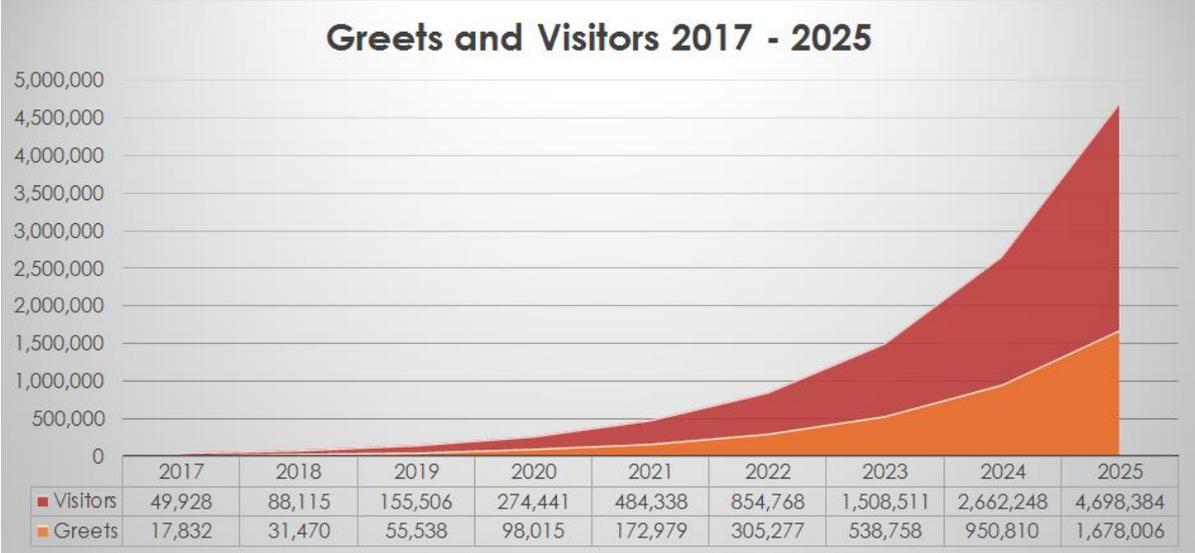
Empirical data

There has been an exponential growth rate among the Greeter Destinations, Greeters and Visitors. The average growth rate between 2001 and the end of 2016 was 76% average.



Growth anticipation (unassisted)

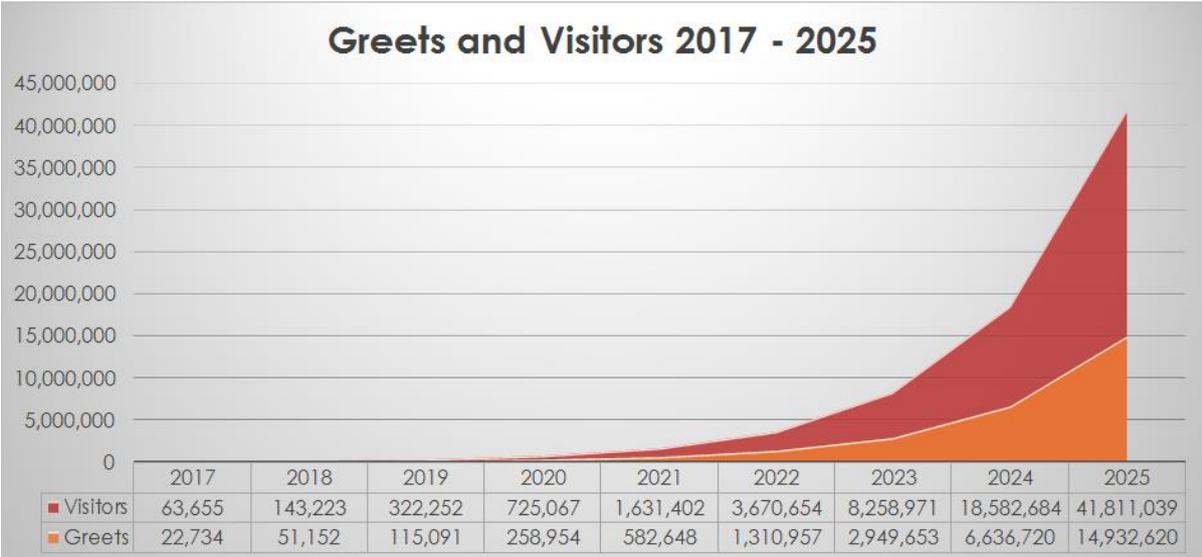
If we apply the average growth rate established from empirical data (76%) to the period 2017 – 2025 then GGN will grow to 49,928 visitors during 17,832 greets and 4,698,384 visitors during 1,678,006 greets respectively.



Growth anticipation (partner assisted)

We are convinced that where the GGN receives financial assistance from a long-term partner, the empirical growth average can be substantially increased by a nominal 50% additional growth.

If we apply the average growth rate with this “partnership” multiplier of 50% to the period 2017 – 2025 then GGN will grow to 63,655 visitors during 22,734 greets and 41,811,039 visitors during 14,932,620 greets respectively.



CURRENT STRUCTURE

There is a Global Greeter Network foundation, founded in 2011 and registered in The Hague - the Netherlands. For the last six years, the GGN Foundation was run by the founder and is purely operating on a philanthropic basis.

The founder pays for substantial IT costs and spends a substantial amount of time on growing the Greeter concept and the GGN brand.

OBJECTIVES

Marketing

More Greeter destinations means more Greets, more visitors and will like a snowball increase the number of destinations.

1. Increase the number of Greeter destinations
 - 1) Converting people who signed the agreement into local destination manager
 - 2) Converting current prospects that have already enquired into becoming new destination into local destination managers. Currently 700 potential destinations.
 - 3) Converting Euro
 - 4) pean special project destinations into Greeter destinations
 - 5) Converting Visitors into prospects who inquire 'how to start a local Greeter destination
 - 6) Approach local councils to start a new destination in their city.
 - 7) Approach top 100 cities where we would like to see a Greeter organization get started
2. Increase the number of Greets
 - 1) Convert more bookings into Greets per destination
 - 2) Receive more bookings per destination
3. Positively influence the press
 - 1) Develop and implement a press strategy that will contribute to a positive image about the Greeter concept among press so the press will publish in a hospitable, friendly and contributing way about the concept
 - 2) Optimize the possibility to generate publicity by using social media and by developing and implementing a free publicity plan
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Financial support

We will organize financial support in order to create a professional and sustainable organization

1. To have Global partners aligning with the Greeter concept through substantial contributions.
2. To have sponsors cooperating with the Global Greeter organization and to have a long term relationship with these sponsors
3. To be financially supported by individuals
4. To secure potential grants

Administration

1. Establishing an organization where staff members are able to support the Greeters brand and at the same time can develop their talents
2. Securing the logistical constraints within which the organization has secured its objectives.
Develop an accommodation and housing plan that can effectively serve the Foundation's needs.

Legal

1. Align the Foundation's corporate structure to world best practices in order to maximise the effectiveness of the Foundation
2. Develop and implement a management and ownership structure that best serves the outcomes of the Foundation
3. Avoid ambiguities and escalations in case of emergencies around the Greeters brand
4. Minimize the risks which may damage the company and brand

Communications

1. Create a pathway to promote the coupon system in order to value add to the visitor's experience.
2. Develop emotional buy-in among *Destination Managers* for the monetization of the Greeter concept in order to make the concept and the Foundation sustainable
3. Create a "Big Family" atmosphere among *Greeters*, *Visitors* and *Destination Managers*
4. Create a smooth and effective "New Destination" roll-out program to assist (new) *Destination Managers*
5. Develop and maintain the websites utilizing the latest technology and provide user friendliness
6. Accumulating knowledge about the needs and appreciation of users to different websites