

ICCX Europe 2011 Conference Program  
TIPAS – The International Precast Associations Summit, Day 2

Topic of The Day

# How To Grow An Association

Sue Froggatt Training & Consulting

Membership Training & Consulting & Research

7<sup>th</sup> October 2011, ICCE, Bologna, Italy

# Day 2 Agenda

10-11am

## **Presentation**

1. Options For Growth
2. Essential Recruitment Research
3. Targeting
4. Effective Recruitment Approaches
5. When Not To Recruit
6. Fee Structures & Categories
7. Growing Non-Dues Revenue
8. Dealing With Competition
9. Communicating The Benefits
10. Managing Membership

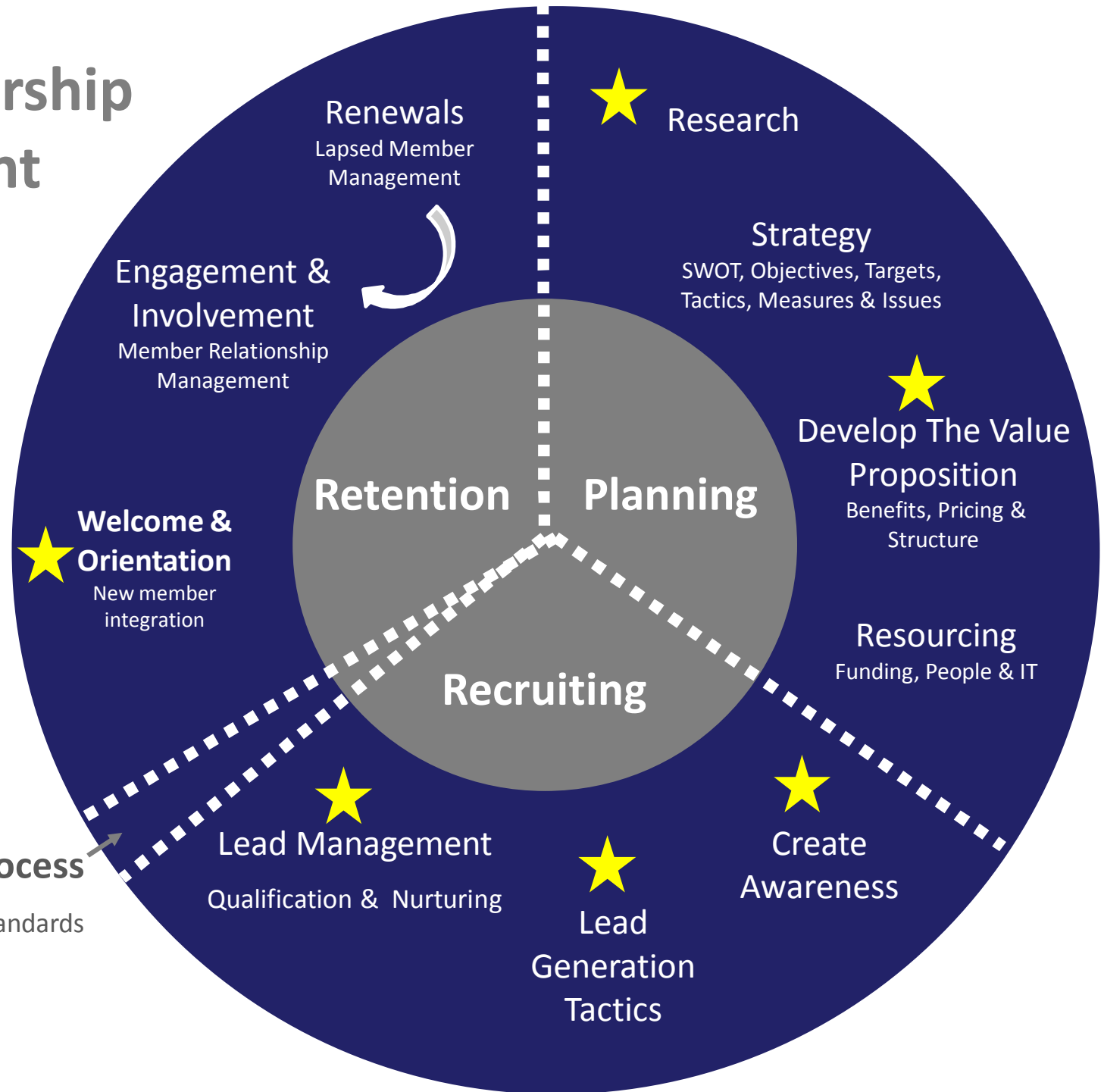
11-4pm

## **Four Workshop Discussions**

4-5pm

## **Closing Session – Results & Outlook**

# The Membership Development Process



# 1. Options For Growth

- Where is the potential for growth?
- What is your current penetration of the sector? →
- Will you need new benefits to reach other organisations?
- Is the only growth option to approach different types of organisations i.e. expanding the member base?



# The Four Growth Strategies

## The Ansoff Matrix Framework

	Existing Benefits	Expansion of Benefits
Existing Membership Categories	<b>1<sup>st</sup> Market Penetration</b> (Low Risk)	<b>2<sup>nd</sup>= Product Development</b> (Medium Risk)
Expansion of Membership Categories	<b>2<sup>nd</sup>= Membership Development</b> (Medium Risk)	<b>4<sup>th</sup> Diversification</b> (High Risk)

# 2. Essential Recruitment Research

## 2.1 Organisational review

## 2.2 Membership review

## 2.3 Industry review

- The concrete & construction sector
- The membership industry
- Competition
- Possible alliance partners

## 2.4 Departmental review

**Member Recruitment Research: Self-Assessment**  
*What do you know? What should you know? What are you missing?*

	Know	Don't know	Not sure	Other
<b>3.1 Organisational Review</b>				
What is your mission, vision, direction, strategic goals, objectives & aspirations of leaders?				
What have been your key achievements? Where are the powerful stories?				
What are your key resources and assets?				
What benefits are being introduced and withdrawn?				
<b>3.2 Membership Review</b>				
3.2.1 What's been happening over the past few years?	Know	Don't know	Not sure	Other
What is your current retention rate?				
What recruitment tactics did you use last year? What worked well & failed? Why? What surprised you?				
Financials: Budget, budget? Average cost to recruit each new member? Past years? What is the lifetime value of a member? Past ROI?				
Member turn-over				
Why are you losing members?				
3.2.2 What is your membership? Is it static, growing or declining?	Know	Don't know	Not sure	Other
What are the segments of your membership?				
What is the penetration of each segment? What is causing growth, growing and declining? Which benefits are any groups underrepresented and why?				
3.2.3 Who are your influencers and triggers? Who influences them? Who are your influencers, as members, that they could not be?				
What's the joining process? Are there any barriers?				
Who failed to join? What happened?				
What makes membership a "must have"?				
Would members recommend membership?				
3.2.4 Joining benefits		Don't know	Not sure	Other
What are the real benefits of joining - rational & emotional?				
3.2.5 How do people see you?			Not sure	Other
What is the level of awareness of your organisation?				
What impression do people have of you? What is your reputation?				
What first impressions are you giving on your web site, via elected members?				
<b>3.3 Industry Review</b>				
3.3.1 What is about to happen in your community/industry sector?				
What do the thought leaders, futurologists and experts predict will be the new trend "every year" for members e.g. changes to legislation, technology, etc.?				
How will this affect the demand for membership?				
Who will be most affected? Can we help?				
Where are the PR opportunities to raise your profile?				
3.3.2 What is happening in the membership sector?				
How are similar associations recruiting in other countries?				
What made other recruitment campaigns work well?				
3.3.3 Competition	Know	Don't know	Not sure	Other
Who are your competitors? How do they compare and contrast?				
What is the perception of how you are different? Positioning research				
What new things have they been doing?				
What do they charge?				
3.3.4 Who could be your recruitment partners?	Know	Don't know	Not sure	Other
Who do prospective members turn to for advice? Who influences them?				
<b>3.4 Departmental Review</b>				
Audit of your recruitment systems & processes. Any re-keying of information? Any leads in other departments? Review of lead management, especially lead qualification and lead nurturing				
Review your core competences, knowledge & skills. Any critical gaps?				
Review of supporting collateral, including images				
Review of communication channels				
Results of tests done on new promotional tactics				
<b>3.5 Other - What else would you add to your member recruitment research self-assessment?</b>				

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 One-Day Seminars \* Member Recruitment \* Member Retention \* Member Research \* Delivering Member Service Excellence \*  
 200 Great Recruitment & Retention Ideas \* Sponsorship Fundamentals



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# Membership Review

## What's been happening over the past few years?

- What is your current retention rate?
- What recruitment tactics did you use last year?
  - What worked well and why? What failed and why? What surprised you?
- Financials
  - Guidelines for recruitment budget? Past years?
  - Average cost to recruit a new member? **Rule of thumb**
  - What is the lifetime value of a member?
  - Past ROI?
- Review your 'member turnover'
  - What's the story? **Why are members leaving? Which can you do something about?**

# Member Turnover Analysis

	Trend Sparkline	2007	2008	2009	2010	2011
Members At The Start Of The Year						
New Members Joining That Year						
Members Renewing						
Members Leaving						
Members At The End Of The Year						
Net Gain or Loss						
Key events (to explain any the story)						



## What Is The Size Of The Opportunity?

- What is the overall size of the sector eligible for membership?
- Is it static, growing or declining?
- What is the take-up by sector?
  - Which groups are emerging, growing and declining?
  - Are any groups underrepresented and essential to achieving your mission?

## Where Is Your Current Appeal?

- Who has been joining? What is their profile?
  - What are the joining catalysts and triggers? ★
  - Who influences them? ★
  - What are their communication preferences?

## What Is The Recruitment Process? From Their Perspective

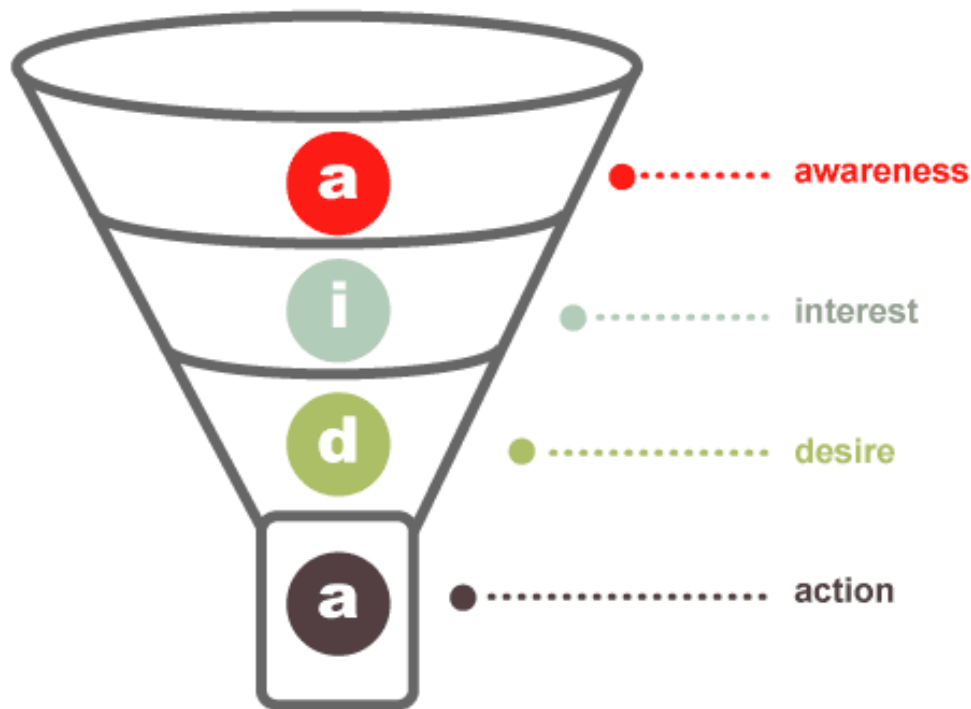
- How long does it take? Any key dates or periods?
- Are there any barriers?

# Member Review


<b>Group</b> (Segment)	<b>Profile</b>	<b>Joining Triggers &amp; Catalysts</b>	<b>Possible Recruitment Messages &amp; Themes</b>	<b>Influencers</b>
<b>Full Member</b> (Producer)				
<b>Associate Member</b>				
<b>Professional /Affiliate</b>				
<b>?</b>				

# The Recruitment Process

## From Their Perspective



**The Recruitment Process**



AIDA Model	'Attention	'Interest	'Desire	'Action
Description	Information main/panels introductions first impressions	Comprehension understanding insights possibilities investigating questioning	Liking preference Trust Relevance Positive intention	Decision commitment Purchase Adoption Join
Examples of possible behaviour	They telephone you & ask for information They ask lots of questions	They take your call They attend an event They ask for a meeting	They meet with you They ask about benefits They agree benefits They ask questions about the joining process They ask for approval for funds to join	They fill in an application form They raise a PO They tell others joining They pay the invoice
What activity would you offer at each stage to help them move forward to the next stage?				

Useful Research 1

# 'Fail-To-Join' Research

## Why? What happened?

Not worth the investment?

Not understanding the value of the benefit?

Not the right person?

Poor impression?

No funds?

*Make sure your efforts are going to be productive!*

Useful Research 2

# Ask Existing Members

How has membership made a difference?

What can you do now that you could not do before you  
were a member?

What makes membership a “must have”?

What makes membership indispensable?

## What Are The Key Benefits Of Joining?

- Two ways to approach – more in Section 9

## How Do People See You?

- What is the level of awareness of your association?
- What impression do people have of you? What is your reputation? What does your brand say about you?
- What first impressions are you giving?
  - Web site
  - Elected members
  - Branch volunteers
  - Your reception area & receptionist
- Mystery shop your organisation

## **What Is Happening In The Membership Sector?**

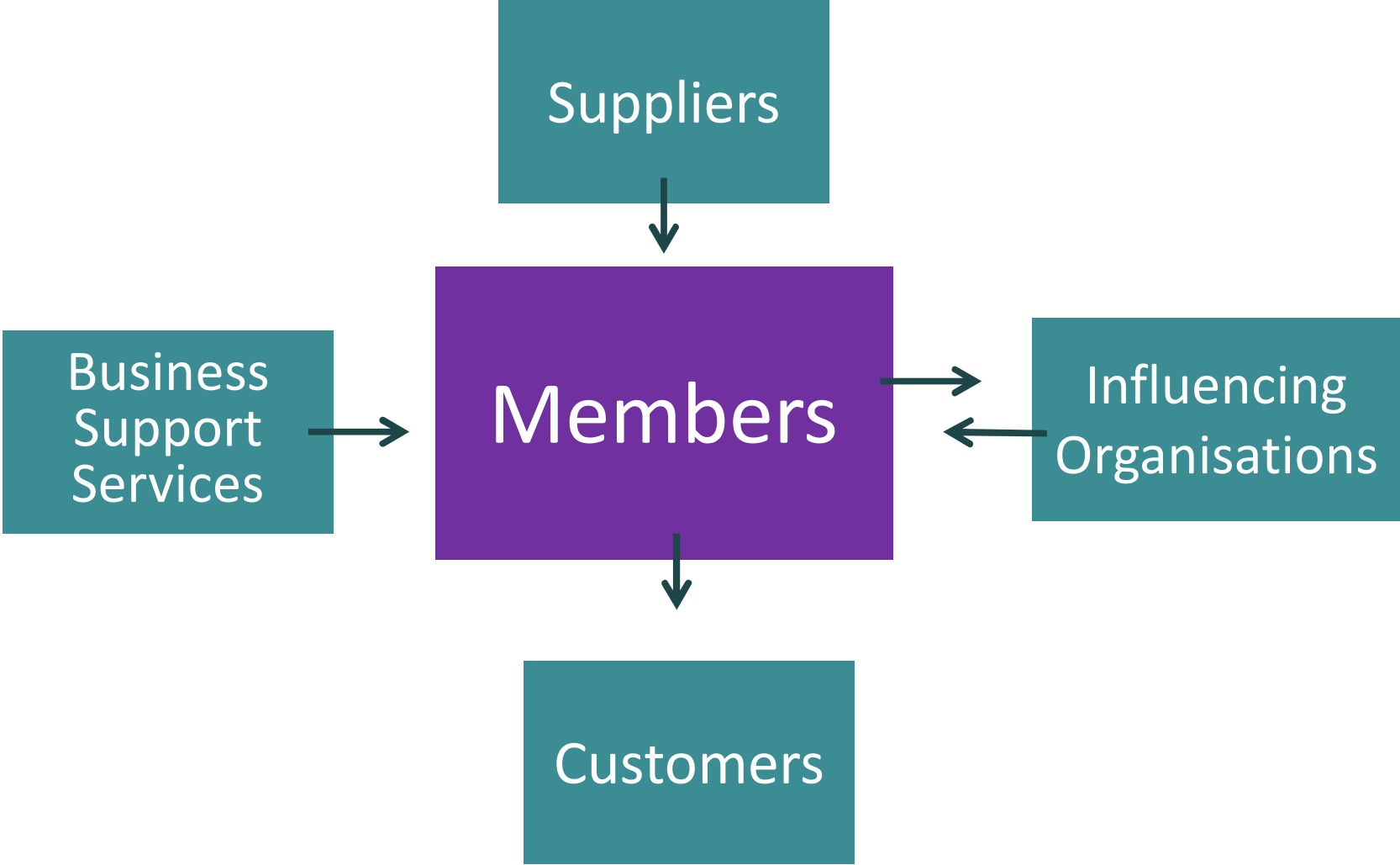
- What are similar associations doing in other countries?
- Review of successful recruitment campaigns. What made them work so well?

## **Who Are Your Competitors?**

- How are you different
- Develop a strategy – more in Section 8

## **Who Could Be Your Recruitment Partners?**

- Who do prospective members turn to for advice?
- Who influences them? Useful to map out





# 3. Targeting

## 3.1 By organisational characteristics

- Size – turnover or number of employees
- Products or services sold

## 3.2 By situation

- What is happening that has made them interested in joining?
- What situations or catalysts trigger an interest in your association?
- What action points do they put on their 'list of things to do'?
- What is the worry or concern?
- Great opportunity to attract attention!
- Develop specific resources for helping with these issues
- Stranger > Friend, Friend > Member

## 3.3 By personal characteristics

- Job responsibility – Finance/Accounting; Plant Management; Production Management; Safety Management; Human Resources/Training; Marketing; Sales; Quality Control; IT/Web
- Age

# Situations That Might Trigger Interest

- New legislation
- Introduction of new technology
- Looking to raise their profile
- Internal process audit
- Customer asked about
- Looking to professionalise
- Training need – H&S, sustainability, etc
- New funds
- New employee – previous employer was a member
- Tender
- New to industry sector & looking to make connections

Things to do

Find out about...

Generate new  
business

Raise our profile

# Ask Prospective Members

Who Phone For Information

“What prompted your call?  
What is happening that made you  
interested in contacting us about  
membership?”

# To Find Companies In These ‘Situations’

1. Set up alert - Google
2. Scour the press or web
3. Use a business intelligence service e.g. Mandis
4. Let partners know

The screenshot shows the Mandis Business Intelligence website. The header includes the Mandis logo, the text 'BREAKING BUSINESS INFORMATION', and a contact number '0844 5679986'. A sidebar on the left lists navigation options: Company Reports, Sales Leads, Business Intelligence, Executive Moves, Employment Map, London Moves, Sector Reports, and Liquidations. The main content area features a 'Browse by business sector' section with a grid of icons representing various industries. A red rectangle highlights the 'Building and construction' icon. Below the grid, there are logos for 'SKY NEWS', 'Mandis Research In', and 'THE SUNDAY TIMES'.

**MANDIS**  
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Updated Minute by Minute

News: ITE Group Plc - Strong Results - Job Growth Likely...  
News: Travelodge Hotels Limited - New Hotel Summer

**Browse by business sector**  
The Mandis Intelligence Service is able to display both positive and negative business changes by UK Industry and Business Sectors.

Organisations within industry sectors or business sectors undergoing positive changes and industry developments are likely to be highly receptive prospective employers, as they are already seeking new resources to accommodate their growth, e.g. new people, premises, assets and other services. This creates unique new job opportunities for potential employees to contact directors or other senior executives, who may themselves be new Executive Moves (New Appointments), concerning their employment before the company has ever advertised anywhere for new staff. These are high quality new job leads.

**SUBSCRIBER LOG IN**  
Username:   
Password:   
Register now

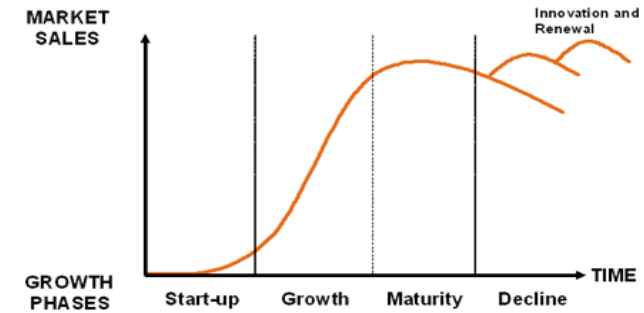
**SKY NEWS**  
Mandis Research In  
**THE SUNDAY TIMES**

Building and construction  
Technology  
Consumer goods manufacturing  
Energy and utilities  
Finance and banking  
Food, drink tobacco and farming  
Media, marketing, advertising and publishing  
Mining, engineering and materials processing  
Printing, packaging and paper  
Public sector and defence  
Retailing and wholesaling  
Support services

# Business Life Cycle

## Different Issues At Each Stage

Useful for predicting needs



### Stage 1: Early/Infant (Start of the growth phase)

- Conception & emerging
- Focus on creating new products and services that result in sales
- Finding and courting customers to produce more sales and orders
- Generating cash
- Becoming profitable
- Excitement

### Stage 2: Go-Go

- Initial success
- Finding more products and expanding product lines to grow market share
- Managing inconstant profitability
- Lack of depth of management
- Aggressive & quick to react

### Stage 3: Adolescence

- Professionalism of managers
- Developing consistent products, training and administrative procedures
- Confident

### Stage 4: Prime

- Focus on creating new infants or growth opportunities
- Profitability

### Stage 5: Stability – The start of the aging phase

- Focus on process, integration & measurement (new metrics) rather than results
- Cautious and systematic, predictive
- Maintaining the status quo
- New people joining, consensus building & conflict resolution

### Stage 6: Bureaucracy

- Complacent & risk averse
- Administrative and rigid
- Proliferation of middle management
- Loss of entrepreneurial edge

### Stage 7: Revitalize (or death/decline)

- Return to basics and rethink roles and skills
- Managing the people and resolving conflict i.e. old guard v. new player positions
- Culture change (to revitalise entrepreneurs)
- Restructuring

# Age Of The Prospective Member

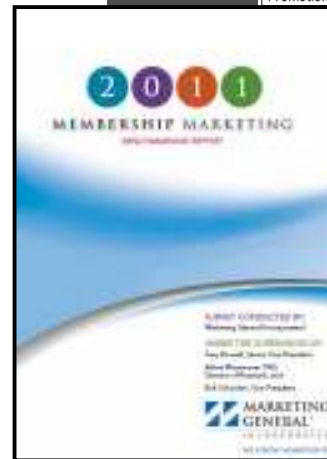
## Different Generations

	<b>Silents (1925-1942)</b>	<b>Baby Boomers (1943-1960)</b>	<b>Generation X (1961-1981)</b>	<b>Gen Y / Millennials (1982 &amp; after)</b>
<b>Outlook</b>	<b>Preservationists</b>	<b>Idealistic</b>	<b>Sceptical</b>	<b>Optimistic</b>
<b>Work ethic</b>	<b>Dedicated</b>	<b>Driven</b>	<b>Balanced</b>	<b>Energetic</b>
<b>View of Authority</b>	<b>Respect</b>	<b>Love/Hate</b>	<b>Unimpressed</b>	<b>Respectful</b>
<b>Leadership by</b>	<b>Hierarchy</b>	<b>Consensus</b>	<b>Competence</b>	<b>Achievement</b>
<b>Perspective</b>	<b>Civic-minded</b>	<b>Team-Orientated</b>	<b>Self-Reliant</b>	<b>Global</b>
<b>More?</b>	Skills include negotiating, mentoring, resolving disputes & facilitating.	They are delaying retirement & thinking of doing things with their lives.	They are unimpressed by titles, do not look for approval & want to have a life.	They are collaborative, tech savvy, socially responsible, risk takers & diverse.

# 4. Effective Recruitment Approaches

- Most become aware of: 1<sup>st</sup> WoM recommendation; 2<sup>nd</sup> Web & 3<sup>rd</sup> Email
- Most effective channel is: 1<sup>st</sup> Member WoM recommendation ; 2<sup>nd</sup> Direct mail

How Prospective Members Learn or Become Aware of Your Organization			
	2011 (N=638)	2010 (N=405)	2009 (N=599)
Member word-of-mouth recommendations	90%	91%	77%
Association website	87%	88%	85%
Email to prospects	71%	67%	61%
Promotion to/at your own conference/convention	65%	66%	65%
Co-worker or colleague recommendations	64%	67%	54%
Direct mail to prospects	62%	66%	76%
Association-sponsored events	57%	56%	37%
Cross-sell to non-members who buy your products or attend your conferences	56%	59%	52%
Local events/meetings	53%	NA	NA
Association-sponsored social networking websites (e.g., Facebook, LinkedIn)	51%	56%	35%
Exhibiting at other conferences	50%	51%	53%
Advertising in your own publications	48%	56%	51%
Recommendations from/connections with other associations	47%	50%	40%
Search engines (organic)	45%	47%	34%
Public relations	40%	39%	29%
Chapters	38%	46%	39%
Employer recommendations	33%	37%	30%
Advertising in outside publications	31%	31%	28%
Faculty recommendations	28%	32%	35%
Personal sales calls	25%	22%	24%
Job board	24%	23%	23%
Accreditation promotion	18%	20%	14%
Telemarketing to prospects	16%	18%	18%
Search engine ads (paid or pay-per-click)	14%	20%	8%
Paid banners on other websites	12%	13%	12%
Radio or TV	7%	5%	7%
Other	4%	3%	3%
Do not know	0%	0%	1%



Upward Trend

Downward Trend

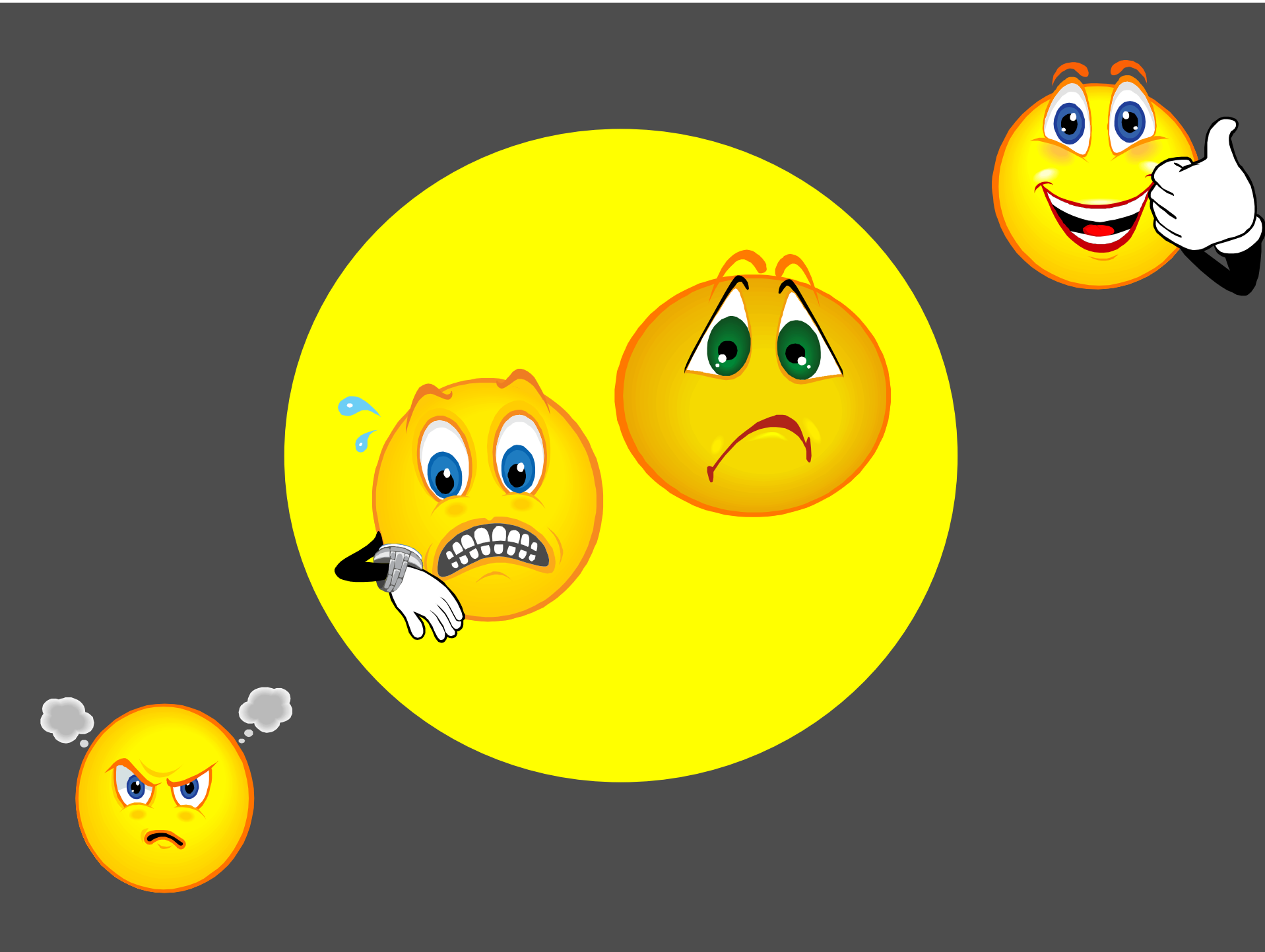
Most Effective Membership Recruitment Channels					
	N		% Rank 1		% Rank 2
	2011	2010	2011	2010	2011
Member word-of-mouth recommendations	222	371	22%	27%	13%
Direct mail to prospects	171	268	15%	27%	11%
Email to prospects	125	272	10%	10%	9%
Promotion to/at your own conference/convention	84	266	8%	11%	5%
colleague recommendations	92	270	7%	13%	7%
sales calls	70	90	7%	23%	4%
Association website	94	359	5%	8%	9%
non-members who buy your products or attend your conferences	85	238	5%	6%	8%
sponsored events	94	226	3%	2%	5%
recommendations	29	150	3%	8%	2%
recommendations	27	128	2%	6%	2%
other conferences	34	188	2%	10%	3%
your own publications	32	208	1%	3%	4%
recommendations from/connections with other	7	226	1%	0%	1%
search engines (organic)	16	202	1%	2%	2%
public relations	19	192	1%	1%	2%
chapters	9	158	1%	3%	1%
association-sponsored social networking websites (Facebook, LinkedIn)	16	226	1%	0%	2%
meetings	29	NA	1%	NA	4%
Accreditation promotion	9	82	1%	6%	1%
Telemarketing to prospects	18	73	1%	7%	2%
Advertising in outside publications	7	128	--	2%	1%
Radio or TV	4	19	--	--	1%
Job board	2	94	--	--	--
Search engine ads (paid or pay-per-click)	4	80	--	--	--
Paid banners on other websites	0	51	--	--	--
Other	15	13	2%	15%	1%



# Attracting Attention

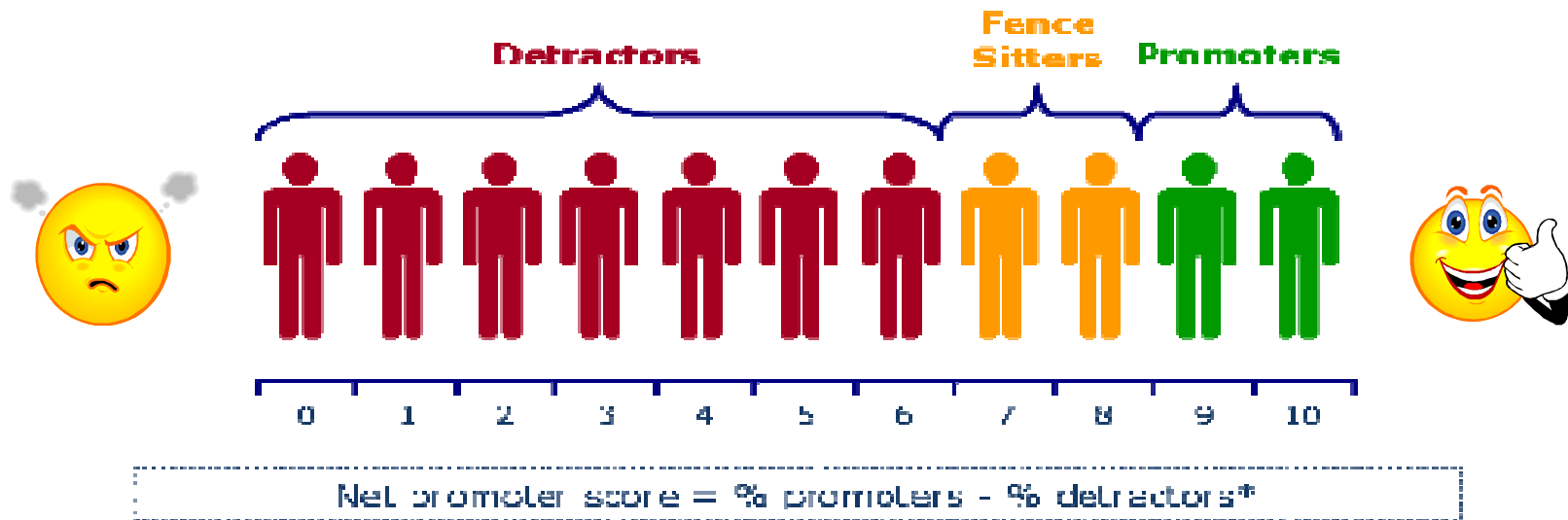
- Key - Valuable & relevant information
- Raise your profile in the media – press, TV, radio, social media, etc.
  - Mention alongside issues
  - Get to know editors!
- Industry speaking opportunities
- Useful information
  - Checklists
  - White papers
  - Research reports
  - Case histories
  - Benchmarking – business performance indicators, contract values, salaries (curiosity factor!), etc
- Work with partners to direct people to you
  - Search engines - SEO
  - Suppliers to your members
  - Influencers
  - Members...





# Net Promoter Score

How likely are you to recommend membership to a colleague?





FPB Forum of Private Business

Home | Join the FPB | Contact Us | Live chat | Search:  Go

call us on: 0845 612 6266  
8am to 6pm, weekdays

You are here: Home > About the FPB > Real Members, Real Benefits

Email page: Print page

### Real Members, Real Benefits - Video

Why should I join? Go

HyFPB - member login  
eNewsletter sign-up  
Online guides

Susan Webster  
Finance Director - Reardon Smith Architects

DUBLIN CHAMBER OF COMMERCE

Local Business Centre, Dublin, Ireland

Home | Events | Meetings & Event Planning | Golf | Restaurants | Shopping | More >

### Ambassador Club - Dublin Chamber of Commerce

The Dublin Chamber of Commerce Ambassador Club is an exclusive group of business professionals that work to shape the future of the Chamber and serves as an advocate for the organization. Together, Ambassadors learn the internal workings of the Chamber and work to increase member involvement, retention and recruitment.

The club's volunteer members serve on one of three committees and work directly with the Chamber's Board of Directors and staff. The Ambassador Club serves as a great training ground for member businesses wishing to take a leadership role in the Chamber. In addition, club members possess an extensive knowledge of Chamber services, programs and activities, and the business community.

**Examples of Ambassador Club duties:**

- Welcoming members at Chamber-sponsored events.
- Serving as ambassadors for the Chamber at public events.
- Encouraging Chamber program involvement and participation.
- Presenting new members with membership plaques.
- Informing the Chamber of issues that concern the business community.
- Visiting and recruiting new member businesses.

The Ambassador Club meets the first Wednesday of each month at 9 a.m. at the Dublin Chamber of Commerce, 129 S. High St., Dublin.

The Ambassador Club is an exclusive benefit of Chamber membership. **If you would like to serve on the Ambassador Club**, please download and return a completed Ambassador Club Commitment Form to the Chamber or call 814-889-2001.

# Help Set Them Get Going

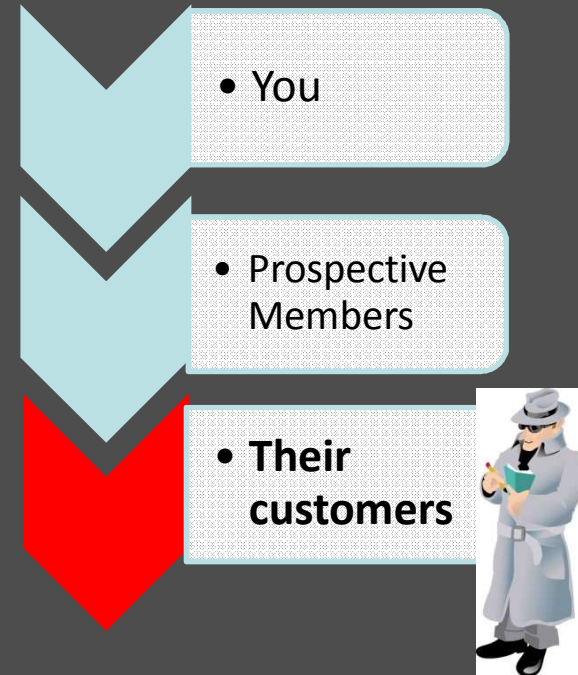
## Conversation Starters



# Useful Recruitment Information

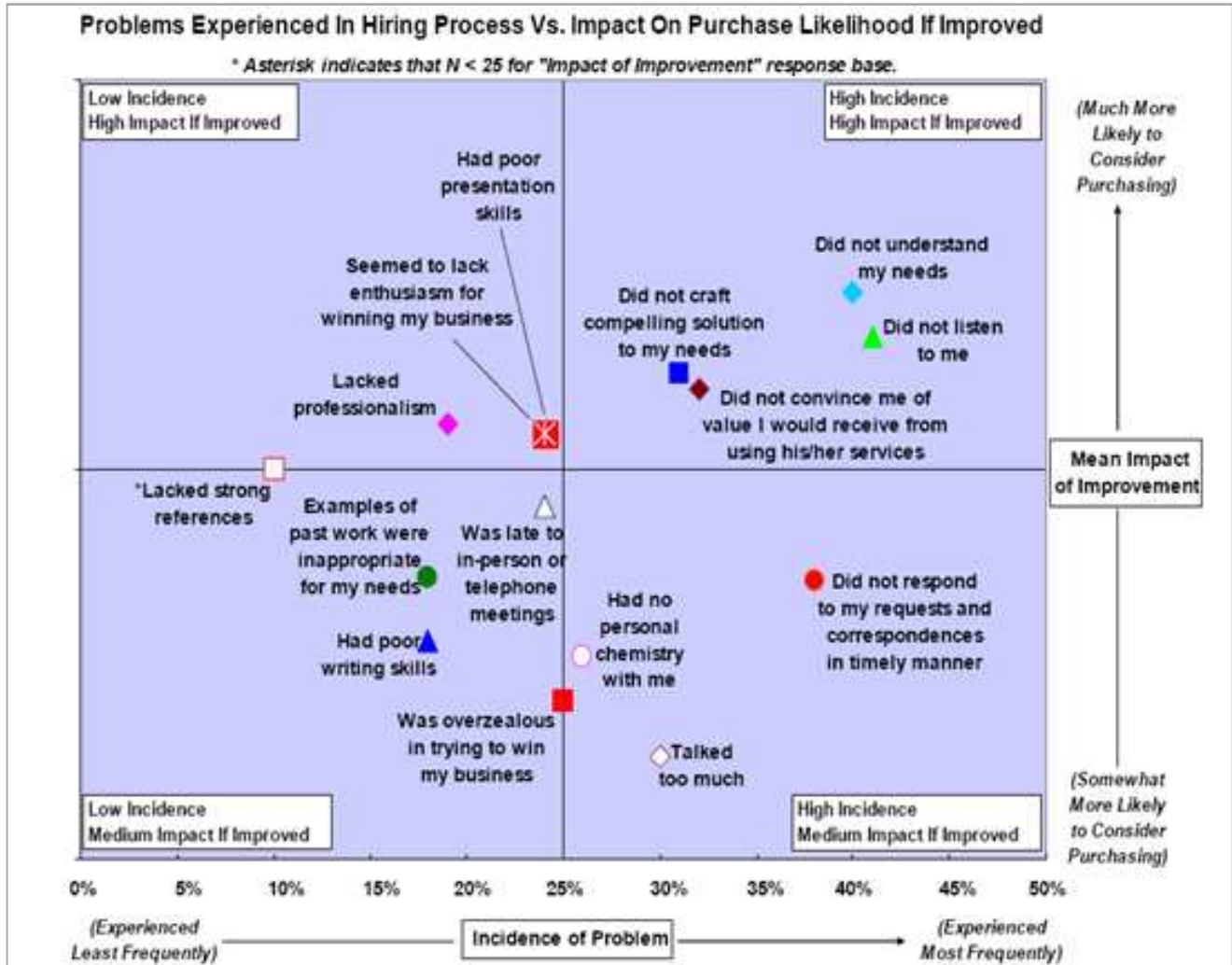
Research About The Customers Of Your Prospective Members

- Likely to be very interested in knowing about their customers e.g.:
  - How do they like to buy?
  - What do they find annoying when people try to sell to them?
  - What most impresses them?
- Make a free summary available
- Make the full report free for members or RRP (VERY EXPENSIVE) to non-members

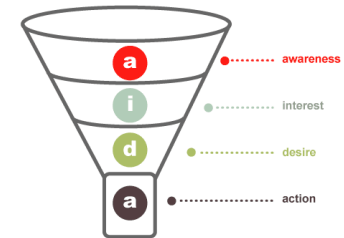




Discuss later  
 In the workshops



# Use Training or Webinars To Help 'Advance' Prospects



- How to ...
  - Help get prospects into membership i.e. reach your joining criteria
- Include sessions on the pitfalls to avoid
- Include members as speakers
- Opportunity to involve partners
  - Share £ risk
  - Jointly fund
  - Gain sponsorship





# Invite Contribution

## Appeals To Younger Members

Sign the petition



**NASUWT**  
The Teachers' Union

Selflessness • Protecting • Campaigning

### Stop the BNP serving on governing bodies

Petition calling for a ban on members of the BNP serving on governing bodies.

To the Secretary of State for Children, Schools and Families and ministers in the devolved nations.

I strongly believe that members of the BNP and other far-right organisations should be banned from serving on governing bodies.

Governments should operate within the values and ethos of public services and have a duty to protect children, young people and staff from harassment, discrimination, intolerance and abuse. Their role is to contribute to securing an inclusive society, promoting community cohesion and achieving social justice for all.

The views and beliefs of those active in the BNP are completely at variance with the public service ethos and values and therefore incompatible with serving as members of a governing body.

I am:

a teacher  a parent  a governor  a supportive member of the public

Your name:

Your email:

Join the conversation



YouTube

talk energy Search

Home Videos Channels

### Let's Talk Energy Efficiency

Let's Talk Energy Efficiency

1,757 views

4.5 (11 ratings)

Favourite Share Playlist Flag

MySpace Facebook Twitter (more share options)

Statistics & Date

Video Responses (0) Sign in to post a Video Response

Text Comments (7) Options Sign in to post a Comment

wert100 (3 months ago)

Maha good of advice after effects

Add to lessons learnt



Comments in chronological order (Total 38 comments)

Go to all comments on one page

Post a comment

In order to post a comment you need to be registered and signed in.  
Register | Sign in

Staff Contributor

**Mecaw**  
14 Sep 08, 11:12pm (about 17 hours ago)

Letmans - one year on have we learned the lessons?

Clip | Link

Recommend? (5)  
Report abuse

No question.

There are no needlessly poor anymore.

10-one 'gangs' millions whilst others starve.

Banks etc now pick the best person for the job - rather than an ex-military from Oxford.

Britain, may the world, has become a fair and just meritocracy...

**integrityline**  
14 Sep 08, 11:20pm (about 16 hours ago)

"Have we learned the lessons?"

well, you don't define "we" - but I'll answer anyway...

anyone who still believes the fantasy that democratic elections result in a government that serves the populace is continuing to be ill-illusioned, deluded and those who haven't believed in the end being shovelled, for years, have been living in parallel, watching as the ship slowly sinks.

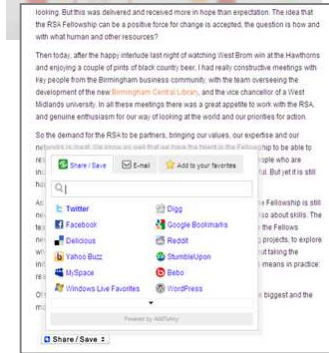
I've said it before, and nothing has happened to change my perspective: banking class puns government, globalisation is the agenda, game over.

# Lay An E-Pathway

Ezines – Help build ‘share of mind’



Search Engine



eAlert



# 5. When Not To Recruit

Recruitment

**Don't recruit if you  
have a very leaky  
bucket!**



Attrition

# 6. Fee Structures & Categories

- Most associations have 3-5 membership categories
- Trade Associations
  - Corporate/Company (Full)
  - Associate
  - Supplier
  - Professional/Academic/Fellow
  - International
  - E-only
- Based on
  - Size - Turnover or number of staff
  - Number of sites
  - Benefits consumed – tiered structure...

## Membership Levels

HDI offers several levels of membership to match your needs and budget.

### Membership levels at-a-glance

	Bronze	Silver	Gold	Platinum	Platinum Plus
One Association Local Chapter	✓	✓	✓	✓	✓
HDI's Annual Conference & Expo discounts		✓	✓	✓	✓
Special event discounts		✓	✓	✓	✓
Training discounts		✓	✓	✓	✓
HDI eStore discounts		✓	✓	✓	✓
Web access for members only		✓	✓	✓	✓
Annual Subscription to <i>SupportWorld</i> *		✓	✓	✓	✓
Access to the Support Professional Information Network (SPIN)		✓	✓	✓	✓
Access to the HDI Support Center Self-Evaluation			✓	✓	✓
Discounts for entire employee site				✓	✓
HDI Industry Leading Publications			1 set	1 set	5 sets
Online Training			1 Course	1 Course	2 Courses

# Valuable Benefits

- What are members:
  - Not doing - because they are short of staff?
  - Doing - but at they don't enjoy/don't have skills or aptitude for?
- What would they like to outsource?
- Step in and offer these - examples
  - IoCA SA - newsletter
  - BPIF - HR Services
  - FMB - Lead generation
  - Find funding/grants
- Focus
  - Help them (regularly) save time
  - Help them grow their business
  - Help them look good – image
- Makes you an extension of their organisation – brilliant for retention!

**AIS: your extra team member!**

- lawyer
- H&S specialist
- marketer
- tax adviser
- technical expert
- adjudicator
- business adviser?

...then join the association that serves the interiors sector.

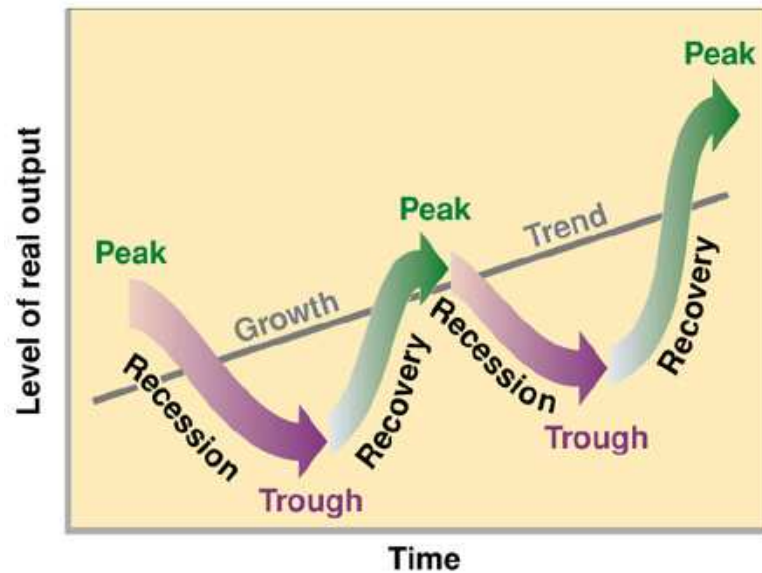
**AIS**  
Association of Interior Specialists

The advertisement features a central graphic of five human silhouettes. Four are white and positioned on the left, while one is black and positioned on the right, representing an 'extra team member'. A large blue arrow curves from the top left towards the black silhouette, containing the text 'AIS: your extra team member!'. To the right of the silhouettes is a list of professional services. Below the list is a short sentence and the AIS logo, which consists of the letters 'AIS' in a bold, sans-serif font with a blue swoosh to the right, and the full name 'Association of Interior Specialists' in a smaller font underneath.

Benefit Development

# Consider The Economic Cycle

Think Long Term

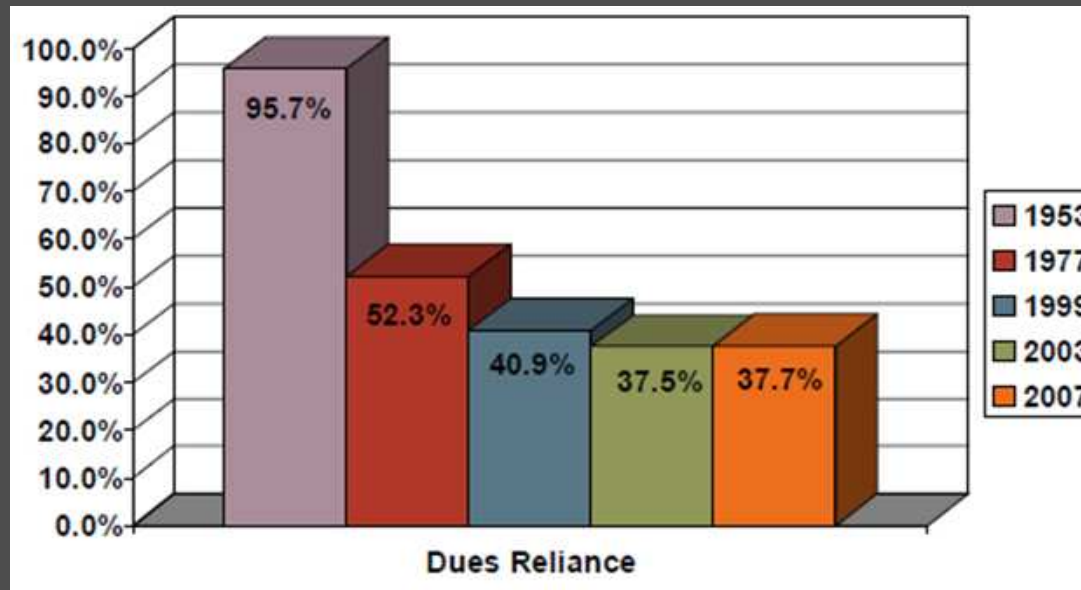


## For Each Stage of The Cycle

- Issues faced
  - What keeps them awake at night?
  - Where is the pain?
  - Where are the risks?
  - Where is the urgency?
- How can you most help members & help them manage the risks?
- What are the
  - Must do's/essentials
  - Nice to do/non-essentials?



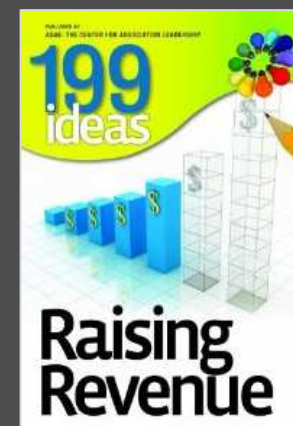
# 7. Growing Non-Dues Revenue



- Trend is for subscriptions (dues) to account for smaller % of total revenue
- **BUT** revenue from other sources relies on the membership:
  - Direct sales e.g. events, research, etc.
  - Indirectly – sponsorship, advertising

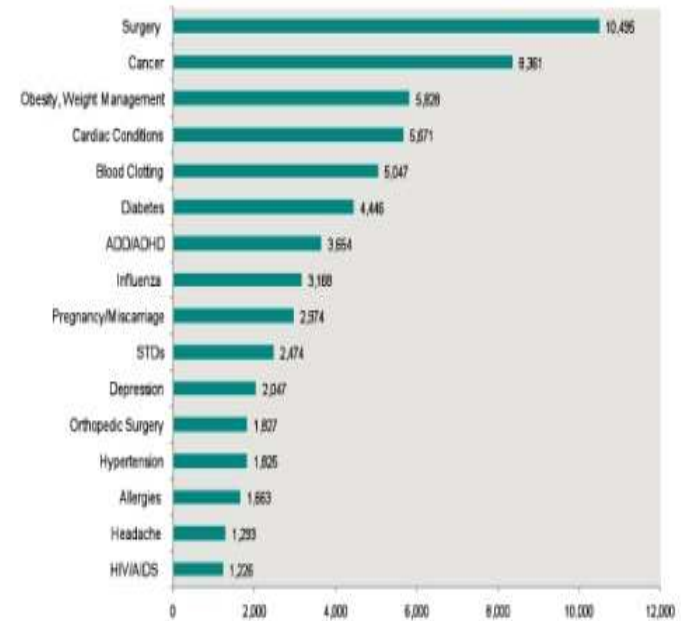
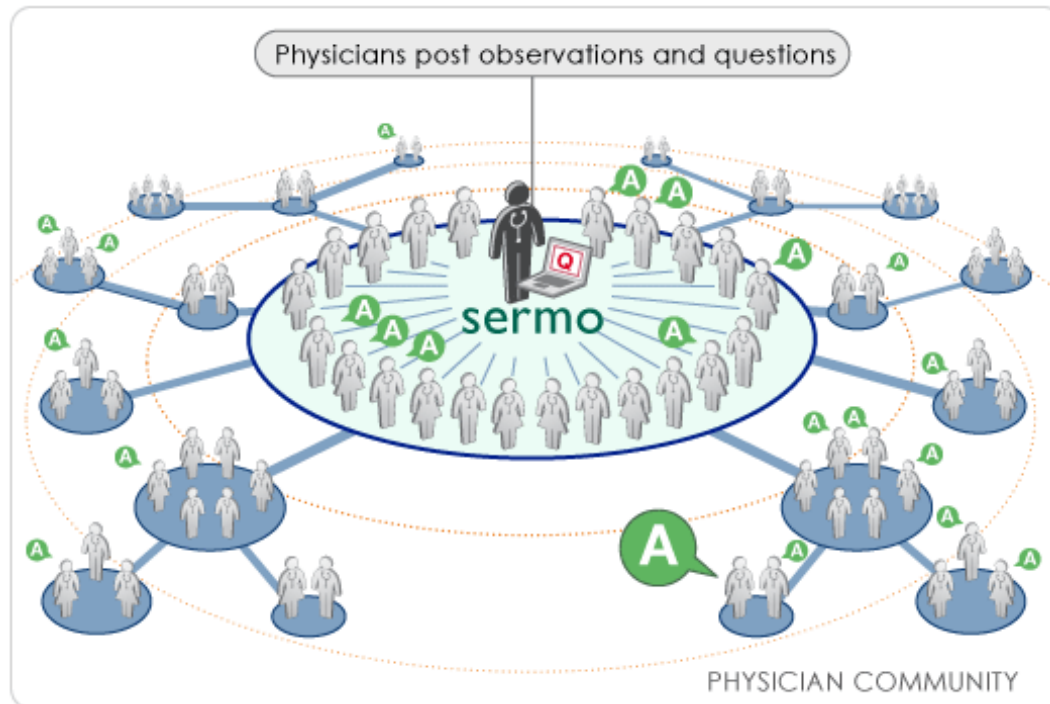
# Non-Dues Revenue Streams

- Affinity schemes e.g. group insurance, credit cards, utility or telephone discount schemes →
- Advertising, sponsorship & product endorsement
- Events: Conventions, conferences, training, CPD & networking meetings, webinars, etc.
- Trade show exhibitions
- Publications, information & statistics
- Research
- Added value service e.g. testing, consultancy
- Fundraising events e.g. benefit dinners, silent auctions
- Advertising vacancies
- Licensing e.g. trainers
- Investments
- Grants
- New? Aggregated data - conversations





- SERMO - An association for physicians have 125,000 free members
- They sell the aggregated content of the discussions to drug companies
- AND, the members get paid for posting valuable contributions!
- They look like a not for profit, but act like a for profit



# Issues To Consider

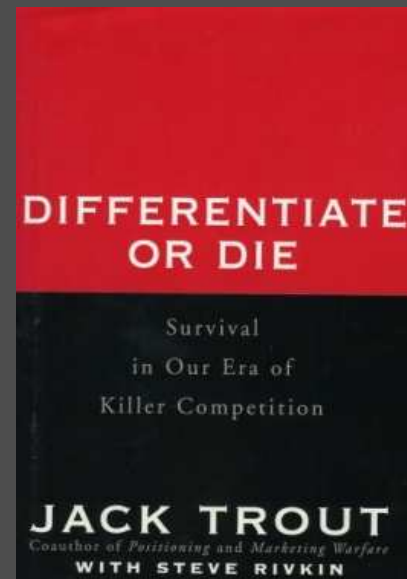
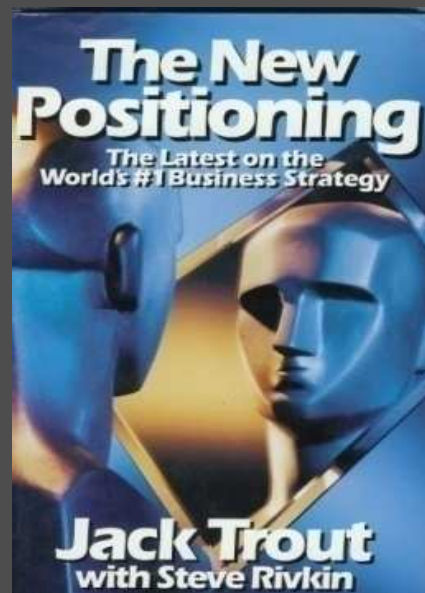
- First priority is to create value for members & be in alignment with mission
  - Second is to generate revenue – not the other way around!
- Member perceptions of the arrangement – don't upset members!
- Consequences of exclusive deals – can upset other supplier members
  - Limit term of arrangement & allow all to apply
  - Open and transparent selection
- Organisational culture
  - Tolerance for risk – what if it does not work out?
- Start small – step-by-step

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# 8. Dealing With Competition

## 'Positioning' Your Association

Where you sit in the mind relative to the competition  
Making it clear how you are different

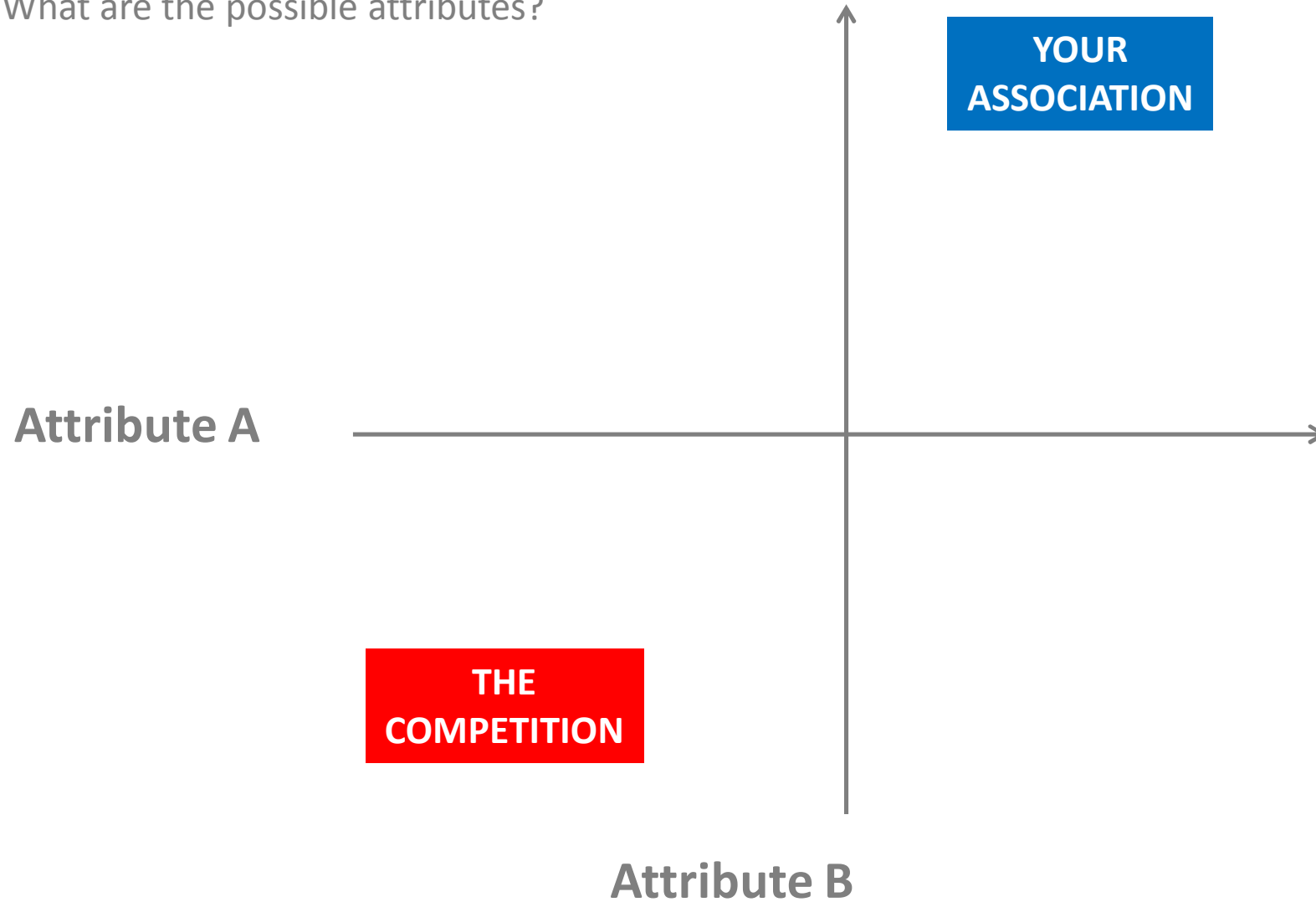


# Dealing With Competition

- Who are your competitors?
  - Other construction associations?
  - The Web? Commercial organizations? Others?
- What do you do that is different & unique that is of real value to the potential member?
  - On what key **attributes** are you different? E.g.
    - Your membership base - who is included?
    - Your focus ?
    - Your specialist knowledge?
    - Your benefits?
- Possible positioning focuses – based on your special in-depth knowledge of your members
  1. Leadership – standards, best practice or benchmarking
  2. Building relationships within your community
  3. Representing the sector - influence – *‘The Power To Influence’*

# Attribute Grid

What are the possible attributes?



# Attribute Grid

National Influence



Focus on individuals



Focus on corporates



Regional/Local Influence

*CBI – The power to influence | IoD – You!! | CoC – Local*



# What Makes A Strong Positioning?

- One word
- Logical – makes sense
- Valued by the member
- Only you can claim – unique to you
  - Only one leader!
- Will last - future proof
- Weak positions
  - Based on price or quality

# 9. Communicating The Benefits

## Benefits of Joining XYZ Association

- A. Information
- B. Lobbying
- C. Representation
- D. Networking
- E. Events
- F. Journals
- G. Training
- E. Conferences

Put these into context

**If these are on your action list,  
this is how we can help.**

**A. To find a... : We can help with... and the outcome will be...**

**B. To work out how to... : We can help with... and the outcome  
will be...**

**\*\*\* Growing Their Business \*\*\***

# Approach 1 - Describe Outcomes

## Use the 'So What' Test

Turns Features Into Benefits



# Lobbying

**So what? Protect your interests**

**So what? You don't have to worry**

**So what? You get a good nights sleep!**

# Save you money

## Save £1000s by being a BII member

These are just some of the savings you could be making as a BII member:

BENEFIT	SAVING YOU FROM* ...
Professional status	Invaluable
FREE legal helpline	£100/year
FREE food safety helpline	£50/year
FREE financial helpline	£50/year
FREE licensing and DPS hotlines	£100/year
FREE door supervisor solicitor hotline	£100/year
Stock purchasing discounts	£400/year
Discounted airport parking	£10/year
Energy savings	£1000/year
Discounted bank and credit/debit card transaction rates	£600/year
FREE BII BUSINESS magazine	£50/year
FREE employment contracts	£100/year
Discounted property access solutions	£50/year
Reduced rate AA breakdown cover and vehicle insurance	£6/year
Discounted and tailored insurance	£60/year
Discounted legal expenses cover	£150/year
Discounted trade press publication subscriptions	£23/year
Discounted advertisement on BII's Pubsearch and Barzone webpages	£400
Assistance with CV preparation	£16/year
High Street discounts (inc Sainsburys and B&Q)	£200/year
Discounted BUPACARE	£180/year
Fire regulations advice	£175/year

### 2008 BII MEMBERSHIP SUBSCRIPTION RATES

Membership Grade    Joining Fee (ex-VAT)    Subscription fee (ex-VAT)

Student	n/a	£29 year
Graduate	n/a	£39 year
Associate	£35	£69 year
Member	£45	£79 year
Affiliate	£45	£89 year

So, for a relatively small investment, you could save over £3800

Can you afford to ignore these support services?

If you are not already a BII member, **apply today**  
by calling 0800 783 9794/5 or request a no obligation visit  
by a BII Membership Development Consultant by calling  
**01276 684449**

\*Savings shown are based on a sample BII member. Possible savings are dependent on type of premises, turnover and expenditure and are not guaranteed. Prices correct at time of going to press.



Like us, BII Director of Membership, Storyford in licensed retailing faces a challenging year – you'll stand more chance of success if you arm yourself with the business advice, the protection and the superb benefits that come with membership of BII. It will repay you manyfold.



# Approach 2 – Don't sell me... sell me

**Stop bad breath. Fight tooth decay.**



**Give them the Colgate Ring of Confidence!**

Regular brushing with Colgate gives your family clean, fresh breath, strong healthy teeth. That's the Colgate Ring of Confidence.

This is how Colgate's trusted formula works for you every time you brush:

- Bacteria grow on food particles trapped between teeth, causing bad breath and tooth decay.
- Colgate's unique active foam reaches deep to remove other-causing food particles and reverse-causing bacteria.
- Regular brushing with Colgate gives you clean, fresh breath and strong, healthy teeth.

Make sure your family brushes with Colgate after every meal. Stop bad breath, fight tooth decay. Give them the Colgate Ring of Confidence.



*You'll love its fresh minty taste!*

CHANDAMAMA / English  
CHANDAMAMA 78 pages  
JUNE 1998



**Don't sell... me lobbying**

**Sell me.... a good nights sleep**



## PRODUCER MEMBERSHIP ADVANTAGES

NPCA offers manufacturers of precast concrete products the opportunity to become producer members of the association. NPCA Producer Members receive a multitude of benefits, including:

### Educational Programs and Resources

- Personalized Company Performance Report when you participate in the annual Benchmarking Survey, the most comprehensive study of the precast concrete industry
- Access to the NPCA Tech Team: staff engineers who possess technical expertise in all things related to precast concrete, including mix design, products, plant safety and specific product lines
- The opportunity to participate in product specific committees with industry colleagues
- Precast-specific educational courses offered at a discounted member rate
- Plant Certification Program & Video — NPCA is the official designee by many states as the authorized source for producer members to obtain plant certification
- The Quality Control Manual for Precast Plants, a guide that defines fundamental requirements for quality control and accepted industry standards available in book or CD format
- Precast Certification/Consultation
- Complimentary Safety Video, available in English or Spanish
- NPCA Web Site: 80,000 page views a month! — Member-only section featuring on-line publications and committee information
- Precast Express — NPCA's e-newsletter distributed weekly or as needed to bring members late breaking news and information.

### Industry-leading Publications

- Precast Inc. magazine (Published bimonthly) — The most widely read publication devoted to the precast concrete market featuring detailed articles about the latest industry technologies and developments, profiles of leading precast companies and more.
- Precast Solutions magazine (Published quarterly) — Features technical articles and case studies on construction projects to illustrate the many benefits and uses of precast concrete
- Precast Express — NPCA's e-newsletter distributed weekly or as needed to bring members late breaking news and information.

### Networking opportunities with producer, associate and professional members

- The Precast Show — The largest tradeshow in North America dedicated to the precast concrete products industry (visit [www.theprecastshow.org](http://www.theprecastshow.org))
- NPCA Annual Convention — Bring together industry leaders for exchanging ideas and sharing best practices through various committees surrounded by educational courses and the Chairman's Banquet.

### Company Recognition

- Company listing in the annual Membership Directory and Buyer's Guide
- A membership plaque beautifully framed for your company to display
- Company listing in an online product search database

### Become part of the fastest growing concrete-related association in the world.

Complete your membership application today and fax it to (317) 571-0041. If you have questions, call (800) 365-7731 or visit [www.precast.org](http://www.precast.org)

### Contact

Richard Krolawski, Promotion Specialist  
(317) 571-0800 • (317) 571-0041 (fax)  
[rkrolaw@precast.org](mailto:rkrolaw@precast.org)



Support  
Revenue  
Recognition  
Protect  
GROW  
Expertise  
Professionalism  
Help  
Connections  
Interests  
Complimentary  
Knowflow Expand  
Customers  
Network  
Leads  
Safeguard  
Business  
Representation  
Standards  
Leadership  
Best Practice  
Latest  
Save

# 10. Managing Membership

Who is responsible for recruitment & retention?

- Involves everyone
  - Receptionist →
  - Members – elected volunteers
  - Finance team – renewal letter
  - Look at all the communications members get
  - Include in all job descriptions
  - Create a retention culture
- Depends on size – but usual to have a ‘Membership Manager’
  - Useful to appreciate the membership journey
  - Consider link with Communications Manager, Marketing Manager, Events Manager & PR Manager
- Trade Associations
  - Can separate recruitment from retention – use of Sales Agents
- New role?
  - Member experience manager

**DIRECTOR  
OF FIRST IMPRESSIONS**

# Conclusion

- Raise your profile
- Be easy to find – partners and search engines
- Develop information around common issues & situations that trigger an interest in joining
- Show how you are different – what unique value you deliver
- Illustrate the value for different contact points
- Qualify leads and manage accordingly
- Keep relevant – review, revamp & retire benefits

# Workshop Sessions

1. Preparation & Research
2. Triggers & Collaboration Opportunities
3. The Four Stages in The Recruitment Process
4. Lead Management & New Member Orientation

# Workshop 1 - Preparation & Research

- 1.1 What questions do you need answered before you can develop a member recruitment strategy and plan?
  - Who needs to answer the questions you have outlined i.e. members, non-members, etc?
- 1.2 What different types of organisations would membership appeal to?
  - What benefits (or experiences) appeal most to each group you have identified?
- 1.3 How are the needs and experiences of members changing e.g. use of technology/social media/etc? What impact will this have on your recruitment plan? Will any new benefits be needed?
- 1.4 What do associations need to do to ensure they attract and appeal to younger members (Generation Y)?. How can you ensure a greater understanding of the experiences, outlooks and motivations of the different generations?

Age Of The Prospective Member Different Generations				
	Silents (1925-1942)	Baby Boomers (1943-1960)	Generation X (1961-1981)	Gen Y / Millennials (1982 & after)
Outlook	Preservationists	Idealistic	Sceptical	Optimistic
Work ethic	Dedicated	Driven	Balanced	Energetic
View of Authority	Respect	Love/Hate	Unimpressed	Respectful
Leadership by	Hierarchy	Consensus	Competence	Achievement
Perspective	Civic-minded	Team-Orientated	Self-Reliant	Global
More?	Skills include negotiating, mediating, resolving disputes & facilitating.	They are relating, concerned & thinking of doing things with their boss.	They are unimpressed by rules, not into looking for approval & want to have a life.	They are collaborative, tech savvy, socially responsible, risk takers & open.

Techno savvy | Digitally mature  
Global | Diverse | Tolerant  
Tolerant and informed  
Inquisitive | Challenging  
Demanding  
Team players  
Adaptable  
Friendly  
Pragmatic | Problem solvers  
Peer orientated  
Optimistic  
Energetic  
Rule followers | Conventional  
Self confident  
Feedback orientated  
Multi-task  
Achievement | Outcome orientated  
Focused | Goal driven  
Embrace social responsibility  
Want to make the world a better place

**Generation Y**

**Lazy | Slackers**  
Bude  
Stolidly  
Impatient | Make more immediately  
Instant gratification  
Tired  
Disinterested  
Owed something  
Expect to be indulged  
High maintenance  
Glued to phones, PC & video games  
No idea how to dress for work  
Lost without technology  
Self centered | Self assured  
Seek riches & fame  
Debt ridden

**Separate Handout**

# Age Of The Prospective Member

## Different Generations

	<b>Silents (1925-1942)</b>	<b>Baby Boomers (1943-1960)</b>	<b>Generation X (1961-1981)</b>	<b>Gen Y / Millennials (1982 &amp; after)</b>
<b>Outlook</b>	<b>Preservationists</b>	<b>Idealistic</b>	<b>Sceptical</b>	<b>Optimistic</b>
<b>Work ethic</b>	<b>Dedicated</b>	<b>Driven</b>	<b>Balanced</b>	<b>Energetic</b>
<b>View of Authority</b>	<b>Respect</b>	<b>Love/Hate</b>	<b>Unimpressed</b>	<b>Respectful</b>
<b>Leadership by</b>	<b>Hierarchy</b>	<b>Consensus</b>	<b>Competence</b>	<b>Achievement</b>
<b>Perspective</b>	<b>Civic-minded</b>	<b>Team-Orientated</b>	<b>Self-Reliant</b>	<b>Global</b>
<b>More?</b>	Skills include negotiating, mentoring, resolving disputes & facilitating.	They are delaying retirement & thinking of doing things with their lives.	They are unimpressed by titles, do not look for approval & want to have a life.	They are collaborative, tech savvy, socially responsible, risk takers & diverse.

Techno savvy | Digitally mature  
Global | Diverse | Tolerant  
Tolerant and informed  
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Team players  
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Embrace social responsibility  
Want to make the world a better place



GENERATION

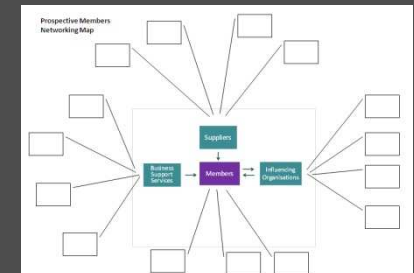


Separate  
Handout

Lazy | Slackers  
Rude  
Mollycoddled  
Impatient | Make mark immediately  
Instant gratification  
Tattooed  
Disinterested  
Owed something  
Expect to be indulged  
High maintenance  
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No idea how to dress for work  
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Self centred | Self assured  
Seek riches & fame  
Debt ridden

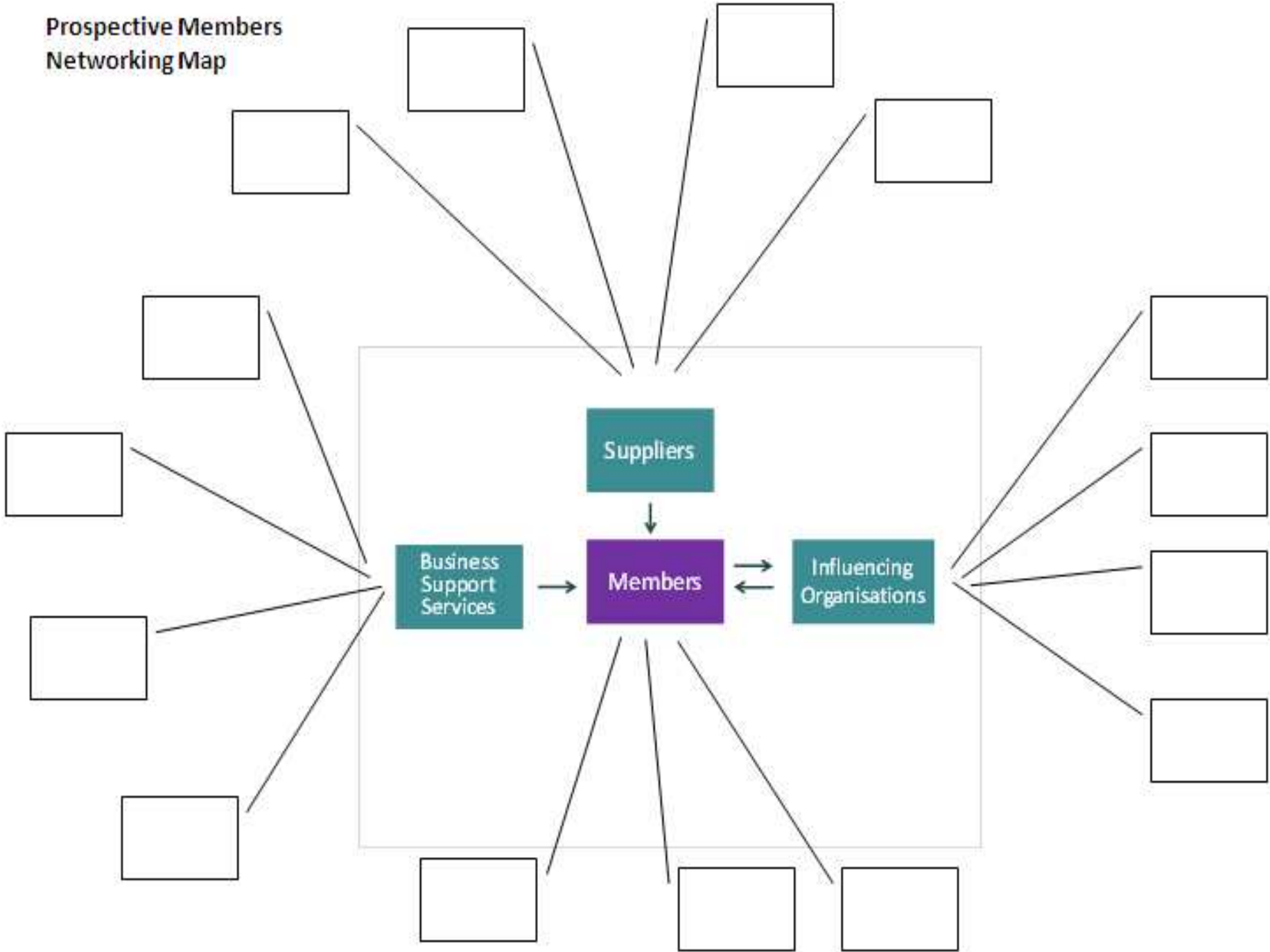
# Workshop 2 -Triggers & Collaboration Opportunities

- 2.1 What situations and issues act as catalysts and trigger an interest in taking a look at membership?
- 2.2 Which other organisations do prospective members contact for help with the above? Who else do they talk to? Who influences them? Draw a networking map for prospective members.
- Are there opportunities to collaborate with any of these organisations?
- 2.3 Develop a list of attributes or characteristics that makes an organisation/individual a good prospect for membership.





**Prospective Members  
Networking Map**

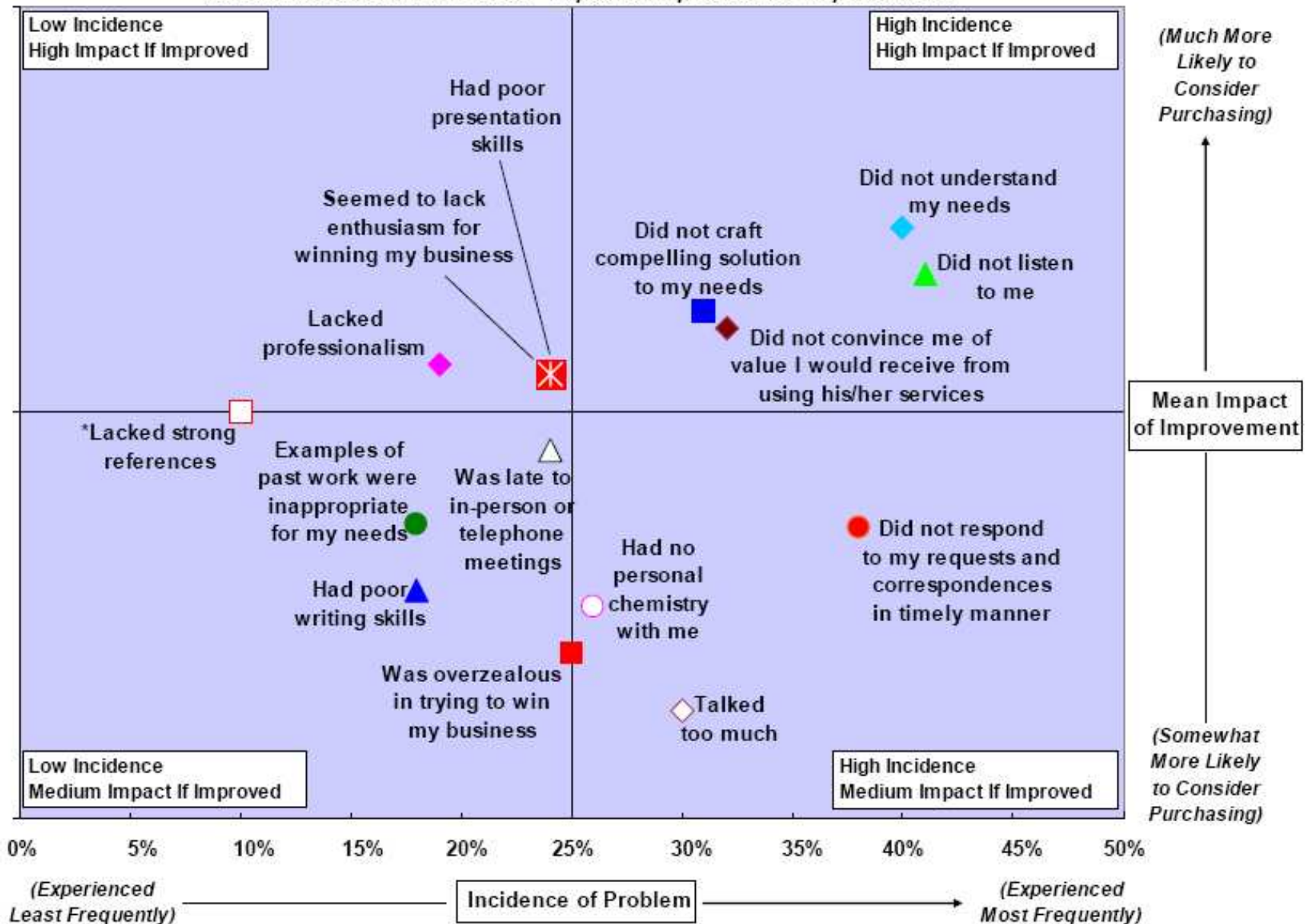




AIDA Model	'A'ttention	'I'nterest	'D'esire	'A'ction
<p><b>Description</b></p>	<p>Information Preliminaries Introductions First Impressions</p>	<p>Comprehension Understanding Knowledge Possibilities Investigating Questioning</p>	<p>Liking Preference Trial Relevance Positive Intention</p>	<p>Conviction Commitment Purchase Adoption Join</p>
<p><b>Examples of possible behaviour</b> Measure where you are by their actions i.e. focus on observable behaviour</p>	<p>They telephone you &amp; ask for information They ask lots of questions</p>	<p>They take your calls They attend an event They ask for a meeting</p>	<p>They meet with you They ask about benefits They agree benefits They ask questions about the joining process They ask for approval for funds to join</p>	<p>They fill in an application form They raise a PO They tell others joining They pay the invoice</p>
<p><b>What activity would you offer at each stage to help them move forward to the next stage?</b></p>				

# Problems Experienced In Hiring Process Vs. Impact On Purchase Likelihood If Improved

\* Asterisk indicates that N < 25 for "Impact of Improvement" response base.



## Workshop 4 - Lead Management & New Member Orientation

- 4.1 The telephone rings for more information about membership. Develop a series of questions to help you determine if the lead is hot (i.e. very keen), warm or cool.
- 4.2 Suggest ways to orientate and engage new members.
- 4.3 Who is responsible for managing member recruitment and member retention in your organisation? Who do you think should be responsible?

# **Closing Session**

**Results**  
**Outlook**

**Chair: Alessio Rimoldi, Gen Sec BIBM**



# Sue Froggatt

**One-Day Membership Seminars**  
**Research & Consultancy**

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t | 0870 747 9185