

SNEAK PEEK – 2016 Membership Marketing & Benchmarking Report

Erik Schonher
Vice President



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Research Strategy & Process

The purpose and goals of our annual *Membership Marketing Benchmarking Report*.

- **Gain** an understanding...
- **Determine** the challenges...
- **Identify** what practices are related to better outcomes (What? Not Why...)

**DOES NOT REFLECT
CAUSALITY!**

Growth Over 2015

MEMBERSHIP CHANGE IN PAST YEAR

	Total (n = 828)	Individual (n = 394)	Trade (n = 208)	Combination (n = 212)
Increased	49%	51%	48%	48%
Decreased	22%	24%	19%	22%
Remained the same	27%	24%	33%	28%
Not sure	1%	1%	1%	2%

CHANGE IN MEMBERSHIP OVER PAST FIVE YEARS

	Total (n = 827)	Individual (n = 393)	Trade (n = 208)	Combination (n = 212)
Increased	51%	54%	48%	49%
Decreased	31%	33%	28%	29%
Remained the same	14%	10%	18%	16%
Not sure	5%	3%	6%	7%

CHANGE IN NEW MEMBER ACQUISITION OVER PAST YEAR

	Total (n = 826)	Individual (n = 393)	Trade (n = 208)	Combination (n = 211)
Increased	53%	55%	49%	53%
Decreased	12%	12%	15%	10%
Remained the same	30%	27%	33%	31%
Not sure	5%	6%	3%	5%

2015

	Individual (n = 387)	Trade (n = 223)	Combination (n = 251)
Increased	44%	45%	44%
Decreased	14%	16%	14%
Remained the same	34%	31%	35%
Not sure	7%	8%	6%

OVERALL MEMBERSHIP RENEWAL RATE

	Total (n = 726)	Individual (n = 341)	Trade (n = 191)	Combination (n = 183)
Mean	82%	80%	87%	80%
Median	85%	82%	90%	83%

2015

	Individual (n = 325)	Trade (n = 197)	Combination (n = 199)
Mean	79%	87%	77%
Median	82%	90%	81%

RENEWAL RATE FOR FIRST-YEAR MEMBERS

	Total (n = 505)	Individual (n = 224)	Trade (n = 150)	Combination (n = 122)
Mean	70%	63%	81%	70%
Median	74%	62%	85%	75%

2015

	Individual (n = 195)	Trade (n = 144)	Combination (n = 133)
Mean	64%	79%	66%
Median	65%	84%	68%

ASSOCIATIONS' TOP GOALS

	Total (n = 734)	Individual (n = 344)	Trade (n = 192)	Combination (n = 185)
Increasing member engagement	47%	44%	53%	48%
Increasing membership retention	47%	52%	39%	47%
Increasing membership acquisition	47%	45%	46%	51%
Increase understanding of member needs	16%	16%	15%	17%
Increasing non-dues revenue from members (attendance at conferences, purchase of services/ education, etc.)	16%	14%	20%	14%
Increasing dues revenue	15%	15%	16%	15%
Increasing member diversity	7%	9%	5%	6%
Other	1%	2%	1%	1%

TOP TWO BIGGEST EXTERNAL CHALLENGES TO GROWING MEMBERSHIP

	Total (n = 723)	Individual (n = 339)	Trade (n = 189)	Combination (n = 182)
Competitive association(s) or sources of information	34%	40%	30%	29%
Economy/cost of membership	31%	28%	37%	29%
Perception of the association and/or its culture (i.e., old boy's network, not specialized enough, etc.)	26%	27%	26%	26%
Lack of brand awareness	24%	24%	19%	32%
Declining member/employer budgets	22%	23%	13%	27%
Industry consolidation/industry shrinkage	18%	10%	34%	15%
Changing demographics of industry/fewer young people in industry	14%	16%	6%	17%
Market saturation	8%	9%	9%	4%
Other	7%	7%	7%	6%

TOP THREE BIGGEST INTERNAL CHALLENGES TO GROWING MEMBERSHIP

	Total (n = 728)	Individual (n = 342)	Trade (n = 190)	Combination (n = 183)
Difficulty in communicating value or benefits	31%	30%	30%	32%
Insufficient staff	29%	26%	34%	28%
Membership too diverse; difficulty meeting needs of different segments	24%	24%	24%	23%
Difficulty in proving ROI	23%	17%	35%	21%
Difficulty identifying/contacting prospects	21%	21%	24%	20%
Difficulty attracting and/or maintaining younger members	19%	23%	8%	22%
Insufficient budget	18%	19%	18%	15%
Lack of a strategy or plan	17%	18%	13%	20%
Inadequate association management database	17%	15%	17%	20%
Weak product or service offerings	12%	14%	10%	13%
Difficulty in converting student memberships to regular memberships	11%	17%	-	14%
Lack of integration between national and chapters	9%	14%	3%	7%
Lack of marketing expertise	9%	7%	11%	9%
Inadequate research to understand market	8%	8%	5%	10%
Misalignment of goals between board and executive staff	4%	4%	2%	5%
Other	8%	9%	11%	6%

AVERAGE AGE OF MEMBERS

	Total (n = 807)	Individual (n = 387)	Trade (n = 197)	Combination (n = 211)
18-24	<1%	<1%	-	-
25-34	1%	1%	-	1%
35-44	17%	16%	13%	21%
45-54	57%	57%	59%	54%
55-64	23%	21%	28%	22%
65-74	2%	4%	1%	1%
75 and older	<1%	1%	-	-

Top 3 Reasons Members Join Organization

	Total (n = 811)	Individual (n = 384)	Trade (n = 204)	Combination (n = 209)
Networking with others in the field	55%	53%	59%	56%
Learning best practices in their profession	25%	24%	28%	25%
Continuing education	25%	33%	15%	23%
Access to specialized and/or current information	24%	21%	32%	20%
Advocacy	21%	15%	34%	16%
To support the mission of the association	19%	20%	16%	19%
Conferences/trade shows	18%	14%	23%	23%
Discounts on product or meeting purchases	16%	18%	12%	17%
Prestige of belonging to the association	15%	17%	10%	14%
Association publications	13%	18%	5%	12%
Advancing their position	10%	12%	6%	11%
Access to industry thought leaders	10%	6%	14%	14%
Accreditation or certification	9%	10%	4%	12%
Members-only education	7%	8%	7%	7%
Affinity programs	5%	4%	7%	3%
Required to gain or maintain professional certification	4%	6%	1%	5%
Access to industry benchmark studies	3%	<1%	8%	3%
Downloadable content	3%	3%	2%	3%
Job board	2%	2%	-	2%
Not sure	<1%	<1%	-	1%
Other	9%	8%	11%	8%

TOP REASONS FOR NOT RENEWING MEMBERSHIP

	Total (n = 748)	Individual (n = 352)	Trade (n = 194)	Combination (n = 189)
Lack of engagement with the organization	33%	28%	40%	35%
Left the field, industry, or profession	30%	37%	17%	31%
Could not justify membership costs with any significant ROI	29%	26%	43%	21%
Budget cuts/economic hardship of company	28%	17%	50%	26%
Employer won't pay or stopped paying dues	26%	34%	4%	33%
Lack of value	21%	19%	20%	25%
Forgot to renew	19%	24%	11%	17%
Too expensive	18%	22%	16%	14%
Retirement	17%	21%	6%	21%
Company closed or merged	14%	1%	39%	12%
Student memberships do not convert to full memberships	8%	11%	-	9%
Disappointment with the benefits/services	7%	6%	6%	9%
Lack of relevance	7%	8%	5%	6%
Can get materials from other members/other sources	6%	8%	6%	4%
Moved	5%	6%	3%	7%
Lost job	4%	5%	-	6%
Disagree with advocacy position of the association	2%	2%	4%	1%
Switch to competitor	2%	3%	1%	2%
Poor customer service	<1%	<1%	-	1%
Not sure	1%	1%	1%	1%
Other	6%	8%	5%	4%

PERCENTAGE OF STUDENT TO FULL MEMBERSHIP CONVERSION			
	Total (n = 184)	Individual (n = 130)	Combination (n = 44)
Mean	29%	33%	18%
Median	22%	26%	15%
Less than 10%	23%	15%	32%
10 to less than 20%	18%	17%	25%
20 to less than 30%	21%	22%	21%
30 to less than 40%	11%	12%	14%
40 to less than 50%	5%	6%	2%
50 to less than 60%	7%	9%	2%
60 to less than 70%	7%	8%	5%
70 to less than 80%	3%	4%	-
80 to less than 90%	2%	2%	-
90 to less than 100%	3%	5%	-
100%	1%	-	-

LENGTH OF GRACE PERIOD BY RENEWAL RATE (IMOs)

	Total (n = 310)	LT 80% (n = 118)	80%+ (n = 192)
One month	25%	38%	17%
2 to 3 months	47%	39%	52%
6 months	7%	1%	11%
One year	2%	1%	3%
More than a year (please specify)	1%	0%	2%
We don't offer a grace period	17%	21%	15%



INCORPORATED™

WE GROW MEMBERSHIP™

Thank You

Erik Schonher

Vice President

Erik@MarketingGeneral.com

(703) 706-0358