Association Communications Benchmarking Report

Association**Adviser**

THE DEFINITIVE REPORT FOR BEST PRACTICES AND PEER BENCHMARKING EXCLUSIVELY FOR THE ASSOCIATION COMMUNITY

2013

Conducted by Naylor LLC, and the *Association Adviser*
in partnership with the Association Societies Alliance

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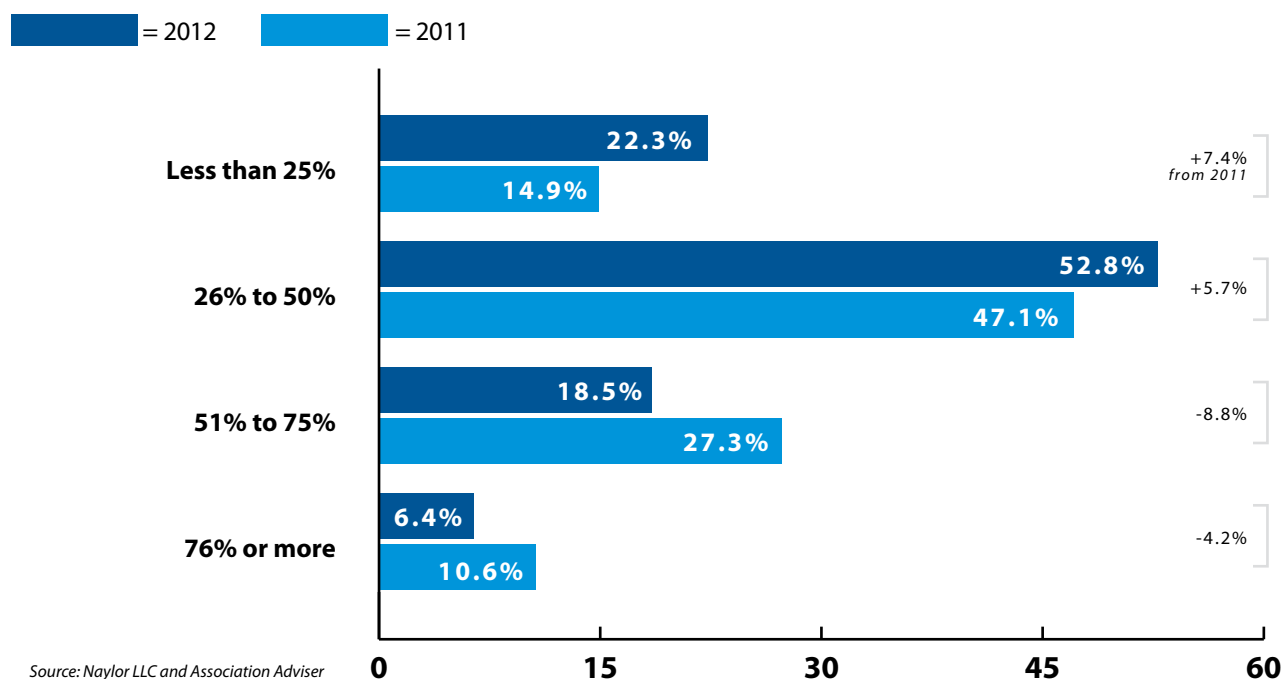Solutions for Associations

1. Introduction

It's not easy being a trade or professional association these days. Economic, demographic, technological and socio-political factors are making it tougher than ever to recruit and retain members, to engage them meaningfully across a diverse range of communication platforms, and to find unique membership benefits that aren't widely available on the web or the for-profit world.

Our latest research shows that associations of all sizes and industry compositions are communicating more frequently with members and in more ways than ever before—but our comprehensive research confirms they could be doing so *much more effectively and efficiently*.

For instance, in 2011, our annual Association Communication Benchmarking Report found that 62 percent of association leaders believed their members ignored at least half of the communications pieces they sent to them regularly. In 2012, that number went up to 75 percent of associations. Members of those associations would probably say the "waste" factor is even higher.

Nearly 400 North American association leaders from 90 industries took part in our 2012 research effort.

What percentage of your overall communications do you believe members read regularly?

■ = 2012   ■ = 2011

	2012	2011	Change
Less than 25%	22.3%	14.9%	+7.4% from 2011
26% to 50%	52.8%	47.1%	+5.7%
51% to 75%	18.5%	27.3%	-8.8%
76% or more	6.4%	10.6%	-4.2%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 390 in 2012.

If nothing else, association communication professionals are adapting to their members' evolving media consumption patterns. More than five out of six (86%) associations who responded to our survey indicated that they were using social media to reach members. That's a substantial jump from 68 percent who said so in 2011. Respondents are also using these tools to communicate more frequently. For instance, a typical association is connecting with members, on average, 7.5 times per month via social media and 9.5 times per month via its print and online vehicles. By contrast, associations were connecting just 5.6 times per month via social media in 2011 and 8.3 times per month via print and online. (See table on next page.)

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On average, how often are you connecting with members each month via your <u>print and online</u> vehicles?

2012	9.5 times per month
2011	8.3 times per month

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 389 in 2012

On average, how often are you connecting with members each month via <u>social media</u>?

2012	7.5 times per month
2011	5.6 times per month

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 389 in 2012

Based on this increasing volume of member communication, it may be no surprise that respondents overwhelmingly cited "**information overload/cutting through the clutter**" as their top communications challenge. Not only did information overload remain the No.1 concern, but the number of respondents who cited it jumped substantially—to 81 percent in 2012 from 54 percent in 2012. As was the case in 2011, "**communicating member benefits effectively**" was the second most frequently cited association communication challenge. However the percentage of respondents who cited this challenge more than doubled to 72 percent in 2012 from 32 percent in 2011. This finding was supported by a big rise in the number of respondents who believed "**information about our products, services and resources**" was important to members (ranked fourth in importance in 2012, from sixth in 2011).

Another fast-growing communication challenge we detected was "**keeping members informed about events and continuing education opportunities.** "The number of association professionals who cited this challenge rose substantially to 52 percent in 2012 from 14 percent in 2011. On the flip side, **"maintaining our position as their industry's No.1 source of information"** was only the fifth most frequently cited communication challenge in 2012, dropping two spots from our 2011 survey when it was third.

Perhaps a sign of the times, two-thirds of respondents said "informal member feedback" (social media, email, website etc.) is a tool they use to assess their key member communication challenges. Informal member feedback was cited more frequently than traditional means such as member surveys, staff assessments and feedback from board members and executive committees.

Unfortunately, staffing of association communication teams does not seem to be keeping pace with the increased volume of association communication efforts. As was the case in 2011, less than half of associations (48%) have more than one full-time staff member assigned to their publishing/content creation teams. In fact, the average number of full-time communication staff at **North American associations** declined slightly to 2.5 in 2012 from 2.7 in 2011. This trend was consistent among small, medium and large associations.

So how do associations learn to communicate more effectively with their time-pressed, media-saturated, ROI-focused members, and do so as frequently and conveniently as their increasingly mobile members demand? How do they deliver unique and compelling content and professional development resources that members can't find elsewhere? How do they customize their offerings to appeal to more sub-groups? How do they measure their progress with meaningful metrics and how can they integrate their diverse communication programs to improve the member experience and non-dues revenue opportunities?

That's the impetus for this report, prepared by Naylor LLC. and the *Association Adviser*.

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2. Research Objectives

Researchers wanted to investigate several important areas of association communication trends and best practices that have yet to be explored thoroughly. These areas include: communication strategy; communication channels; success measures and tools; member preferences for customizing and opting in (or out) of communications; and associations' ability to regulate the number of relevant "touches" they have with members, their ability to develop communications across all commonly used platforms and their ability to monetize, or in other ways, prove a positive return on the member communications (and staffing) in which they've invested.

The goal of this report is to provide association leaders with objective data about the state of their communications today, to demonstrate how their communication strategies and resources investments have changed over time and how they stack up to organizations of similar size and membership composition. Another goal of this report is to help association leaders further their understanding of ways in which they can make their print, electronic and social media, live events and mobile communication programs more effective for members and industry suppliers. We also hope this report will aid association professionals in identifying gaps in their current offerings and recommend strategies, tactics and best practices for shortening up those gaps, considering their staffing and resource parameters—and those of their peers.

3. Research Methodology

After consulting with Naylor LLC's senior management team, the *Association Adviser* editorial team and the executive directors of more than half a dozen state societies of association executives (SAEs), we constructed an 11-question multiple choice survey. The goal of the survey was to give the association profession a most comprehensive look at membership communications trends, best practices and resources investments of all-size organizations across a variety of different industries across North America. The multiple choice questions asked select respondents to provide the single answer that best described their opinion about an association communication issue, or to select all answers that applied to their experience with an association communication issue.

Great care was taken to ensure that the survey would be consistent, with key questions from our highly comprehensive 2011 survey, yet brief enough to be completed easily in less than 10 minutes without the use of expensive incentives, telephone follow-up or numerous reminders to take part. Respondents were simply offered "priority access" to the results as an incentive to complete the survey.

The 2012 Association Communication Benchmarking Survey was distributed by email and through promotional links in *Association Adviser eNews*, during the week of September 17, 2012 to several thousand executives at North American trade and professional associations. Follow-up reminder emails were sent during the week of September 24th to all respondents who did not take the survey the prior week.

Respondents included a mix of small, medium and large organizations composed of Naylor clients, *Association Adviser eNews* readers and SAE chapter members (*see Section 3.1 next page for breakdown of respondents*). Survey respondents were composed almost equally among three groups: associations with individual memberships, associations with company memberships and associations with a mix of individual and company memberships. When the actual survey email was sent out, recipients were asked to forward the survey link to the most senior members of their organization if they did not feel they personally met the criteria to be considered "senior management." At the time the survey was closed on October 18, 2012, a total of 395 surveys had been satisfactorily completed with 392 (99.2%) completed in full.

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3.1 About the Survey Respondents

As was the case in 2011, our survey was sent to a diverse mix of small, medium and large associations. Of the 395 association professionals who responded to the survey, respondent were about equally split between associations with individual membership structures (36.9%), company membership structures (31.7%) and those with **both** individual and company membership structures (31.4%).

In terms of membership size, more than two in five respondents (42.3%) worked for associations serving less than 1,000 members. Slightly more than one-third of respondents (34.9%) worked for associations with 1,000 to 5,000 members, and one in five (22.7%) worked for associations serving more than 5,000 members. As shown below, the composition of this survey population was similar to the composition of our 2011 survey, with slightly fewer respondents in the small association pool and slightly more in the mid-size to large association pool. Assuming the survey pool was similar to our 2011 survey, respondents represented more than 80 industries, with the largest concentration coming from health care, building & construction, education and real estate.

Survey respondents by membership size.
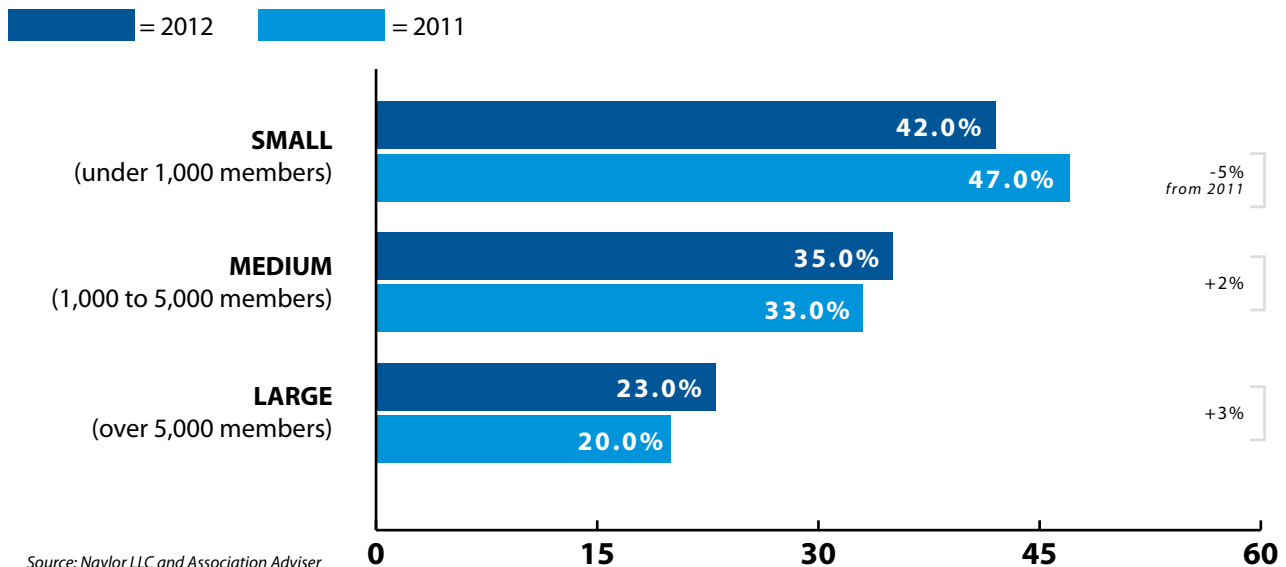
■ = 2012   ■ = 2011

	2012	2011	Change from 2011
SMALL (under 1,000 members)	42.0%	47.0%	-5% from 2011
MEDIUM (1,000 to 5,000 members)	35.0%	33.0%	+2%
LARGE (over 5,000 members)	23.0%	20.0%	+3%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 395 in 2012.

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4. Key Findings

As stated in the introduction to this report, the frequency and volume of member communication continues to go up, while the effectiveness of member communication continues to decline along with the size of association communication staffs. What's more, the importance of targeted and relevant member communication is becoming more critical to association sustainability as is the need to stress career development opportunities for members. For associations that participated in this survey, maintaining a positive reputation seems to be less important than emphasizing member ROI. In fact, the importance of "**maintaining the No.1 position in the industry**" and "**monitoring our brand and reputation online**" rose less than other communication challenges over the past year (see tables below).

4.1 Overall Association Communication Challenges

Top member communication challenges (ranked by 2012 importance)

■ = 2012   ■ = 2011

Challenge	2012	2011	Change
Combatting information overload/cutting through the clutter	81.4%	53.6%	+28%
Communicating member benefits effectively	72.0%	32.1%	+40%
Keeping members informed about new events and continuing education programs	51.9%	13.7%	+38%
Customizing communication to different member age groups and SIGs	45.8%	23.1%	+23%
Maintaining position as industry's No.1 source of information	43.0%	23.4%	+20%
Keeping members abreast of legislative, regulatory, technical updates	42.2%	13.1%	+29%
Monitoring our brand and reputation online	21.4%	11.5%	+10%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 395 in 2012. Totals exceed 100% due to multiple response option

As shown in the chart above, each of the top 7 member communication concerns became more pronounced in 2012 than in 2011. As shown in Appendix 6.3, this trend remained consistent when data was broken down between small, medium and large associations

- The importance of "**Communicating member benefits effectively**," remained the No. 2 concern between 2011 and 2012, but exhibited the highest percentage point increase (40%) year-over-year. The importance of **"Keeping members informed about new events and continuing education"** rose 38 percentage points year-over-year. The concern over "**Keeping members abreast of legislative, regulatory, technical updates**" rose by 30 percentage points year-over-year.

- **"Keeping members informed about new events and continuing education"** rose to the No. 3 position in 2012 position from No. 5 in 2011. The importance of "**maintaining our position as the industry's No.1 source of information**" dropped to the No. 5 position in 2012 in from No. 3 in 2011.

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Top 7 types of information associations believe are most important to members

(Ranked by 2012 importance)

	Rank 2012	Rank 2011	
Industry news/trends	1	1	
Lobbying/advocacy efforts	2	2	
Career/professional development	3	3	
Information about products, services and resources	4	6	+2
Coverage of key industry events	5	5	
Member news	6	4	-2
Industry movers and shakers	7	7	

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 395 in 2012

As has been the trend in recent years, association communicators continue to place high emphasis on news, trends and legislative/advocacy matters that affect their industry or profession. As we learned in 2011, they're also placing more importance on career and professional development opportunities for members in a tough economy and labor market, and less emphasis on traditional association staples such as member news, event coverage and industry movers and shakers. They're also placing new emphasis on information about their products, services and resources, most likely to reinforce their membership value proposition. In fact, "**Member news**" dropped two spots to position the No. 6 since 2011, and "**Information about products, services and resources**" rose two spots to No. 6 position since 2011.

See Appendix 6.4 for breakdown of response by association membership size.

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4.2 Member Communication Frequency

It may come as no surprise that associations are attempting to communicate with their members more frequently and on more different platforms than ever before. As shown below, they're contacting members, on average, 9.5 times per month via their traditional print and online publications combined (up from 8.3 in 2011), and 7.5 times per month via their social media platforms (i.e. Twitter tweets, Facebook posts, LinkedIn updates), up from 5.6 times per month in 2011 (see chart on next page). It may also come as no surprise that social media adoption continues to rise, with 86 percent of respondents now using social media, up from 68 percent in 2011.

On average, how often are you connecting with members each month via your print and online vehicles?

■ = 2012   ■ = 2011

Category	2012	2011	change from 2011
20 times or more	10.5%	11.0%	-0.5%
11-19	17.5%	11.2%	+5.3%
4-10	54.5%	45.4%	+9.1%
2-3	14.1%	25.6%	-11.5%
1 or less	3.3%	6.8%	-3.5%

	2012	2011	
Median	9.5 times per month	8.3 times per month	+1.2 times
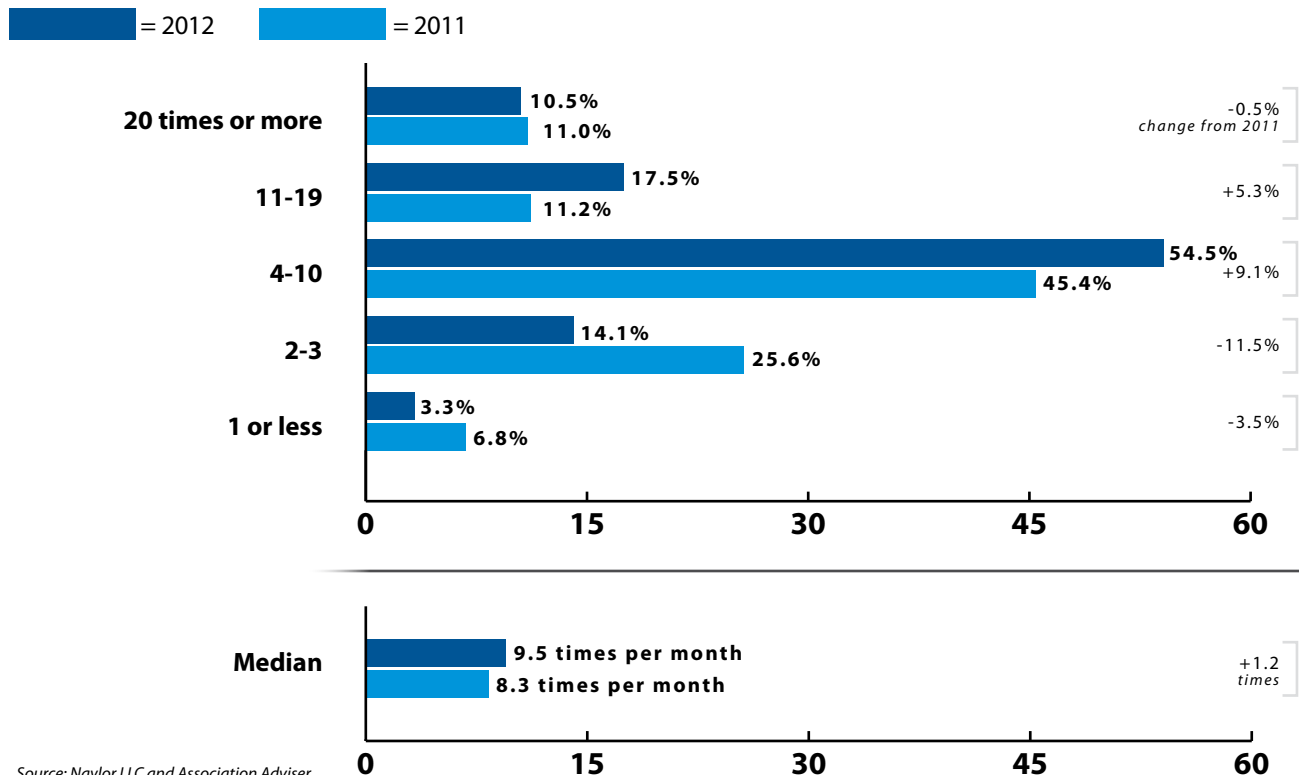
Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 389 in 2012

While most of the frequency increase can be found at the 4-to-10 times per month range, the percentage of associations connecting with members more than 10 times per month (i.e. three times per week) has also increased to 28% in 2012 from 22.2 percent in 2011, although the percentage of very high frequency communicators (20+ times per month) remained virtually unchanged since 2011. The percentage of associations communicating only three times per month or less also has dropped significantly from 2011 (to 17.4% of associations in 2012, from 32.4% in 2011).

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On average, how often are you connecting with members each month via social media?

■ = 2012   ■ = 2011

Category	2012	2011	Change from 2011
Daily	18.1%	12.0%	+6.1%
Multiple times per week	28.5%	14.0%	+14.5%
Weekly	13.5%	23.4%	-9.9%
Multiple times per month	16.8%	7.1%	+9.7%
Monthly	9.2%	11.5%	-2.3%
Not using social media	14.0%	32.0%	-18.0%

	2012	2011	
Median	7.5 times per month	5.6 times per month	+1.9 times

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 389 in 2012

In terms of social media, the percentage of associations touching members on a weekly or more frequent basis has increased to 60.1 percent in 2012 from 49.4 percent in 2011, particularly at the daily or multiple-times-per-week range.

See Appendix 6.7 for breakdown by association membership size and structure.

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4.3 Member Feedback Tools

Feedback mechanisms associations use to determine communication challenges, 2012 only

Informal member feedback (social media, email, etc.) **64.0%**
Member survey **55.9%**
Employee/staff assessments **51.5%**
Executive committee/board members **49.2%**
Reader survey **11.0%**
Advertiser survey **1.0%**

0   20   40   60   80
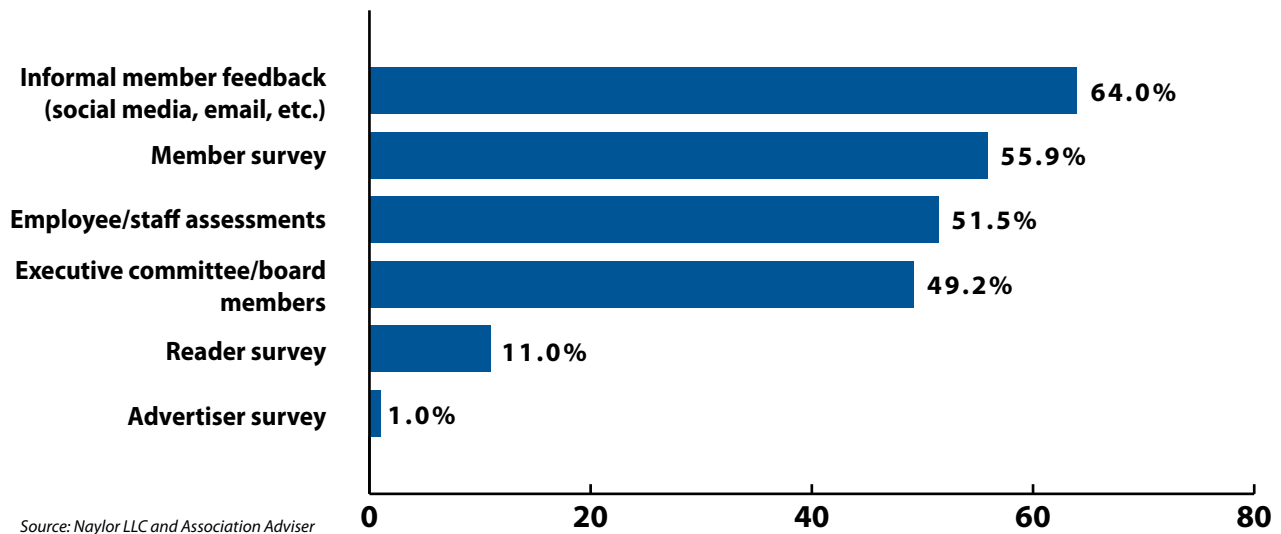
Source: Naylor LLC and Association Adviser 2011-2012; N=395 in 2012. Totals exceed 100% due to multiple response option
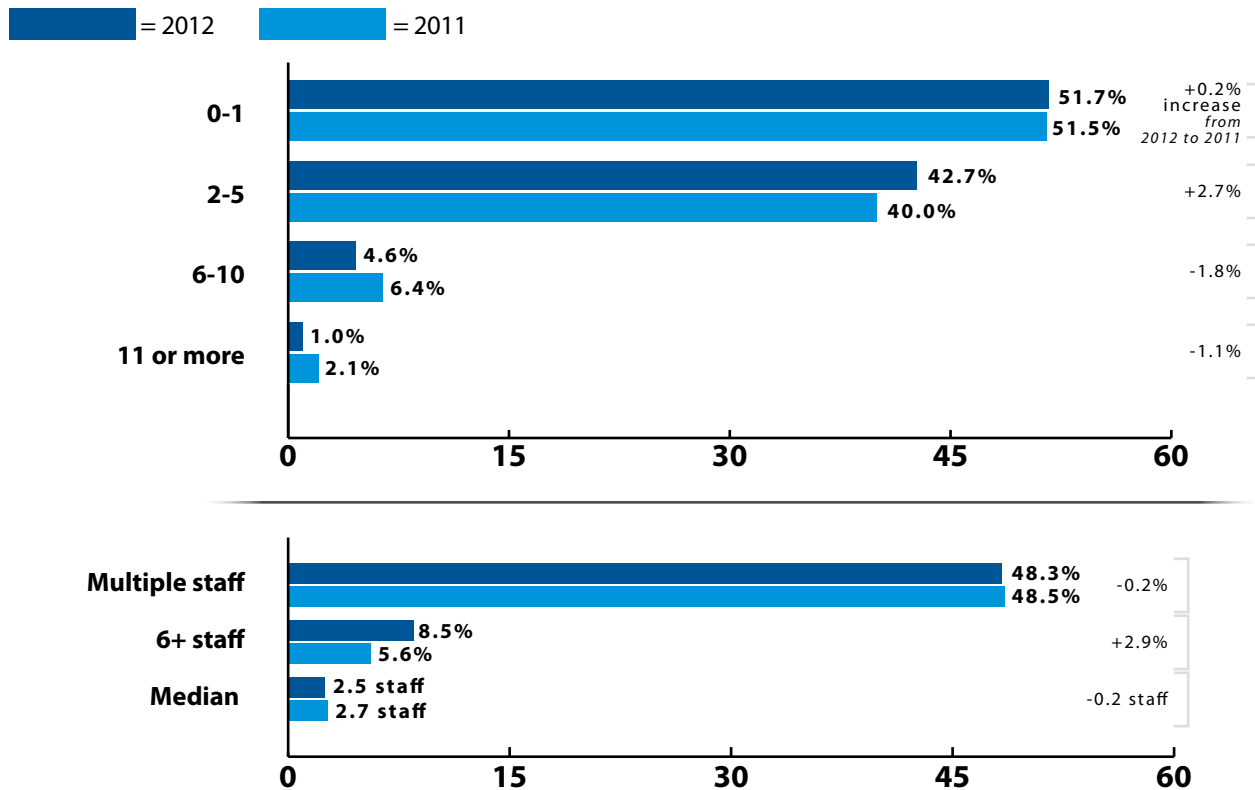
In a shift that may surprise many association leaders, informal member feedback (social media, email, website, etc.) appears to carry more influence than traditional member surveys, staff assessments, board member and executive committee feedback in order to determine their key communication challenges.

Nearly two-thirds (64.0%) of respondents cited "Informal member feedback" as their mechanism for assessing communication challenges—about 8 percentage points higher than the number who cited "Member surveys", about 12 percentage points higher than "Employee/staff assessments", and 15 percentage points higher than those who cited feedback from executive committee or board members. Reader surveys and advertiser surveys do not appear very helpful in determining association communication challenges.

See Appendix 6.5 for breakdown of feedback tools by membership size and structure.

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4.4 Communication Staffing

How many full-time staff members are assigned to your publishing and content creation teams?

■ = 2012   ■ = 2011

Category	2012	2011	Change
0-1	51.7%	51.5%	+0.2% increase from 2012 to 2011
2-5	42.7%	40.0%	+2.7%
6-10	4.6%	6.4%	-1.8%
11 or more	1.0%	2.1%	-1.1%

Category	2012	2011	Change
Multiple staff	48.3%	48.5%	-0.2%
6+ staff	8.5%	5.6%	+2.9%
Median	2.5 staff	2.7 staff	-0.2 staff

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 393 in 2012

As discussed earlier in this report, associations of all sizes are contacting members more frequently with more types of communication vehicles than ever. But our data, combined with anecdotal feedback from Naylor clients, prospects and *Association Adviser* readers, suggests that associations generally aren't increasing their communication staffing commensurately. Incidentally, a recent article we published about "burnout" was one of the most popular of 2012 in *Association Adviser eNews.*

More than half (51.7%) of survey respondents reported that they have only one full-time employee allocated to their publishing/content creation team, a percentage that has not changed since 2011. Further, only 8.5 percent of respondents indicated that they have six or more full-time staff allocated to their publishing/content creation teams, just a slight increase over 2011. In fact, our research finds that the median number of full-time publishing/content staff members has *decreased* slightly to 2.5 in 2012 from 2.7 in 2011. As shown in Appendix 6.8, communication staff reduction is consistent across all size associations in our survey.

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5. Top Communication Recommendations for Associations

5.1 Ask and deliver. While most associations are pre-occupied with "cutting through the clutter," very few are clear about their strategy for how they're going to break through. Associations keep coming up with content and ideas within the walls of their organizations, but they're generally not out there asking the people who pay the bills what's working — their members and advertisers. If clutter is your biggest concern, you have to know what members and advertisers are expecting. And the only way you can really know is by asking them directly, either on the phone or face-to-face.

Every good communication platform is built on a foundation of knowing what's expected of you by members and your other stakeholders. Forget about using member satisfaction surveys to determine what your content should be. If you've got a communication problem in one of your media properties supported by non-dues revenue, then you have to go right to the advertisers and sponsors and ask them what they think.

5.2 Think more like a membership director, less like an editor. In all of your content, you should reinforce benefits and expertise that members can't easily find elsewhere. For instance, connections, tools and insights to help members do their jobs better, to help them build their businesses or careers, to help them learn industry best practices from a trusted source and to appreciate the lobbying and advocacy efforts you do on their behalf. Yes, still cover important news about your industry. But you don't have to be the first to report it or tweet it. Instead, members look to you for trusted insight and analysis about how important industry developments will affect them directly. Our research confirms that members care less **"About Us"**—news about fellow members, what's happening at your headquarters, who attended the opening night cocktail reception, industry movers and shakers, etc.—and more about "**What's In It For Me" (WIFM).**

5.3 Assign the right staff member or volunteer to the right communication task. Our data shows associations have significantly increased their volume of member communication through online and social media in the past year, but they have also cut back on communication staffing. It's not surprising that roughly 75 percent of associations believe half of their communications are ignored by members—up from 62 percent last year. Rather than assigning administrative or IT personnel to maintain your online or social presence, as 46 percent of associations did in 2011, argue for a larger budget so you can hire true communications professionals. The rationale is that superior member communications will fall to the bottom line in the form of new and retained members. If you can't get the budget you need, look to volunteers and task forces with expertise in the communication areas in which you need the most help. Also look to freelancers and other outsourced publishing partners who have expertise in your industry or profession. The key is to have communication experts—not best available staff—handling your all-important member communications.

5.4 Review and mine your communication feedback tools (and do so systematically). Our data shows that at most associations "informal member feedback" (social media, email, website, etc.) is now carrying more weight as a barometer of member sentiment than traditional member surveys, employee/staff assessments, executive committee reports, reader surveys and advertiser surveys. This is particularly true at small and midsize associations. However, just maintaining a website or social media presence is not enough. You need to have a process in place to systematically "mine" the feedback that members (and prospective members) are sharing with you on the Web and in your social networking forums. It should be an ongoing process with a true leader at the helm, regular reports, and equitable division of workload across your communication staff and trained volunteers.

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5.5 Develop or enhance communication products that really engage members—not to show you're cutting edge. Through our data and interviews with hundreds of association leaders, it's clear that far too many organizations are jumping on the social/mobile bandwagon in hopes of appealing to younger members of the profession or to show longstanding members, boards, peer organizations and for-profit competitors that they're still "relevant" and cutting edge. Chances are you're not. Unless you have a business plan, firm success metrics and adequate staffing resources in place, you'll end up with too many half-baked or otherwise ignored communication offerings on the table that simply confuse members, weaken your brand and overload your communication teams and customer service departments with complaints and feelings of burnout.

5.6 Remember: You are _not_ your members. When we visit clients on-site, it's clear that at many organizations, there are significant age, gender and industry experience gaps between the association's members and the association's communication teams. Association communication staffs are often much more comfortable than their members are with online, social and mobile media for instance, and worse they often have little patience for members, volunteers and colleagues who "can't keep up with them" or who won't let them show off their cutting-edge skills. This is an absolute member retention killer. High-performing organizations are realizing that traditional communication—print magazines, directories, newsletters, and even faxes, are still highly valued by members. These organizations are also training their staffs to be more in tune with the communication preference of dues-paying members, and they're also taking steps to help longer-standing members get up to speed on new media in relaxed, low-pressure settings, such as educational webinars, best practices guides on their websites and "stations" at their live events and conventions.

5.7 Customize your communications for as many member sub-groups as reasonably possible. Whether you have less than 100 members or more than 100,000, each member seeks a personalized relationship with your organization and wants to feel that you truly understand their needs and goals at their current stage of their careers. Membership sub-groups are not only being defined by industry or product specialty, but by age, gender, media preference, geography, language and career stage. Also remember that in this economy, there may be far more second- and third-career professionals among your members. A new member is not necessarily a young person. Likewise, a CEO or EVP is not necessarily an aging Baby Boomer. If you don't have the budget, staff, discipline or institutional stamina to deliver highly targeted communications to your members on the frequency and delivery platform you prefer, that's fine. There are other places they can go (many free) in order to find what they need.

5.8 Think two-way dialogue, not one-way broadcast. Many organizations we work with are obsessed with the content and design of their magazines, newsletters and eblasts, the frequency of their tweets and posts, and with the quality and frequency of their webinars and videos. Unfortunately, as our data confirms, more than half of this communication is wasted at the majority of organizations. Members increasingly want to discover information and resources on their own terms—they don't want to be force fed. For instance, members want to respond directly to your authors, posters and webinar presenters. They want to have their questions taken seriously and answered quickly. They don't want to sift through voicemail, FAQs or wait for the following issue's "letters to the editor." Our data also shows that many organizations feel members aren't aware of all the benefits they're entitled to. Instead of focusing on a small number of benefits that each member is truly interested in, associations tend to lump all "member benefits" together on their websites, eblasts and printed collateral. A website that's optimized for major search engines, and that has its own accurate search engine, will do more to help members (and prospective members) find what they're looking for than the most sophisticated design and navigation that money can buy. Engaging members on your social forums with meaningful dialogue will do more than tallying up likes and fans. Making your staffs phone extensions and email addresses easily available will do more to foster engagement than any "meet the staff" feature in your member magazine or newsletter. Having your phones answered by a friendly, knowledgeable and helpful live person will do more to foster member retention than the most sophisticated voicemail system on the market.

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Case in point: We work with an award-winning large state SAE, whose president answers her own phone directly. She also pitches in to answer the main switchboard regularly and meets personally with at least two members per month—at the member's headquarters. Now that's a two-way dialogue!

5.9 Benchmark against the right competitors and peer organizations. What many associations still struggle to grasp is that even if their surveys show they're the "leading" or "preeminent" association of their industry (with the most traffic, fans and followers), they don't have the exclusive attention of their members and suppliers. They're not only competing for "mindshare" with other associations in their industry, but with for-profit B2B media companies, university researchers and professional degree programs, local news media, social networks, the Web and even their own vendors and suppliers who are increasingly producing their own thought-leadership white papers, webinars and "lunch and learn" events. Data in this report can help you argue for more communication staff based on your membership size and membership structure. But you also have to look at all the other non-associations in your competitive space, to see how frequently, how deeply and how well they are covering aspects of your marketplace.

5.10 Look at metrics that matter, not what's easiest to collect. Hits or visits to your website don't mean much if visitors aren't coming back regularly or are not spending much time there. How well do you know your five most popular click paths, or your 10 most popular entry pages or your six most damaging bounce pages? A great open rate on your newsletter could be the result of a "sexy" subject line, but what was the click-to-open rate? If a higher than normal percentage opened the newsletter, but few clicked through to the content, was that issue still a winner? Suppose you had record attendance at a webinar or record downloads of a video, but few stayed through to the end. Was it still a winner? Suppose you have five times the website traffic of any association in your market, but very few visitors are taking your polls, downloading your videos and podcasts or commenting on your articles or posts? Is your membership really engaged? Friends and followers are nice numbers to tally, but are they really referring you to colleagues and others in their professional network (i.e. prospective members)? Suppose you have more advertising in your magazines, websites and newsletters than any other association or trade publisher in your space, but advertisers complain that no one's responding to their ads or they only get "tire kickers" rather than qualified leads? Are you really the "No.1 source" in your marketplace?

The numbers are not always easy to capture and the results are not always pleasant to see, but this is the information you need to know in order to stay relevant with members, suppliers and your other key stakeholders.

5.11 Review your communication strategy and product portfolio at least yearly if not quarterly. Don't wait for a rash of "unsubscribes," last-minute exhibitor cancellations or complaints from members or your board to drive your decisions. Chances are your annual event is bumping up against another major show in a related, but not directly competitive industry. You may have multiple discussion forums trying to cover the same topics without knowing it—or multiple newsletters sending similar news or offers to similar members at the same time. You may have legacy products whose frequency needs to be adjusted or editorial coverage tweaked to be more focused and less all-encompassing. But the lines of communication between readers, visitors, attendees, editors, show organizers and Web producers must be open and clear of obstruction. In this era of 24/7/365 information age, more asking and listening must be taking place—not defense of the status quo.

6. Appendix

6.1 Association Communication Comparisons Based on Membership Size and Membership Structure

DEFINITIONS

- **Small membership organizations (under 1,000 members)** **(N= 166)**
- **Midsize membership organizations (1,000 to 5,000 members)** **(N= 137)**
- **Large membership organizations (under 1,000 members)** **(N= 89)**
- **Individual membership structure** **(N= 140)**
- **Company membership structure** **(N= 120)**
- **Individual and Company membership structure** **(N= 119)**

6.2 Percentage of associations who believe members read <u>at least half</u> of their regular communication efforts (based on membership size)

■ = 2012   ■ = 2011

SMALL (under 1,000 members): 26.8% (2012), 40.2% (2011) — -13.4% *from 2011*

MEDIUM (1,000 to 5,000 members): 21.3% (2012), 36.1% (2011) — -14.8%

LARGE (over 5,000 members): 27.0% (2012), 36.0% (2011) — -9.0%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 390 in 2012.

- Regardless or membership size or membership structure, our data shows three out of every four associations believe that at least half of their communication efforts are wasted. Midsize associations (1,000 to 5,000 members) appear to be the least efficient with their communications efforts.

Percentage of associations who believe members read <u>at least half</u> of their regular communication efforts (based on membership structure)

INDIVIDUAL: 25.1%

COMPANY: 26.3%

INDIV. and COMPANY: 22.7%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 379 in 2012.
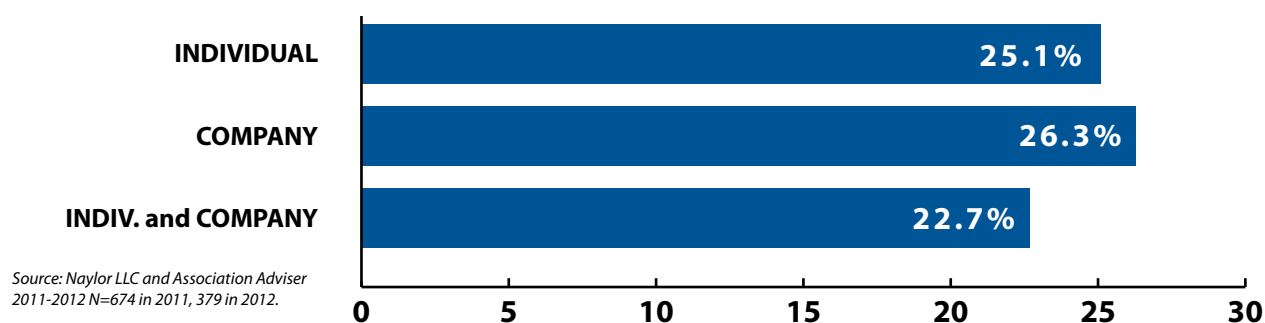
- Member communication "waste" appears to be consistent across all three types of membership structures.

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6.3   Comparison of Top 7 member communication challenges by membership size and structure

Ranked in terms of 1-most concerning to 7-least concerning, (2012 data only)

	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000		INDIV.	COMPANY	INDIV & CO
Combatting information overload/ cutting through the clutter	1	1	1		1	1	2
Communicating member benefits effectively	2	2	2		2	2	1
Keeping members informed about new events and continuing educations	3	3	3 (tied)		4	3	3
Keeping members abreast of legislative, regulatory, technical updates	4	6	6		5	5	5
Maintaining position as industry's No.1 source of information	5	5	5		6	4	4
Customizing communication to different member age groups and SIGs	6	4	3 (tied)		3	6	6
Monitoring our brand and reputation online	7	7	7		7	7	7

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 395 in 2012

- Concerns over information overload, communicate member benefits effectively appear to be associations' top communication challenges regardless of membership size or membership structure.

- Inability to communicate member benefits effectively was actually cited more frequently than information overload by associations that have corporate and individual membership structures.

- Smaller associations seem less concerned than larger associations about customizing their communications to different member age groups and sub groups. Individual membership associations appear to be more concerned than corporate membership associations about communication customization.

- As stated earlier in this report, the importance of maintaining one's position as the No.1 source of information is not as important in 2012 as it was in 2011, although it is slightly more important for associations with company membership bases than for associations with individual membership bases.

6.4 Comparison of selected communication concerns 2012 vs. 2011

Combatting information overload/cutting through the clutter (2012 vs. 2011)

█ = 2012   █ = 2011

SMALL (under 1,000 members) — 78.3% / 51.5% +26.8% from 2011
MIDSIZE (1,000 to 5,000 members) — 86.9% / 53.4% +33.5%
LARGE (Over 5,000 members) — 79.8% / 59.3% +20.5%
INDIV. MEMBERSHIP — 82.9%
CORP. MEMBERSHIP — 82.5%
INDIV. & CORP. — 78.2%

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 390 in 2012
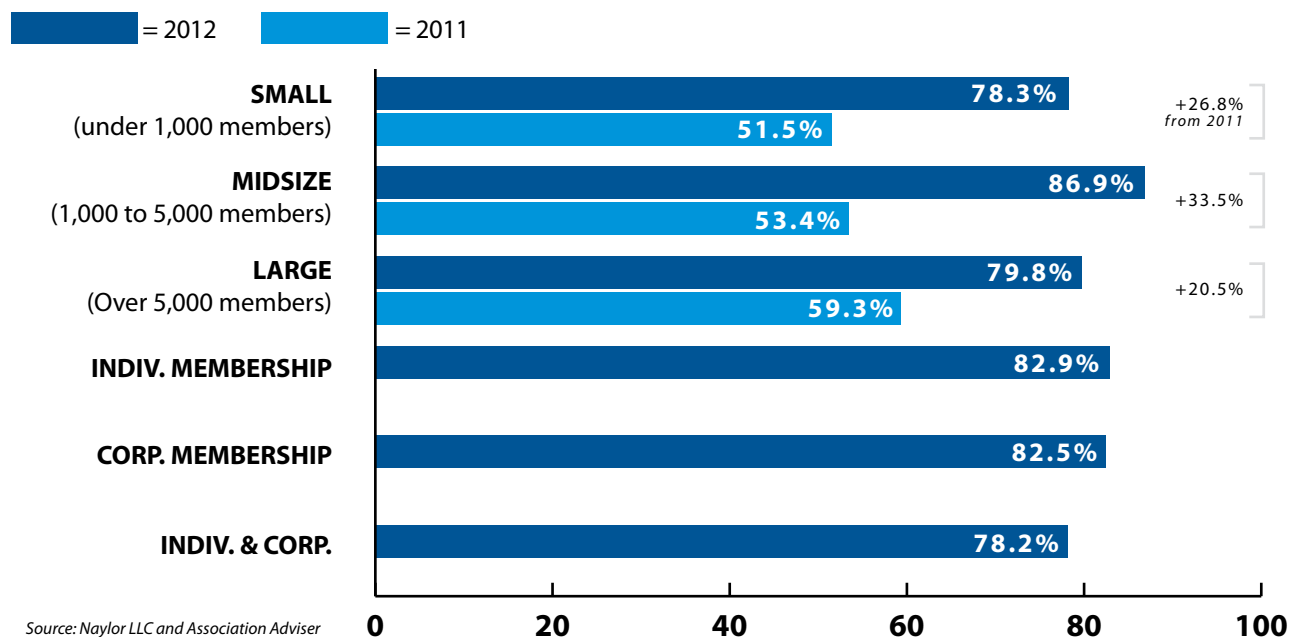
- The challenge of information overload is a primary concern for all types of associations, particularly for midsize associations, which saw this concern cited 33 percent more often in 2012 than it was in 2011.

Communicating Member Benefits More Effectively (2012 vs. 2011)

█ = 2012   █ = 2011

SMALL (under 1,000 members) — 67.5% / 31.7% +35.8% from 2011
MIDSIZE (1,000 to 5,000 members) — 76.6% / 34.1% +42.5%
LARGE (Over 5,000 members) — 73.0% / 28.5% +44.5%
INDIV. MEMBERSHIP — 70.0%
CORP. MEMBERSHIP — 67.5%
INDIV. & CORP. — 79.0%

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 390 in 2012.
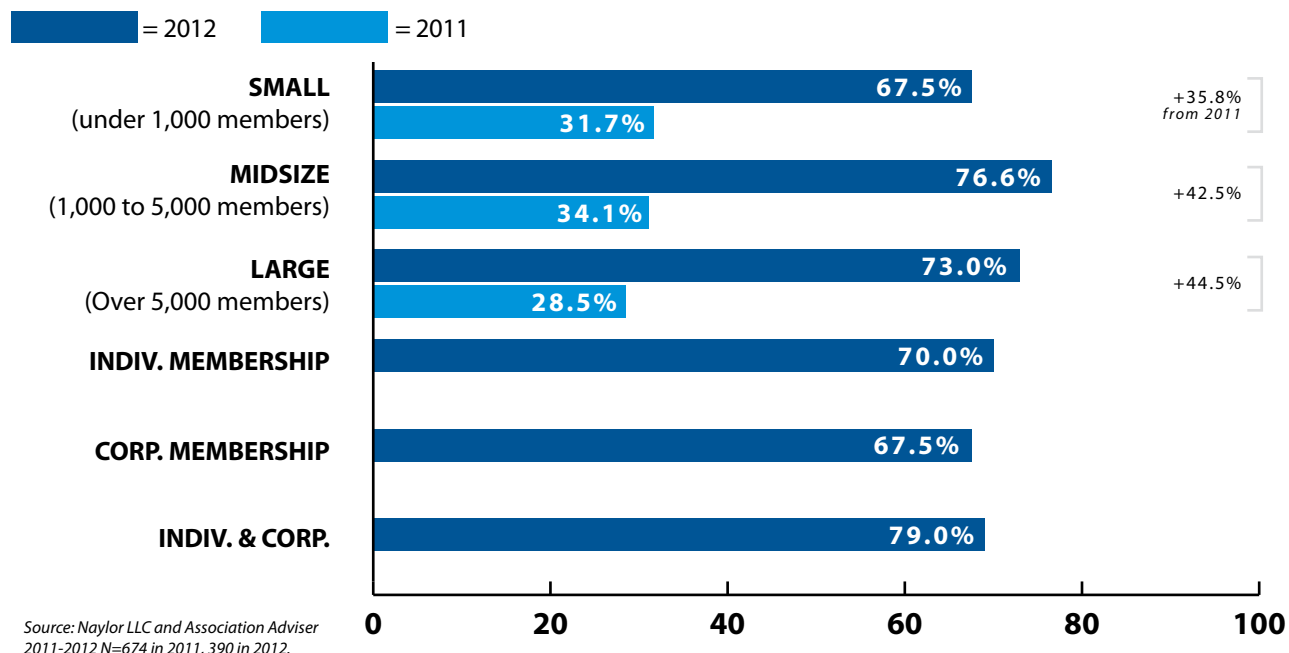
- Concern over communicating membership benefits more effectively appears most pronounced at midsize and larger organizations and at those with hybrid (individual and corporate) membership structures.

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Keeping Members Better Informed About Events and Continuing Education (2012 vs. 2011)

■ = 2012   ■ = 2011

Category	2012	2011	Change
SMALL (under 1,000 members)	54.8%	15.0%	+39.8% *from 2011*
MIDSIZE (1,000 to 5,000 members)	53.3%	13.4%	+39.9%
LARGE (Over 5,000 members)	43.8%	11.4%	+32.4%
INDIV. MEMBERSHIP	50.7%		
CORP. MEMBERSHIP	46.7%		
INDIV. & CORP.	57.1%		

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 390 in 2012.
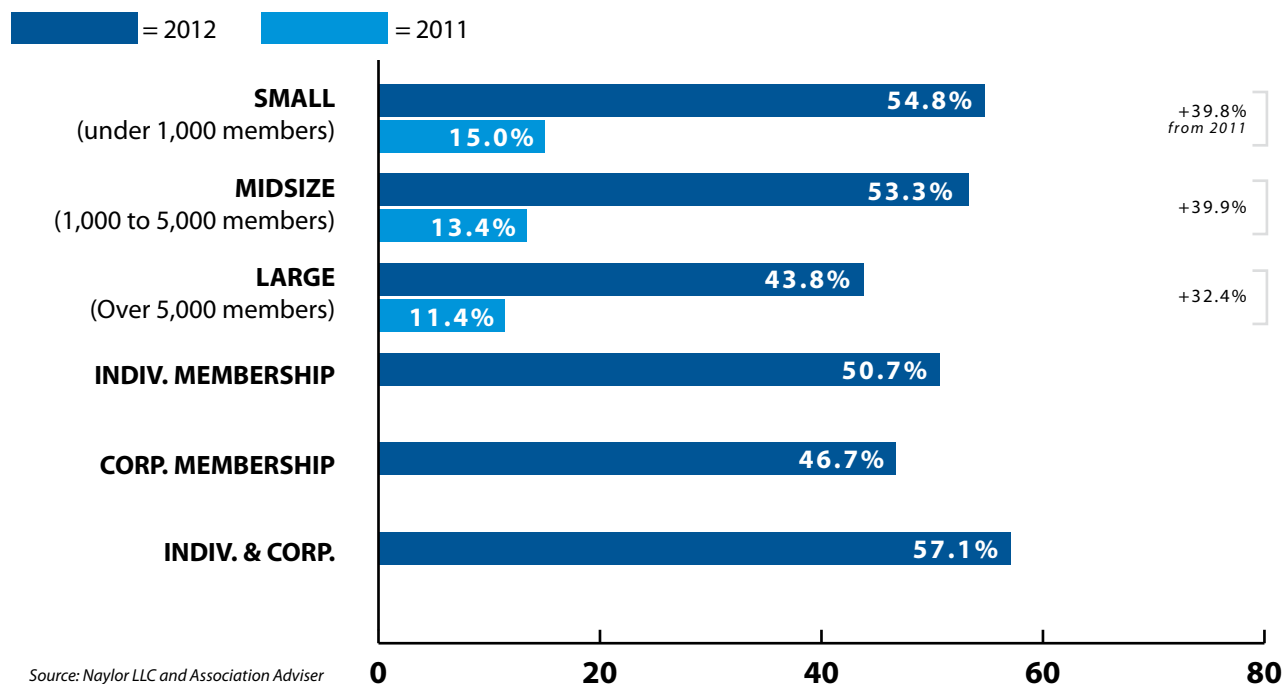
- One of the most valuable membership benefits associations can provide to members in a tough economy is networking events and continuing education opportunities. Inability to stress these membership ROI drivers has surged significantly in the past year, particularly at small to midsize associations and at those with hybrid membership structures.

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Association leaders' perception of information that's most valuable to members (2012)

Ranked in terms of 1-most important to 7-least important

	OVERALL	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000		INDIV.	COMPANY	INDIV & CO
Industry news/trends	1.5	1	1	2		3	1	1
Lobbying/advocacy efforts	2.2	2	2	3		2	2	2
Career/professional development	3.0	5	3	1		1	5	3
Information about products, services and resources	3.2	3	4	4		4	3 (tied)	4
Coverage of key industry events	4.3	4	5	6		6	3 (tied)	5
Member news	5.7	6	6	5		5	6	6
Industry movers and shakers	7.0	7	7	7		7	7	7

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 393 in 2012.

- As one might expect, **industry news** and **lobbying/advocacy efforts** are the two types of information that association leaders rank highest in importance to members. However, information that can help members with their **career/professional development** is now perceived to be No.1 in importance to members at larger associations, as well as at associations with primarily individual membership structures.

- Information about the association's **products and services** is now ranked higher on average than coverage of key industry events, member news and industry movers and shakers. This suggests that associations are stressing membership ROI more so than industry buzz as a reason for joining or retaining one's membership.

Comparison of association leaders' perceived importance of selected information types: 2012 vs. 2011

Ranked in terms of 1-most important to 7-least important

	SMALL 2012	SMALL 2011		MIDSIZE 2012	MIDSIZE 2011		LARGE 2012	LARGE 2011
Industry news/trends	1	1		1	1		2	1
Lobbying/advocacy efforts	2	2		2	2		3	3
Career/professional development	5	6		3	3		1	2
Member news	6	4		6	4		6	5
Coverage of key industry events	4	3		5	6		5	6
Information about products, services and resources	3	5		4	5		4	4
Industry movers and shakers	7	7		7	7		7	7

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 393 in 2012.

- Since our 2011 survey was fielded, information about **careers and professional development opportunities** has become more important at most associations, particularly at larger ones.

- Member news has declined in importance for all size associations, year-over-year.

- Information about the association's products, services and resources has increased in importance for small and midsize associations.

6.5 Comparison of feedback mechanisms by membership size and structure

Ranked by overall percentage (2012)

	OVERALL.	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000	INDIV.	COMPANY	INDIV & CO
Informal member feedback (social media, email, etc.)	64.0%	62.7%	67.2%	61.4%	66.9%	60.8%	64.8%
Member survey	55.9%	46.4%	59.9%	68.2%	57.6%	44.2%	63.9%
Employee/staff assessments	51.5%	48.8%	53.3%	54.5%	48.2%	51.7%	55.5%
Executive committee/board members	49.2%	51.8%	49.6%	44.3%	43.2%	51.7%	54.6%
Reader survey	11.0%	6.0%	10.2%	21.6%	12.2%	8.3%	13.4%
Advertiser survey	1.0%	0%	0.7%	3.4%	1.4%	0.8%	0.8%

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 392 in 2012. Total exceeds 100% due to multiple response option

- With the exception of large associations, most associations rely on informal member feedback more than they rely on traditional surveys to gauge members' opinion of the organizational communication challenges they're having.

- At large associations, the member survey is still the most influential feedback tool for assessing member opinion about communication challenges they're having, according to our data.

- Employee/staff assessments are generally among the top three feedback mechanisms cited by association leaders.

- Executive committee and board member still seem to have some influence about communication issues at small associations and at those with company (rather than individual) membership structures. (see table below)

- Reader surveys and advertiser survey no longer seem to be influential tools for gauging member feedback about communication challenges, according to our data.

Numerical rank from 1-most important to 6-least Important

	OVERALL.	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000	INDIV.	COMPANY	INDIV & CO
Informal member feedback (social media, email, etc.)	1	1	1	2	1	1	1
Member survey	2	4	2	1	2	4	2
Employee/staff assessments	3	3	3	3	3	2	3
Executive committee/board members	4	2	4	4	4	2	4
Reader survey	5	5	5	5	5	5	5
Advertiser survey	6	6	6	6	6	6	6

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6.6 Comparison of <u>print and online</u> communication frequency by membership size and structure

Ranked by overall percentage (2012)

	OVERALL	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000	INDIV.	COMPANY	INDIV & CO
20+ times per month	**10.5%**	6.8%	12.4%	14.6%	9.3%	11.0%	12.0%
11-19	**17.5%**	15.4%	21.2%	15.7%	15.7%	19.5%	17.9%
4-10	**54.5%**	57.4%	48.9%	57.3%	50.0%	55.1%	59.8%
2-3	**14.1%**	17.3%	14.6%	7.9%	17.9%	11.9%	10.3%
1 or less	**3.3%**	3.1%	2.9%	4.5%	7.1%	2.5%	0.0%
MEDIAN times per month	**9.5x**	8.5	10.1	10.3	8.7	9.9	10.1

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 389 in 2012.

- The most common monthly communication frequency for associations of all sizes and types appear to be <u>4 to 10</u> times per month.

- As might be expected, larger associations, on average, are communicating with members more frequently than smaller associations are via their print and online vehicles

Communication frequency change by membership size: 2012 vs. 2011

<u>11 or more times per month</u> via print and online vehicles   ▮ = 2012   ▮ = 2011
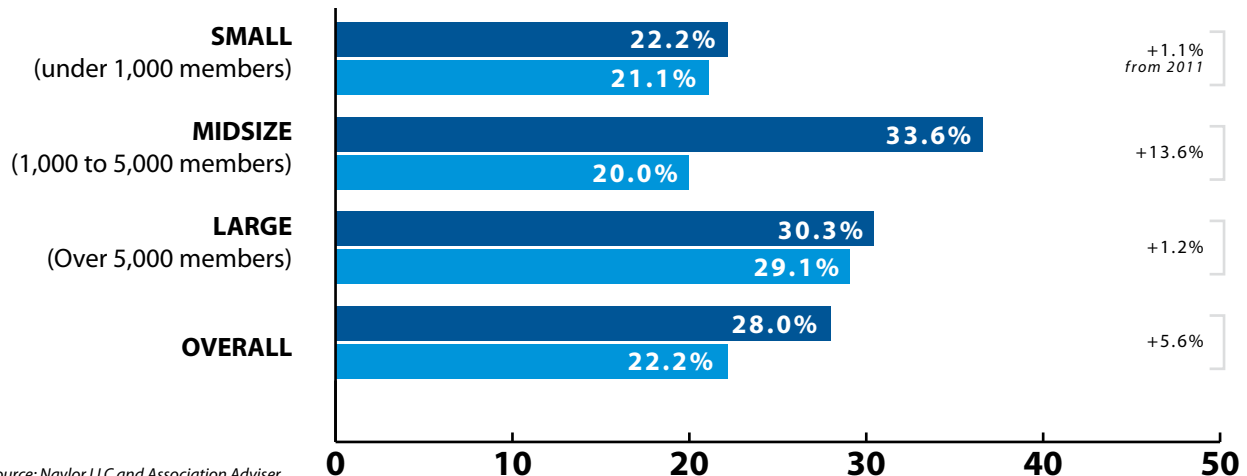
Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 389 in 2012.

- Overall, about three in ten (28%) associations are communicating with members at least 11 times per month via their print and online vehicles. That an increase of nearly 6 percentage points from 2011.

- While the number of small and large associations who are communicating at a high (11+) frequency did not change much year-over-year, there was a significant increase in the percentage of **midsize associations** communicating at a high (11+) frequency.

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Communication frequency change by membership size: 2012 vs. 2011

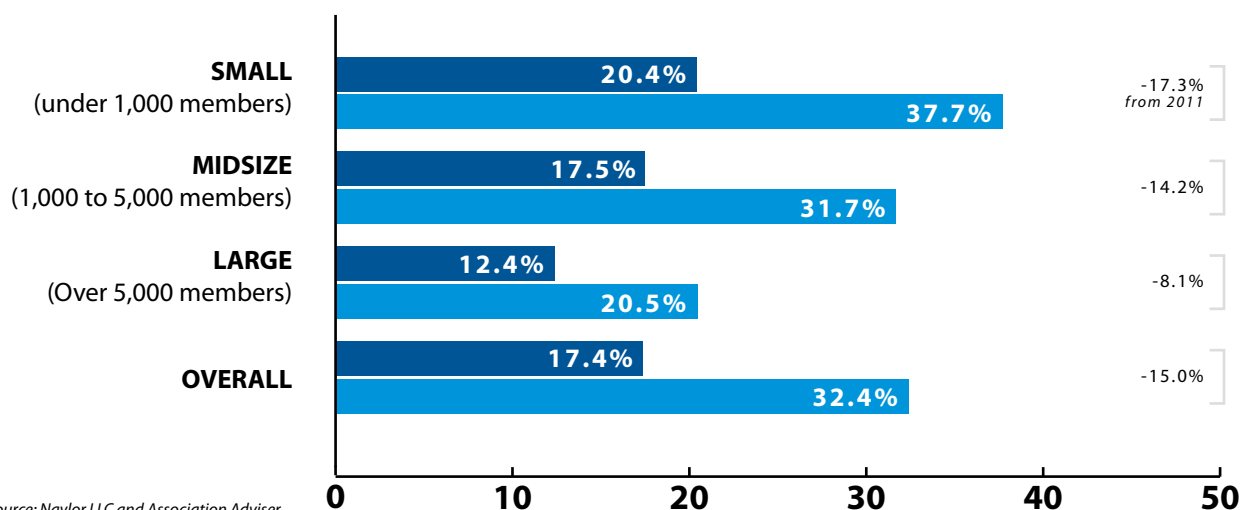**3 times or less per month** via print and online vehicles ■ = 2012 ■ = 2011

SMALL (under 1,000 members): 2012 = 20.4%, 2011 = 37.7%, -17.3% from 2011

MIDSIZE (1,000 to 5,000 members): 2012 = 17.5%, 2011 = 31.7%, -14.2%

LARGE (Over 5,000 members): 2012 = 12.4%, 2011 = 20.5%, -8.1%

OVERALL: 2012 = 17.4%, 2011 = 32.4%, -15.0%

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 389 in 2012.

- As shown in the table above, there is a significant drop in the number of associations that are communicating with members only three times or less per month via their print and online vehicles.

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6.7 Comparison of <u>social media</u> communication frequency by membership size and structure

Ranked by overall percentage (2012)

	OVERALL	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000		INDIV.	COMPANY	INDIV & CO
Daily	18.1%	10.8%	17.5%	32.6%		17.1%	17.5%	21.0%
Multiple times per week	28.5%	23.5%	32.8%	31.5%		26.4%	26.7%	32.8%
Weekly	13.5%	10.2%	17.5%	13.5%		18.6%	10.8%	8.4%
Multiple times per month	16.8%	16.3%	19.0%	13.5%		17.1%	16.7%	16.8%
Monthly	9.2%	13.9%	7.3%	3.4%		7.1%	9.2%	10.9%
Not using social media	14.0%	25.3%	5.8%	5.6%		13.6%	19.2%	10.1%
Median times per month	8.9x	6.4	9.5	12.7		8.6	8.4	10.0

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 393 in 2012.

- On average, associations are engaging with members 8.9 times per month via social media.

- As might be expected, larger associations (and those with hybrid membership structures) are engaging with members via social media more frequently than smaller associations.

- The most common social media communication frequency for associations of all sizes and types appears to be **multiple times per week** *(i.e. between daily and weekly).*

- Overall, only 14 percent of associations are still not using social media, with smaller associations and those with company membership structure slightly slower to adopt social media than other associations.

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Change in social media communication frequency by membership size: 2012 vs. 2011

MEDIAN TIMES PER MONTH   ■ = 2012   ■ = 2011

SMALL
(under 1,000 members)
6.4 times
4.1 times
+2.3x
from 2011

MIDSIZE
(1,000 to 5,000 members)
9.5 times
5.7 times
+3.8x

LARGE
(Over 5,000 members)
12.7 times
10.8 times
+1.9x

OVERALL
8.9 times
5.6 times
+3.3x

0   5   10   15   20   25
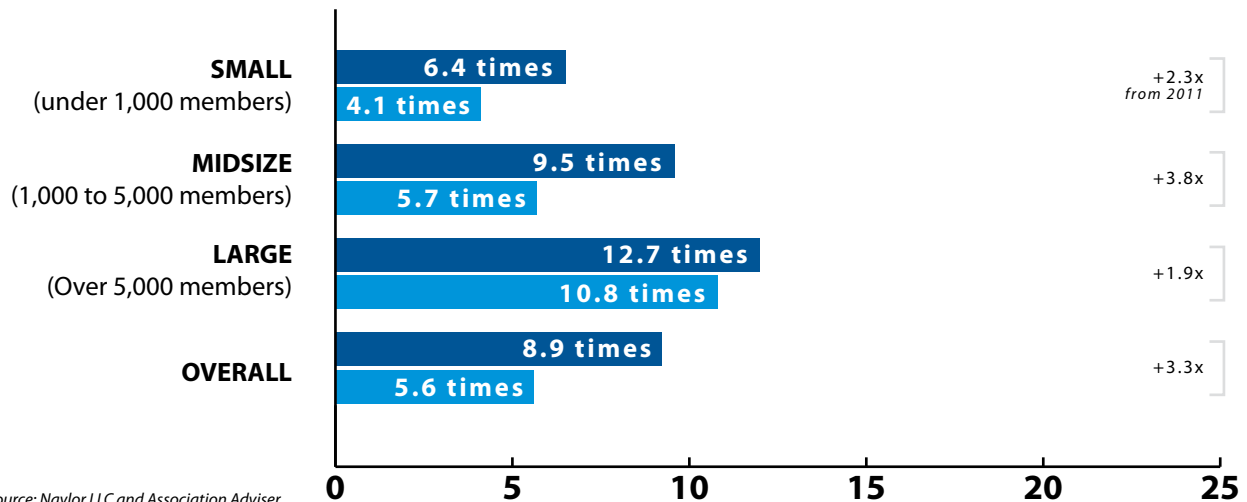
Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 389 in 2012

- As stated in the "previous table", the number of associations using social media to engage with members has increased significantly to 86 percent in 2012 from 68 percent in 2011.

- On average, associations are engaging with members 8.9 times per month in 2012, up from 5.6 times per month in 2011.

- As might be expected, larger associations tend to engage more frequently with members via social media than smaller associations.

- Midsize associations have shown the greatest year-over-year increase in their frequency of social media engagement with members since 2011.

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Change in social media communication frequency by membership size:
2012 vs. 2011

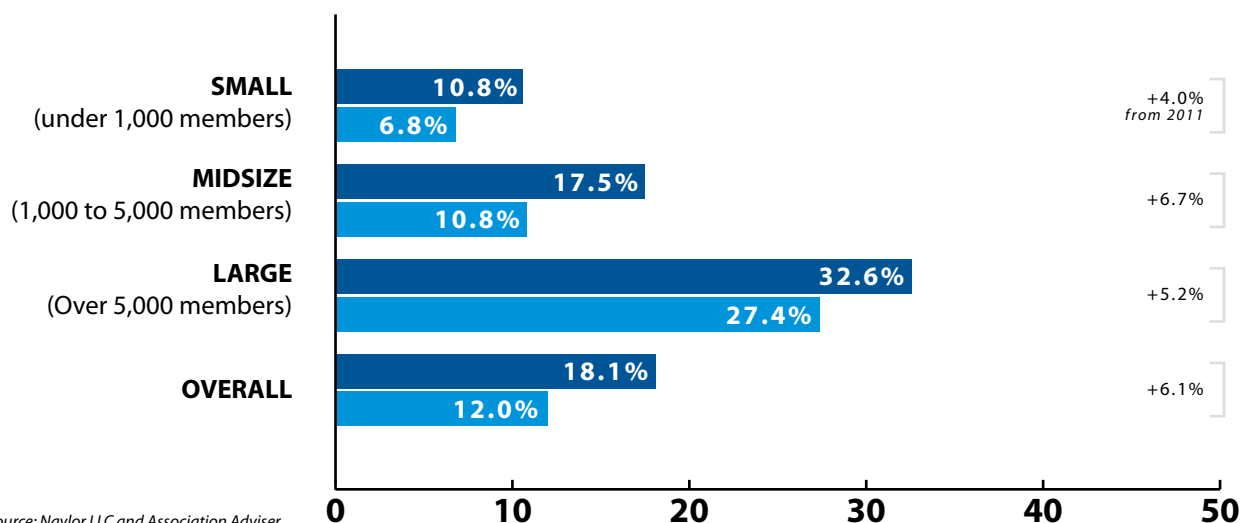|	2012	2011	Change from 2011
SMALL (under 1,000 members)	10.8%	6.8%	+4.0% from 2011
MIDSIZE (1,000 to 5,000 members)	17.5%	10.8%	+6.7%
LARGE (Over 5,000 members)	32.6%	27.4%	+5.2%
OVERALL	18.1%	12.0%	+6.1%

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 393 in 2012.

- Overall, the number of associations engaging daily with members via social media has increased to 18.1 percent in 2012 from 12.0 percent in 2011.

- Larger associations are almost twice as likely as midsize associations, and almost three times as likely as small associations, to engage with members via social media on a daily basis.

- Midsize associations reported the biggest year-over-year gain in the percentage of associations that are engaging daily with members via social media.

Change in social media communication frequency by membership size: 2012 vs. 2011

WEEKLY ENGAGEMENT (or more)   ██ = 2012   ██ = 2011

Membership size	2012	2011	Change
SMALL (under 1,000 members)	44.5%	37.9%	+6.6% from 2011
MIDSIZE (1,000 to 5,000 members)	67.8%	51.0%	+16.8%
LARGE (Over 5,000 members)	77.6%	75.2%	+2.4%
OVERALL	60.1%	49.4%	+10.7%

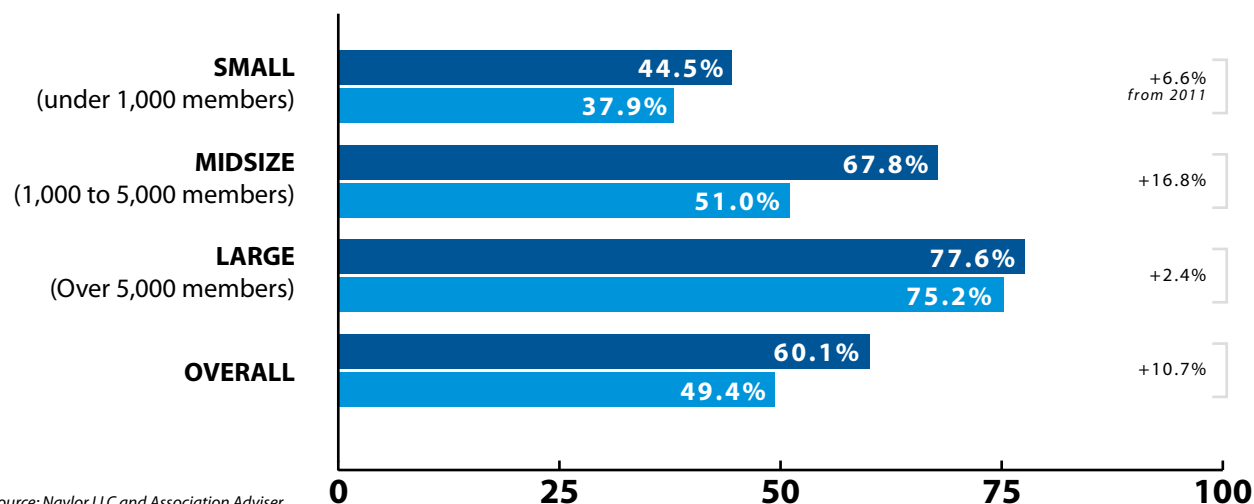*Source: Naylor LLC and Association Adviser*
2011-2012 N=674 in 2011, 393 in 2012.

- Overall, the number of associations engaging on a weekly or more frequent basis with members via social media has increased to 60.1 percent in 2012 from 49.4 percent in 2011.

- Larger associations are more likely than smaller associations to engage with members via social media on a weekly or more frequent basis.

- Midsize associations saw the biggest year-over-year gain in the percentage of associations that are engaging on a weekly or more frequent basis with members via social media.

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6.8 Comparison of full-time staff assigned to <u>publishing/content creation teams</u> by membership size and structure

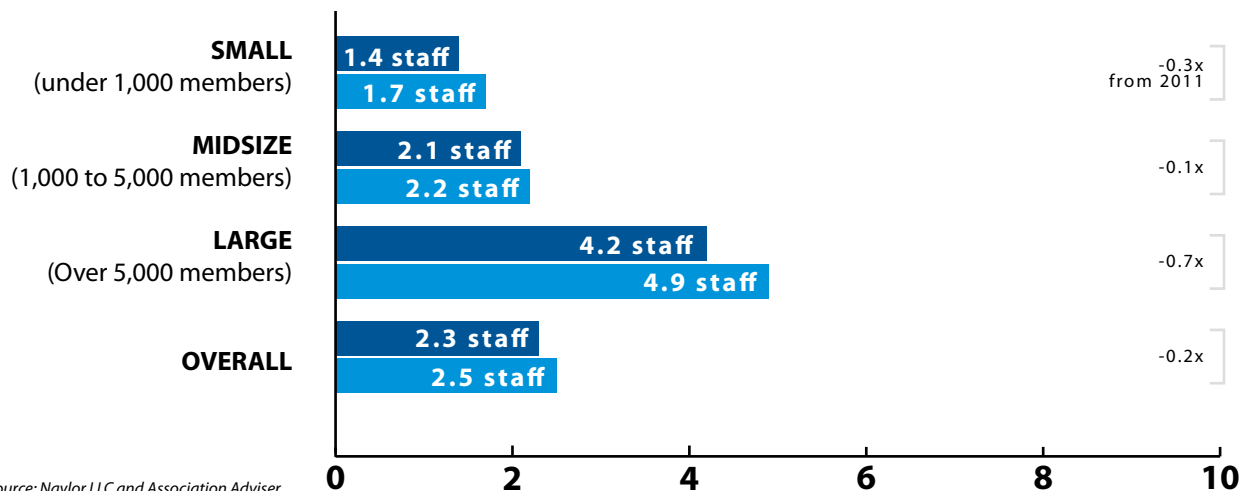|	OVERALL	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000		INDIV.	COMPANY	INDIV & CO
0-1 staff	51.7%	69.9%	54.0%	13.5%		51.4%	51.7%	52.1%
2-5	42.7%	29.5%	43.1%	67.4%		43.6%	44.2%	40.3%
6-10	4.6%	0.6%	2.2%	15.7%		3.6%	4.2%	6.7%
11 or more	1.0%	0%	0.7%	3.4%		1.4%	0%	0.8%
Median Staff	2.3	1.4	2.1	4.2		2.3	2.1	2.3

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 379 in 2012.

- The typical association in our survey reported having 2.3 full-time staff members assigned to its publishing/content creation team.

- As expected, larger associations have larger communication staffs than small and midsize associations do.

- Associations with individual memberships tend to have slightly larger communication staffs than those with company membership structures.

Change in association communication staff size 2012 vs. 2011

Full-time only

SMALL (under 1,000 members): 1.4 staff / 1.7 staff — -0.3x from 2011
MIDSIZE (1,000 to 5,000 members): 2.1 staff / 2.2 staff — -0.1x
LARGE (Over 5,000 members): 4.2 staff / 4.9 staff — -0.7x
OVERALL: 2.3 staff / 2.5 staff — -0.2x

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 393 in 2012.

- The typical association in our survey reported having 2.3 full-time staff members assigned to its publishing/content creation team in 2012, down 0.3 staff from 2011.

- Associations of all sizes appeared to have reduced the headcount of their communication staffs in 2012.

- Large associations (down 0.7 staff) appear to have suffered the largest communication staff reductions.

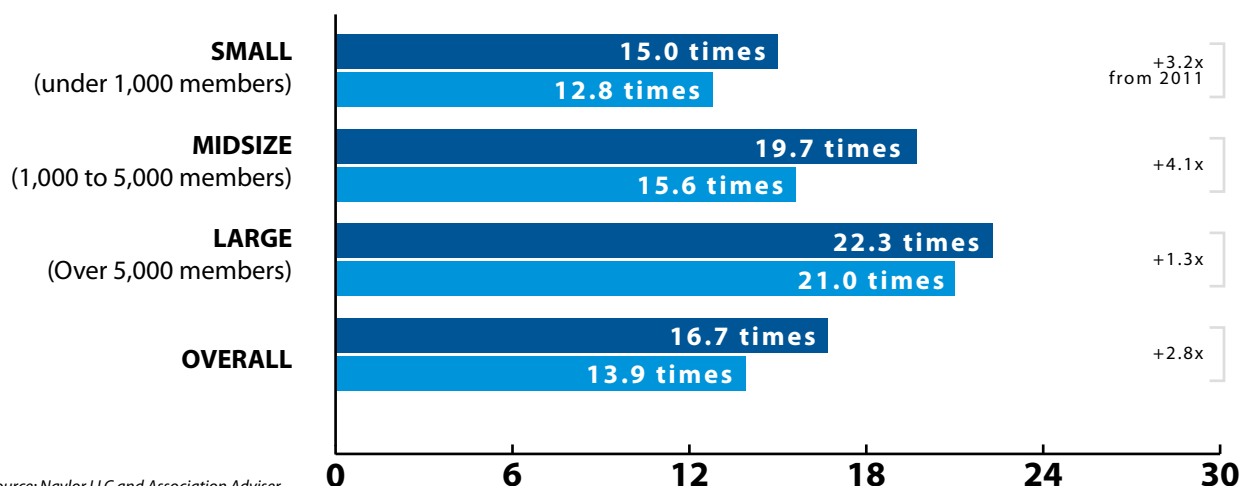## 6.9 Ratio of monthly member communication "touches" to communication staff size

	OVERALL.	SMALL <1,000	MIDSIZE 1K to 5K	LARGE > 5,000		INDIV.	COMPANY	INDIV & CO
Median touches per month (print and online)	9.5x	8.5	10.1	10.3		8.7	9.9	10.1
Median touches per month (social media)	8.9x	6.4	9.5	12.7		8.6	8.4	10.0
Median TOTAL touches per month	18.4x	14.9	19.6	23.0		17.3	18.1	20.1
Median communication staff members	2.3	1.4	2.1	4.2		2.3	2.1	2.3
Communication touches/staff member	8.0	10.6	9.3	5.5		7.5	8.6	8.7

Source: Naylor LLC and Association Adviser 2011-2012; N= 393 in 2012.

- As one might expect, larger associations have larger communication staffs and reach their members more frequently than smaller associations do each month (23.0 times per month vs. 19.6 times for midsize associations and 14.9 times for small associations).

- However at smaller associations, each communication staff member is handling more monthly communication efforts on average than staff members at large associations (10.6 touches per staff at small associations vs. 9.3 at midsize association and 5.5 at large associations).

- Associations with hybrid membership structures reach members more frequently, on average than associations with individual or corporate membership structures (20.1 vs. 18.1 for corporate and 17.3 for individual). However, since communication staff sizes are no larger at hybrid associations, each staff member is handling slightly more communication touches per month than staff members at corporate-only or individual-only membership associations.

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Median monthly communication touches by association 2012 vs. 2011

(print, online and social) ■ = 2012   ■ = 2011

SMALL
(under 1,000 members)
- 15.0 times (2012)
- 12.8 times (2011)
- +3.2x from 2011

MIDSIZE
(1,000 to 5,000 members)
- 19.7 times (2012)
- 15.6 times (2011)
- +4.1x

LARGE
(Over 5,000 members)
- 22.3 times (2012)
- 21.0 times (2011)
- +1.3x

OVERALL
- 16.7 times (2012)
- 13.9 times (2011)
- +2.8x

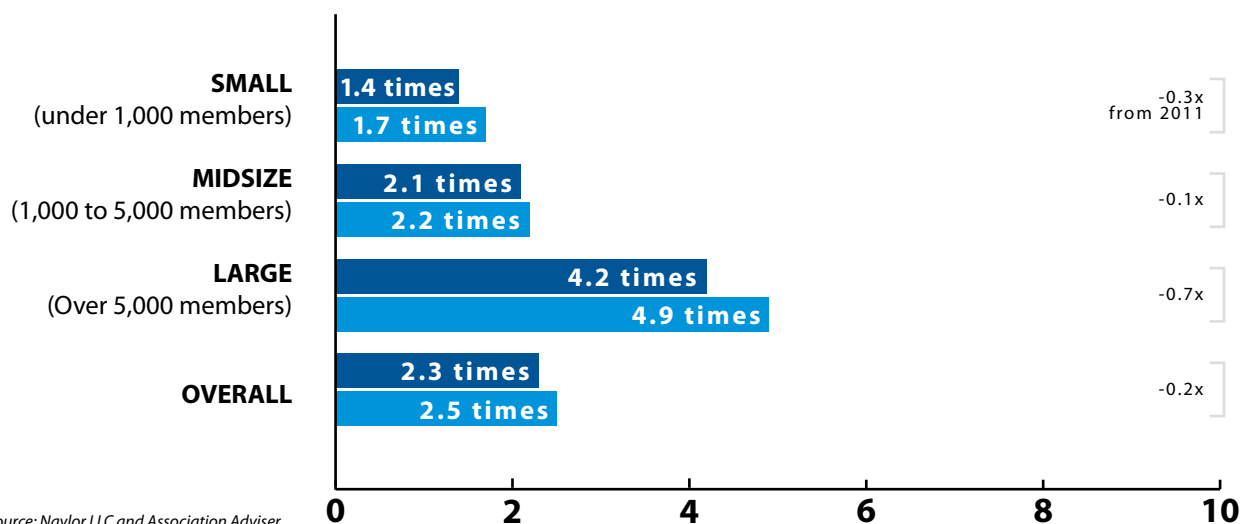Axis: 0 6 12 18 24 30

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 393 in 2012.

- Between 2011 and 2012, the average number of monthly member communication touches increased at associations of every size.

- This increase was most pronounced at midsize associations (see chart above).

Change in median communication staff size 2012 vs. 2011

Full-time only ■ = 2012   ■ = 2011

SMALL
(under 1,000 members)
- 1.4 times (2012)
- 1.7 times (2011)
- -0.3x from 2011

MIDSIZE
(1,000 to 5,000 members)
- 2.1 times (2012)
- 2.2 times (2011)
- -0.1x

LARGE
(Over 5,000 members)
- 4.2 times (2012)
- 4.9 times (2011)
- -0.7x

OVERALL
- 2.3 times (2012)
- 2.5 times (2011)
- -0.2x

Axis: 0 2 4 6 8 10

Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 393 in 2012.

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Change in median communication pieces per staff member: 2012 vs. 2011

Full-time only ■ = 2012 ■ = 2011

SMALL (under 1,000 members)	10.7 staff / 7.5 staff	+3.2 *from 2011*
MIDSIZE (1,000 to 5,000 members)	9.4 staff / 7.1 staff	+2.3
LARGE (Over 5,000 members)	5.3 staff / 4.3 staff	+1.0
OVERALL	7.3 staff / 5.6 staff	+1.7
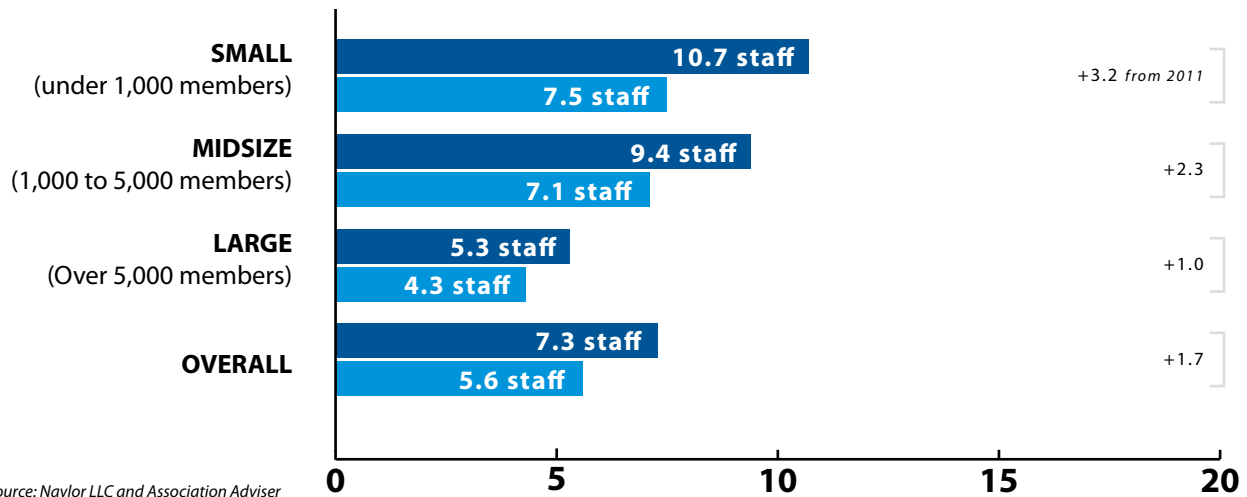
Source: Naylor LLC and Association Adviser
2011-2012 N=674 in 2011, 393 in 2012.

Supporting data by association size

	Overall 2012	Overall 2011	Small 2012	Small 2011	Midsize 2012	Midsize 2011	Large 2012	Large 2011
Avg. Print/Online monthly touches	9.5	8.3	8.5	8.7	10.1	9.9	10.3	10.2
Avg. Social media monthly touches	7.2	5.6	6.5	4.1	9.6	5.7	12.0	10.8
Avg. TOTAL monthly touches	16.7	13.9	15.0	12.8	19.7	15.6	22.3	21.0
Avg. communication staff size	2.3	2.5	1.4	1.7	2.1	2.2	4.2	4.9
Avg. Monthly touches per comm. staffer	7.3	5.6	10.7	7.5	9.4	4.1	5.3	4.3

Source: Naylor LLC and Association Adviser 2011-2012 N=674 in 2011, 393 in 2012.

- The average number of member communication "touches" has increased year-over-year at associations of all sizes

- However, the average number of communication "staff members" has decreased year-over-year at associations of all sizes

- Our data shows that at associations of all sizes, smaller communication staffs are handling a larger volume of member communication

- This may be a leading cause of the member communication challenges and member communication "waste" identified in this report

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6.10 Association communication profile by membership size

	SMALL under 1,000 members	MIDSIZE 1,000 to 5,000 members	LARGE Over 5,000 members
Key member communication challenges	Information overload Member benefits Events & continuing ed	Information overload Member benefits Events & continuing ed	Information overload Member benefits Events & continuing ed Customizing for subgroups
% who believe members ignore at least half of what they send them	73.2%	78.7%	73.0%
Most important information for members	Industry news/trends Lobbying/advocacy efforts Info. about products & services	Industry news/trends Lobbying/advocacy efforts Career/professional development	Career/professional development Industry news/trends Lobbying/advocacy efforts
Top communication feedback mechanisms	Informal member feedback Exec. Committee/board Employee/staff assessment	Informal member feedback Member survey Employee/staff assessment	Member survey Informal member feedback Employee/staff assessment
Avg. monthly member touches (via print and online)	8.5	10.1	10.3
Avg. monthly member touches (via social media)	6.5	9.6	12.0
% using social media regularly	74.7%	94.2%	94.4%
Avg. communication staff size	1.4	2.1	4.2
Avg. member communication touches per staff member (monthly)	10.7	9.4	5.3

Source: Naylor LLC and Association Adviser 2011-2012; N= 393 in 2012.

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6.11 Association communication profile by membership structure

	INDIVIDUAL	COMPANY	INDIV. & COMPANY
Key member communication challenges	Information overload Member benefits Customizing for subgroups	Information overload Member benefits Events & continuing ed	Member benefits Information overload Events & continuing ed
% who believe members ignore at least half of what they send them	74.9%	73.7%	77.3%
Most important information for members	Career/professional development Lobbying/advocacy Industry news/trends	Industry news/trends Lobbying/advocacy efforts Events & continuing ed	Industry news/trends Lobbying/advocacy efforts Career/profl devel
Top communication feedback mechanisms	Informal member feedback Member survey Employee/staff assessments	Informal member feedback Employee/staff assessments Exec. Committee/board	Informal member feedback Member survey Employee/staff assessments
Avg. monthly member touches (via print and online)	8.7	9.9	10.1
Avg. monthly member touches (via social media)	8.7	8.5	10.1
% using social media regularly	86.4%	81.8%	89.9%
Avg. communication staff size	2.3	2.1	2.3
Avg. member communication touches per staff members	7.6	8.8	8.8

Source: Naylor LLC and Association Adviser 2011-2012; N= 393 in 2012.

7. About The Researchers

(listed alphabetically)

Hank Berkowitz, MBA, MA, is Moderator-in-Chief of the *Association Adviser eNews*. He has more than 20 years of experience as an online editor, publisher and content strategist. Prior to joining Naylor, Hank co-founded and ran day-to-day operations of the CPA Insider™ enewsletter group at the 365,000-member American Institute of Certified Public Accountants (AICPA). Earlier, he founded the SECrets enewsletter group at EDGAR Online, Inc. (1.2 million weekly readers), and he has held editorial and management positions with Pensions & Investments Magazine, CFO.com/Economist Group and CCH, a Wolters Kluwer Company.

Dana Plotke, Manager, Marketing & Research, Association Services for Naylor LLC, oversees corporate marketing and Association Marketing & Design Group at Naylor. In this role, Dana and her team of marketing specialists and graphic designers promote Naylor services to the association community and provide marketing services to ensure enhanced ROI for Naylor's 500 association partners. With more than 15 years of experience in B2B marketing, events and communications, Dana has focused on association media and events since 2002.

Charles Popper, Vice President of Association Relations for Naylor, LLC, has more than 17 years of publishing experience – 15 of those years have been spent exclusively working with trade and professional associations on building quality communications to position the association as the leading voice and authority to members. Charles oversees all consulting and content marketing for Naylor, heading a team of more than 30 publishing and communication professionals. In his role, Charles remains at the forefront of trends and best practices for effective member growth and retention within the association marketplace. As a result, he and his team have been integral in helping hundreds of national, regional and state associations achieve their communication and non-dues revenue goals. For more information on all the ways that Naylor helps associations, contact Charles at Cpopper@naylor.com or (407)258-8862.

We hope this Executive Summary will further your understanding of association communication benchmarks and best practices during these rapidly changing times.

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