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By the Numbers: Using Member Survey Data to Take the Guesswork Out of Decision-Making

Agenda

1. Member Needs Assessment
2. Member Benefits Assessment
3. Member Loyalty Assessment
4. Performance Assessment
5. Best Practices
6. Q & A
1. Understand the key drivers of value and helped them to allocate their time and resources in areas that matter most to members.
2. Loyalty Score is a part of dashboard metrics.
3. Develop new benefits as benefits was the strongest driver of value.
4. More emphasis on community outreach and involvement at the chapter level, as well as chapter newsletters.
5. Using the benefits that members value most, they crafted a retention message.

Case Study

6. Changed procedures for call routing in member services area to reduce hold time and make one person responsible for answering all calls.
7. Disbanded governance for school members as members did not value this. Also allowed them to develop benefits quicker for school members since the layer of bureaucracy was eliminated.

Member Needs Assessment

(Why your members belong to your association)
Individuals belong to associations for a variety of reasons. Please tell us the reasons you belong to ABC.

(Allocate a total of 100 points among the following reasons, assigning more points to the more important reasons. For example, if you belong to ABC for only one reason, assign all 100 points to that reason. But if you belong for several reasons, allocate the total of 100 points to those reasons in proportion to their importance to you.)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>To network and build professional relationships</td>
<td></td>
</tr>
<tr>
<td>To stay current on information about the profession</td>
<td></td>
</tr>
<tr>
<td>To receive member benefits</td>
<td></td>
</tr>
<tr>
<td>To support the profession</td>
<td></td>
</tr>
<tr>
<td>To show professionalism</td>
<td></td>
</tr>
<tr>
<td>To have access to continuing education</td>
<td></td>
</tr>
<tr>
<td>Membership is a requirement of my job</td>
<td></td>
</tr>
<tr>
<td>My dues are reimbursed by my employer</td>
<td></td>
</tr>
<tr>
<td>The prestige of being a member</td>
<td></td>
</tr>
<tr>
<td>To show that I am a professional</td>
<td></td>
</tr>
<tr>
<td>Other reasons</td>
<td></td>
</tr>
<tr>
<td>100 Total</td>
<td></td>
</tr>
</tbody>
</table>
Reasons For Belonging to the Association

<table>
<thead>
<tr>
<th>% of Total Points Allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay current in profession</td>
</tr>
<tr>
<td>Member benefits</td>
</tr>
<tr>
<td>Support the profession</td>
</tr>
<tr>
<td>Networking</td>
</tr>
<tr>
<td>Support the association</td>
</tr>
<tr>
<td>Show I'm a professional</td>
</tr>
<tr>
<td>Dues are reimbursed</td>
</tr>
<tr>
<td>Job requirement</td>
</tr>
<tr>
<td>Employer suggestion</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Top Five Reasons For Belonging – Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>% Stay current</th>
<th>%  Member</th>
<th>%  Benefits</th>
<th>% Support</th>
<th>% Networking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>15%</td>
<td>10%</td>
<td>5%</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>25 - 35</td>
<td>10%</td>
<td>5%</td>
<td>5%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>36 - 45</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>46 - 55</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Over 65</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Typical Member Characteristics

1. Member type
2. Gender
3. Age
4. Licenses and designations
5. Formal Education
6. Chapter membership
7. Other association affiliations
8. Industry
9. Job title
10. Firm size (# of employees)
11. Years in the profession
12. Years a member
13. Chapter meeting attendance
14. Volunteer involvement
15. Annual Conference attendance
16. Continuing education
**Member Benefits Assessment**

*(What your members think of your member benefits)*

**Member Benefits Performance Rating**

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry fact sheets</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Research reports</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Member profile on web</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Education calendar</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Member Benefits Performance Rating**

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't use but was aware</th>
<th>Will use in future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry fact sheets</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Research reports</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Member profile on web</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Education calendar</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Benefits Awareness and Utilization

<table>
<thead>
<tr>
<th>Method</th>
<th>Industry fact sheets</th>
<th>Research Reports</th>
<th>Member profile on website</th>
<th>Education calendar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was unaware</td>
<td>56%</td>
<td>55%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Did not use, but was aware</td>
<td>18%</td>
<td>10%</td>
<td>55%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Labeled vs. Numeric Scales

1. Labeled scale (e.g. Excellent, Very good, Good, Fair, Poor)
2. Numeric scale (e.g. 1-7, 1-10, 1-100)
3. Combination (e.g. Not important 2, 3, 4, 5, 6, Extremely important)
4. Labeled scales have the most reliability
5. Numeric scales allow the respondent to define the scale points.

Top 2 Ratings vs. Average Ratings

<table>
<thead>
<tr>
<th>Response</th>
<th>Grade</th>
<th>Rating Value</th>
<th>Benefits</th>
<th>Continuing Education</th>
<th>Annual Meeting</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>A</td>
<td>1</td>
<td>20</td>
<td>90</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Very good</td>
<td>B</td>
<td>2</td>
<td>20</td>
<td>80</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Good</td>
<td>C</td>
<td>3</td>
<td>20</td>
<td>90</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Fair</td>
<td>D</td>
<td>4</td>
<td>20</td>
<td>90</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Poor</td>
<td>F</td>
<td>5</td>
<td>20</td>
<td>90</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Total Responses</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Average Rating</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td></td>
</tr>
</tbody>
</table>
Top 2 Ratings vs. Average Ratings

<table>
<thead>
<tr>
<th>Response</th>
<th>Grade</th>
<th>Rating Value</th>
<th>Benefits</th>
<th>Continuing Education</th>
<th>Annual Meeting</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>A</td>
<td>4</td>
<td>50</td>
<td>60</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>Very good</td>
<td>B</td>
<td>3</td>
<td>40</td>
<td>50</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td>Good</td>
<td>C</td>
<td>2</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Fair</td>
<td>D</td>
<td>1</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Total Responses</td>
<td></td>
<td></td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>300</td>
</tr>
<tr>
<td>Average Rating</td>
<td></td>
<td></td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Top 2 Score</td>
<td></td>
<td></td>
<td>40%</td>
<td>50%</td>
<td>10%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Averages Offset Highs and Lows

Member Benefits – Number of Employees

- Excellent / Very good
  - 1-50 Employees: 33%
  - 11-50 Employees: 55%
  - 11-100 Employees: 65%
  - 101-250 Employees: 70%
  - 251-500 Employees: 64%
  - 501-1000 Employees: 67%
  - 1001-2500 Employees: 71%
  - More than 2500 Employees: 33%
Member Benefits – Drivers

<table>
<thead>
<tr>
<th>Impact</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong</td>
<td>Moderate</td>
</tr>
<tr>
<td>Low</td>
<td>70% Top 2</td>
</tr>
<tr>
<td>High</td>
<td>Performance</td>
</tr>
</tbody>
</table>

- Benefit A
- Benefit B
- Benefit C
- Benefit D
- Benefit E
- Benefit F
- Benefit G
- Benefit H
- Benefit I
- Benefit J
- Benefit K
- Benefit L
- Benefit M
- Benefit N
- Benefit O
- Benefit P
- Benefit Q

- Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

Member Loyalty Assessment

(Which members are the most loyal / engaged)

Loyal members are more likely to ...

1. Recruit new members
2. Renew their membership
3. Serve as a volunteer
4. Generate non-dues revenue (conferences, professional development)
5. Support the association’s mission
6. Be understanding of dues increases
7. Forgive fluctuations in service levels
### Why are some members loyal?

1. The needs for which they joined the association are being met.
2. They believe they are getting a good value for the money and time they give to be a member.

### Why are some members neutral?

1. They recently joined the association and have not had sufficient experiences to form an opinion.
2. They have had a mixture of positive and negative experiences.

### Why are some members vulnerable?

1. The association does an inadequate job of delivering on its value proposition (i.e. poor performance).
2. Mismatch between the needs of the member and the business model of the association.
3. One or both parties have changed (i.e. the association has evolved, or the needs of the member have changed).
### Likely to Recommend

Q1. If a friend or relative asks you to recommend a professional association, how likely would you be to recommend ABC?

1. Extremely likely
2. Very likely
3. Somewhat likely
4. Not very likely
5. Not at all likely
6. Don’t know

### Likely to Renew

Q2. When your ABC membership is up for renewal, how likely would you be to renew your membership?

1. Extremely likely
2. Very likely
3. Somewhat likely
4. Not very likely
5. Not at all likely
6. Don’t know

### Value

Q3. How would you rate the overall value of your ABC membership?

1. Excellent
2. Very good
3. Good
4. Marginal
5. Poor
6. Don’t know
Assigning Loyalty to Each Respondent

Likely to recommend
- Extremely likely
- Very likely
- Somewhat likely
- Not very likely
- Not at all likely

Likely to renew
- Extremely likely
- Very likely
- Somewhat likely
- Not very likely
- Not at all likely

Value
- Excellent
- Very good
- Good
- Marginal
- Poor

Loyalty – Years in the Industry

Performance Assessment

(What your members value most, and how the organization is currently performing in those areas?)
Strategic Model

Value Matrix

Best Practices For Survey Research
Questions:
How large should my sample be?

Answer:
It depends...
...large enough to be an accurate representation of the population
...large enough to achieve statistically significant results

400 respondents = +/- 5% at 95% Confidence
1,000 respondents = +/- 3% at 95% Confidence

Recommended Statistics Software:
Stats 2.0 by Decision Analyst

129 Million Votes Cast in 2012 National Election
1. Members will continue to remain your members as long as the value they get from being a member outweighs the cost of being a member.

2. Different member segments value different aspects of your association, and their needs change over time.

3. Survey questions can be used to:
   a) determine membership loyalty;
   b) identify the key drivers of loyalty;
   c) prioritize areas for improvement;
   d) assess your member benefits;
   e) understand why members belong to your association;
   f) discover members who are likely to volunteer.

Summary

Questions?
Larry Seibert, Ph.D.
larry@associationmetrics.com
317-840-2303

Thank you to our Education Sponsors

You will be receiving an online survey about the conference via email.