A Balanced Approach to Member Engagement:
Keep Your Members' Attention Through Your Association Communications

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Naylor Association Solutions

Presentation based on results from the 2018 Association Communications Benchmarking Study.

NAYLOR ASOCIATION SOLUTIONS
(Achieve More.)

Association Adviser
Naylor’s Association Adviser media brand, combined with our industry-wide benchmarking study, allows us to develop deeper insights to help associations be more effective with their communications.

Over the last seven years, nearly 3,000 senior leaders of North American trade associations, professional societies and association management companies have participated in Association Adviser’s Association Communications Benchmarking survey.
The Benchmarking Study

- Conducted through partnerships with 11 member organizations of the Association Societies Alliance
- Best Practices Score and Report Card provides personalized results and recommendations
- Access to peer-to-peer industry comparisons

2018 numbers:
- 42-question survey campaign: April 2 – May 7
- 435 participants
- $10 Amazon gift card incentive for those who completed at least 50% of the questions.

https://communicationsbenchmark.naylor.com

Agenda At-a-Glance

- Demographics and main survey sections
- Positive highlights
- Key takeaways from the study
- Recommendations and examples
- Wrap up
- Additional resources and Q & A

Demographics

- Annual Operating Budget
  - 61%
  - 25%
  - 14%

100 Different Industries

- Education
- Healthcare
- Manufacturing
- Government
- Retail
- Technology
- Non-Profit
- Financial Services
- Legal
- Non-Profits
- Healthcare
- Manufacturing
- Retail
- Government
- Technology
- Non-Profit
- Financial Services
- Legal

2018 Glasses

- 61%
- 25%
- 14%

- 2018
- 2017
- 2016
- 2015
- 2014
- 2013
You've Been Busy!

2018 Positive Highlights

Resurgence in print! The print show guide and member newsletter made their way into the Top 10 most valued communication channels. The print member magazine took the #2 spot for the second year in a row.

Communications popular in mainstream life saw double digit growth like podcasts, apps, and private online communications, with podcasts growing by 27%.

Improvements were seen in engaging young professionals overall, and reaching student members through customized communications.

Legacy communications continue to be the most highly rated channels: live events remain No. 1 since the survey began in 2011.

Associations are communicating their member benefits more effectively -- dropped from 68% (the #1 communication challenge last year) to 62%.

2018 Top Communication Challenges

<table>
<thead>
<tr>
<th>Top 5 Communication Challenges</th>
<th>2015 All year</th>
<th>2016</th>
<th>2017</th>
<th>2018 All year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Confusing information overloaded through the system</td>
<td>54%</td>
<td>69%</td>
<td>69%</td>
<td>64%</td>
</tr>
<tr>
<td>2. Generous/Member benefits efficacy</td>
<td>63%</td>
<td>67%</td>
<td>69%</td>
<td>62%</td>
</tr>
<tr>
<td>3. Balancing print vs. digital strategy</td>
<td>52%</td>
<td>58%</td>
<td>52%</td>
<td>57%</td>
</tr>
<tr>
<td>4. Engaging young professionals</td>
<td>n/a</td>
<td>55%</td>
<td>54%</td>
<td>49%</td>
</tr>
<tr>
<td>5. Reducing sales overload</td>
<td>n/a</td>
<td>42%</td>
<td>49%</td>
<td>44%</td>
</tr>
</tbody>
</table>
Reader Engagement

Historically, 4 out of 5 associations report that at least half of their communications are ignored. We attempted to understand why.

Top Reasons for Declining Reader Engagement

- 48% Dislike the topic or format
- 38% Don't understand the value
- 35%  Too many competing priorities or content
- 32% To costly, reduce communications at a lower cost

Important Takeaways

1. Associations need better and more efficient ways to improve member engagement.
2. Associations need to find a balanced approach to technology and traditional channels.
3. Associations need to maximize the non-dues revenue generated from their communications.

Find better and more efficient ways to keep members engaged.

- 4 out of 5 associations admit that at least half of their communications are being ignored.
- 2 out of 5 said their members are "too busy" to engage with their communications.
Find a balanced approach to technology and traditional channels.

Print member magazine ranked #2 for second year in a row.
Print newsletter and show guide moved into the Top 10.

Portfolio of useful communications continues to expand.

<table>
<thead>
<tr>
<th>CHANNEL</th>
<th>Perceived Value</th>
<th>Value of Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personalized</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Email</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>Direct Mail</td>
<td>49%</td>
<td>47%</td>
</tr>
<tr>
<td>Social Media</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Phone</td>
<td>19%</td>
<td>23%</td>
</tr>
<tr>
<td>Newsletters</td>
<td>53%</td>
<td>53%</td>
</tr>
</tbody>
</table>

Find a balanced approach to technology and traditional channels.
Who is using print, face-to-face, online and social media at the same time?

Nearly half of all associations are struggling with generating non-dues revenue – 46% say it’s a serious or significant problem (5% increase from last year).

Maximize the non-dues revenue generated from your communications.

Has non-dues revenue increased for you in 2018 or decreased?
How can associations find better and more efficient ways to keep their members engaged?

How can associations balance their messaging to both the traditional and growing non-traditional forms of communication?

What are some ways for associations to increase the NDR generated from their communication vehicles?

**RECOMMENDATIONS**

Truly understand your members’ basic needs, demographics and preferences.

- Member information in new member and renewal packets
- Annual member surveys
- Networking events and functions
- Phone calls and emails

Keep members better engaged
Topics Most Important to Members

These are topics according to what associations think their members find important, but are they truly what your members are interested in?

Ensure your content is valuable and understand what makes content relevant to your members.

84% associations believe they generally create relevant content but only 1 in 5 believe they have a good understanding of their reader, member and advertiser needs.

Establish performance metrics and track over time. Look at trends. When you see trends, ask why?

Relevancy is key!
When we find relevant content, we take time to consume it.

Develop a comprehensive and integrated content strategy.

Only 27% of respondents gave themselves a rating of 4 out of 5 when asked how well their communication channels were integrated.

Comprehensive content strategies integrate content across channels to maximize reach.

Balance messaging across channels
Work smarter, not harder — Integrate and repurpose!

- Keeps members engaged and happy
- Uses association resources more effectively

The most popular session at your annual event is recorded. You can use this recording to develop and repurpose its content:
  - Webinars
  - Magazine articles
  - Story in your newsletters
  - Posts on social media
  - Discussion topics in your online community

Keep members better engaged — Balance messaging across channels

Leverage the non-traditional communication channels that work best for your members.

- Instagram: Graphic appeal and events
- Texting: Short messages and reminders
- Podcasts: Content leaders and popular topics
- Apps: Events and exclusive member access
- Private Online Community: Active members
- Blogs: Lots of content
- Apps: Events and exclusive member access

Keep members better engaged — Balance messaging across channels

Customize your content and target specific member groups.

57% agree customization is difficult — up from 52% in 2017 and double 23% from when study started in 2011.

- Ask what channels members want to consume their content and frequency.
- Look for areas where you can provide content targeted to specific member groups.
- Based on your member make-up, work to find a balance on where you distribute your content — print, digital, social, etc.
More than 20 eNewsletters with content targeted to certain types of member groups or interests:

- Highway
- Subcontractors
- Safety
- Law/Legislation
- Human Resources

AGC of America Customization Strategy

Different types of members participate in your association in different ways and the messages they receive should match that.

Balance messaging across channels

Find resources to deliver a custom member experience.

Why?

- The growth in communication channels
- Technology advancements
- The increased need to integrate and segment

Identify what resources you can use to make your association run smoother and deliver a custom member experience at the same time.
Know what resources to use to offload some of the work.

- Association management system (AMS)
- Learning management system (LMS)
- Marketing automation
- Email marketing system
- Content management system (CMS)

Keep members better engaged
Balance messaging across channels

BOMA Dallas' Renewal Strategy

Other common ways to segment your members:
- Board member/board alumni membership
- For-profit/non-profit affiliation
- Job role
- Certification level
- Chapter affiliation
- Community membership
- Student status
- Years in industry

Maximize the non-dues revenue generated from your communications.

Nearly half of all associations are struggling with generating non-dues revenue – 46% say it’s a serious or significant problem (5% increase from last year).
Conduct regular assessments.

Ask important questions and identify trends.

- How does your association feel about your non-dues revenue performance?
- In what areas are you performing well?
- What would you say are the factors making you successful?
- Where would you say you’re not meeting your expectations?
- What do you think is driving the performance?

Consider the areas we’ve already discussed:

Relevant content • Integrated content strategies • Customization • Segmentation

Listen to your advertisers.

Only 43% ask their advertisers or sponsors for feedback annually.

Asking your advertisers about their needs and preferences is just as important as asking your members!

And just like members, customization is key with advertisers, sponsors and exhibitors.

Recognize when you need help.

Does it make sense to find additional resources or technology to improve sales processes, purchases, etc.?

Does it make sense to find industry experts to assist with certain areas of your communications program?
POLL QUESTION
Has your association completed their own assessment on non-dues revenue and made changes as a result? Was it successful?

Wrap Up
Find better and more efficient ways to keep members engaged.

RECOMMENDATIONS
1. Understand your members' basic needs, demographics and preferences.
2. Ensure your content is valuable and understand what makes content relevant to your members.
3. Develop a comprehensive and integrated content strategy.
4. Work smarter, not harder — Integrate and repurpose!
5. Only leverage the non-traditional communication channels that make sense.
6. Customize your content and target specific member groups.
7. Find resources to deliver a custom member experience and know when you should offload some of the work.

Maximize the non-dues revenue generated from your communications.

RECOMMENDATIONS
1. Conduct regular assessments.
2. Listen to your advertisers.
3. Recognize when you need help!
Best Practices Report Card
Are you an A+ communicator? Let’s review an example.

Interested in where you stand?
The survey is open all year!

Take the survey year-round:
• https://communicationsbenchmark.naylor.com
• Compare your performance to your peers using the industry comparison feature
• Review your Personalized Best Practices Score and Report Card

Download the full 2018 report:
www.naylor.com/benchmarking

Find additional communications benchmarking resources:
http://resource.naylor.com/benchmarking

Q & A

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