

THE ASSOCIATION REPORT

NOVEMBER 2018

**Your 2019
horoscope**

**Meet
Marianne Kintzel**

***The Royal Commission:
corporate partnerships
feeling the punch***

**Boost your 2019
member recruitment**



GET YOUR GOLDEN TICKET: SUPER EARLY BIRD RATES FOR 2019 EVENTS AVAILABLE UNTIL 31 DECEMBER 2018

ONE-DAY WORKSHOPS TO DEVELOP PRACTICAL SKILLS, FEATURING INTERNATIONAL AND HOMEGROWN ASSOCIATION EXPERTS

Best practice communications in complex organisations

Learn how to communicate clearly, simply and effectively when your organisation is complex with numerous stakeholders and audiences.

Co-presenter: Lily Carlyon, Head of Communications and PR, Mahlab.

Co-presenter: James Chalmers, Group Managing Editor, Mahlab.

Sydney 13 Feb

Sales Skills for Association Professionals

Providing association professionals with the skills, motivation, and tools to successfully sell sponsorship, membership, and other products in a way that makes members happy.

Presenter: Julian Moore, Director, Strategic Membership Solutions.

Canberra 24 May | Auckland 31 May

Developing an Effective Membership Strategy

Learn the fundamental concepts and skills necessary to recruit and retain members, create and deliver a value proposition, and remain relevant in the rapidly changing world of membership.

Presenter: Belinda Moore, Director, Strategic Membership Solutions.

Melbourne 12 Sep

Membership Models and the Politics of Tribalism

Learn about the evolution of association membership models and the challenges of implementing progressive models into your existing membership culture.

Presenter: Belinda Moore, Director, Strategic Membership Solutions.

Brisbane 30 Apr

Reviewing Your Own Constitution Successfully

Ensure your constitution is effectively serving your association by learning practical skills, and obtaining useful tools, that will enable you to undertake your own constitutional review.

Presenter: Leisa Donlan, FAuSAE, Chief Executive Officer, Association of Rotational Moulders Australia.

Brisbane 20 Mar

Developing A High Value Sponsorship Program

Learn the skills, structure and inspiration to develop a high value sponsorship (partner) program that will massively increase the income of your association or charity.

Presenter: Julian Moore, Director, Strategic Membership Solutions.

Adelaide 5 Mar | Melbourne 6 Mar |
Canberra 8 Mar | Wellington 4 Apr
| Auckland 5 Apr | Sydney 27 Jun |
Brisbane 28 Jun

Undertaking DIY Governance Reviews for CEOs & Boards

Get practical tools, insights and pathways for undertaking a review of how your organisation is governed to ensure you are meeting your legal requirements and operating as effectively as possible.

Presenter: Leisa Donlan, FAuSAE, Chief Executive Officer, Association of Rotational Moulders Australia.

Melbourne 19 Jul

One day workshop super early bird rates available now!

Association Professionals: \$540

Super early-bird special: \$360 until 31 Dec 2018

Association Professional & AuSAE Member: \$390

Super early-bird special: \$290 until 31 Dec 2018

Concessional (see website for details): \$190

Super early-bird special: \$140 until 31 Dec 2018

DIRECT FROM THE USA How to Think Like a Futurist

Understanding what the future holds is a powerful way to reach the key insights that associations need to stay vibrant and growing -- especially when it's combined with creating an internal culture of foresight.



Presenter: Suzanne Pine, CAE; Senior Director, National Association of Productivity and Organizing Professionals; VP of Professional Development, Association Headquarters Inc; AMC National Accounts, Philadelphia CVB.

I have found the information and dialogue to be invaluable and invigorating and I am looking forward to passing along these resources and ideas to my colleagues. You are an excellent teacher and I know that this experience will have a lasting influence in my future career in associations. It is undoubtedly worth the investment. Kristi Spargo, Pennsylvania Medical Society
Sydney 20 Feb | Melbourne 22 Feb | Wellington 26 Feb

DIRECT FROM THE USA Creating Passionate and Engaged Member Volunteers



Learn how to get more members proactively engaged with your association through developing and implementing successful volunteer management strategies and processes.

Co-presenter: Peggy Hoffman, FASAE, CAE; President, Mariner Management.

Co-presenter: Peter Houstle, CEO, Mariner Management.

Sydney 26 Aug | Melbourne 28 Aug | Wellington 30 Aug

DIRECT FROM THE USA Drivers for Membership Growth

Learn how to use chapters, special interest groups, committees and other sub-groups of your association as significant generators of sustainable membership growth.

Presenter: Dresden Farrand, CAE, MPA, MPP; Vice President, Membership & Chapter Development, Independent Electrical Contractors (US).



Dresden's presentation at the 2014 ASAE Membership, Marketing, and Communications conference was very useful. She had great insights into some of the most common challenges associations face with member retention and gave practical, proven tips on how to make improvements. She was also

generous about sharing her resource materials with other conferees. Sheila Ward, The American Society of International Law

Sydney 13 May | Melbourne 15 May | Wellington 17 May

DIRECT FROM THE UK Creating An Incredible Member Experience



Learn how to develop a process for more effectively creating and delivering membership experiences that will ensure your members renew and new members are lining up to join.

Presenter: Sue Froggatt, Owner, Sue Froggatt Training and Consulting.

It was really useful to be able to structure and map a member journey and visualize it. Phillip Badger, Royal British Legion

Wellington 25 Oct | Sydney 28 Oct | Melbourne 29 Oct

COMING SOON... CONFERENCES SHOWCASING INNOVATION IN DESIGN

GAMES – The Great Association Meetings & Events Symposium

At the second annual GAMES you will find inspiration, tools and practical ideas you need to make your events massively more successful.

Following the hugely successful inaugural GAMES this year we are taking it to the next level in 2019. GAMES will provide you with all the inspiration, tools and practical ideas you need to make your events massively more successful.

Fantastic conference, one of the best I've been to. If you want to gain the best insights and ideas around events, and learn tangible methods to take back to your organisation, sign up!

Gemma Prayne, Centre for Inclusive Design

Melbourne | March 2019

Association Leaders Retreats

During three jam-packed days, Association Leaders will connect in meaningful ways to share insights, generate fresh ideas, and engage in stimulating discussions being held in a range of fabulous locations.

An incredible couple of days to work with peers, like-minded CEOs on all things associated with association management, from events to advocacy, to all of the key items. It's been an incredible experience to actually be out of your comfort zone while being very comfortable with your peers. A very unique experience and I would recommend it to anyone to attend this event!

Lindsay McGrath, CEO, Swimming Pool & Spa Association of Australia

Winter Program TBC | JULY 2019

Summer Program TBC | NOVEMBER 2019

Answers

For full event information and registration
contact Answers for Associations

1300 045 499 | info@answers.net.au | answers.net.au



The second half of the year has always been my favourite as it gives me an opportunity to reflect on what has happened up until now and to set the direction of what I can achieve to finish the year with an impact. And we are right on track having released our 2019 Calendar of Events, we have been careful to include something for everyone from International Presenters to Home-Grown Association Executive Professionals sharing their knowledge and practical skills so that we can set you up for the New Year.

Finishing our events with a bang, I am very pleased to say Australasia's first ever "un-conference" for Association Leaders was a huge success! Our inaugural retreat brought CEO's from every state around Australia (except TAS) and New Zealand to the amazing Alice Springs, where they had the opportunity to experience an unconventional experience filled program, where they connected with like-minded association professionals about real time issues in meaningful ways.

So much so that we have decided to release a Winter and Summer edition for 2019 and you won't believe the destinations we have in mind. Stay tuned!

And of course, just in time for Christmas, our BOARD DECISION MAKING PENS have arrived! We put our heads together and have come up with six great answers to cover all possible suggestions you could put to the Board of your association. Just one click and you're done!

Warm regards,
Angela

Angela Shelton
Chief Executive Officer
Answers for Associations

angela@answers.net.au | +61 1300 045 499

P.S. If you have any suggestions or feedback please contact me.



Answers for Associations presents The Board Decision Making Pen



Featuring all of the answers you've ever needed in a board meeting:

- "We've always done it that way"
- "It's not in the budget"
- "We've tried it before"
- "The members won't like it"
- "I've got a mate who can do it"
- "Just get a sponsor to cover it"

You too can have easy access to every answer you've ever needed.

Visit www.answers.net.au to purchase your very own Board Decision Making Pen.

The Association Report is a free quarterly newsletter dedicated to showcasing the successes, innovations, and learning experiences of associations in Australia and New Zealand. It is produced by Answers for Associations, a network of leading consultants and businesses dedicated to providing tangible solutions to Australasian associations.

Front page image courtesy of Lisa Hatz Photography: www.lisahatz.com.au

Answers for Associations

The Royal Commission's impact on corporate partnerships

The impact is being felt far and wide - what can we do to put our association's best foot forward in 2019?

The Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry has been a leading story in Australian news bulletins since December 2017. With story after story of conduct unbecoming the impact is weighing heavily on the financial sector and rippling through the community. Associations are not immune. We spoke with Julian Moore from Strategic Membership Solutions about the impact on corporate partnerships.

"This question has come up numerous times over the past few months. The commission is having a massive affect on partnerships and so it should. Most banks and other financial institutions are in the firing line and some could be hit with hundreds of millions - if not billions - of dollars in fines and payments. The uncertainty means that almost all financial institutions and related industries such as insurance and superannuation have all been affected. They've all gone into lockdown," Julian advised.

This impact has affected those with existing partnerships and those seeking to build partnerships.

"It's not just new prospects being affected. Existing partnerships have also been impacted by the fallout," Julian continued.

"Major Australian events and multi-year partnerships have been withdrawn over the last few months. The ripple affect of this mass withdrawal will be felt for many months and some events may simply not run."

Minimising the impact on existing partnerships

Julian highlights the importance of fulfilling your obligations and maintaining the relationship.

"Now is the time to ensure that your reports are in and they understand how much benefit they are receiving from the current partnership. Invite the key contacts

from the organisation to attend a range of your events for networking. If a cull must happen, do what you can to make sure it's not your organisation that is affected."

Currently seeking partners?

Julian advises patience and perseverance.

"If you're seeking a partner now is the time to build relationships so you can make sure you are on the front foot when this space opens up again.

"Keep your eye out for signs of recovery such as the revival of corporate and home loan lending. Keep in touch with contacts within your target audience and make sure you have a great proposal in front of them."

Be wary of other impacts

Staff turnover will be higher than usual over this period - make sure you have several contact points.

"Have coffee with a few people. Explain that you'll bring your CEO or a Board member and suggest they also bring other contacts. Now's the time to ensure you know many people at these organisations, not just one," Julian said.

"We believe that as soon as the Commission is completed and the uncertainties have been resolved the books will reopen and normal service will resume.

"However, this means that you're probably looking for a successful partnership with any of these organisations around March and April 2019 at the earliest. In the meantime take comfort from the knowledge that they're not declining your partnerships because of something you've done, they just don't have the ability to say yes at the moment."

Contact Strategic Membership Solutions for advice on developing a successful partnership strategy.
www.smonline.net.au



One day workshop: Developing A High Value Sponsorship Program

See page 2 for information or visit www.answers.net.au to register.
Super early bird registration available until 31 December 2018.

The secret to hard-working content

Repurposing content: a popular hack to get your high-quality content working as hard as it should.

Done well, repurposing content is good sense. The aim is to maximise the reach and return of high-value content – promoting it in ways that suit the conditions of each platform and the preferences of your members or potential members. In essence, it means turning bigger pieces of content into easier-to-consume bits, which are fanned out across well-chosen channels and platforms through targeted distribution.

Repurposing content as part of your master strategy

Repurposing content shouldn't be an afterthought. It begins right in the planning stages. When you're building your big piece of content, you should be thinking about how and where it can be split up later on.

Let's say, for instance, your goal for the coming quarter is to grow your website traffic by 10%. To attract potential members to your website and introduce them to your organisation, you plan a gorgeously designed gated ebook featuring a diverse selection of experts sharing thoughts, insights and predictions on the state of your industry five years from now.

Before a single word has been put down, you're already thinking about how to make the most of it. You decide that you'll create infographics around key statistics referenced. You also ensure that across the quarter you have at least half a dozen articles that are tied to

the asset, with calls to action to download it. With the interviewees you can meet face to face, you create videos to publish online and ensure they are on board to share the video on their own channels too.

And, of course, you ensure that you have budgeted sufficient social media dollars to promote these blogs, videos and infographics across social media.

It makes business sense for repurposed content to be part of your master strategy – ensuring this content investment doesn't get lost on your website and forgotten. It is instead working as hard as it can, in many permutations, to fulfil the purpose it set out to do.

Doing it right: An Engineers Australia and Newforma case study

In 2017, software company Newforma partnered with Engineers Australia to host two roundtables in Sydney and Melbourne. Over breakfast, leading industry specialists shared their insights and perspectives on the future of construction in a data-driven world.

In the months following, content from the panel discussion was built into an eight-page feature for the September issue of *create*, the association's premier print magazine for members. Two of these pages were set aside for an infographic, giving quick and engaging visual representation to dozens of statistics.

The feature piece was then repurposed into snappy online pieces and run as a six-part sponsored content series on the Engineers Australia website. Each story was amplified on Facebook and targeted to relevant industry professionals. The best-performing post reached over 15,000 people.

Through repurposing content as part of a planned strategy, an exclusive breakfast event found a new, extended and richer life across an array of different platforms and channels.

Contact Mahlab to discuss how they can support your organisation to create genuine connections through content.



MAHLAB: CREATING GENUINE CONNECTIONS THROUGH CONTENT

Content marketing | Strategy | Member publications | Integrated communications

02 9556 9100 enquiries@mahlab.co www.mahlab.co

Meet: Marianne Kintzel

Role: Executive Officer

Organisation: Refrigerated Warehouse & Transport Association of Australia

Time in role: 10 months

Key word: Collaboration



With experiences ranging across industries including transport, logistics, warehousing, energy, manufacturing, mining, government, education and more, there were still some surprises in store when Marianne Kintzel recently took on the role of EO at the RWTA.

"My background has been quite varied, and I feel that all roads have led to this role," Marianne shared, "Associations have such variations and breadth to understand; being flexible and willing to learn is key!"

With a number of key successes already achieved, we asked Marianne what had surprised her the most about working in an association.

"Having a strong background in business development, I was surprised at the number of issues that the sector has faced for a long time; with energy and insurance costs skyrocketing; how fast the innovations and automation is surging ahead internationally. I feel well suited to this role as I can see the opportunities and where we can go in the future to improve - and that's exciting."

Commencing in January this year, Marianne's main focus was getting to know members. "It's important to meet people, see them face-to-face and engage and really find out what they want and need. Asking the question 'How can the Association serve them better?' with real conversations and great feedback. I feel we need to ramp up the engagement and get buy in - that way we can make real changes together."

"We're still building our members. Being without an EO for a year prior to me starting affected the membership and direction. 2018 has been a year of consolidation, growth, networking and making decisions for a strong future. I can hardly wait to see 2019! The plans are epic in proportion and exciting by nature for the cold chain in Australia."

"Going back to day one, if I could tell myself one thing it would be to pick up the phone to every member earlier. We needed some runs on the board, some great networking events that were pertinent to the industry and really getting people back in the swing of communicating. We managed a meeting with a Federal Minister within 6 weeks and functions with great keynotes early in the piece, so we started strongly."

"It was important to glean an understanding of the industry and these were great opportunities to get into the thick of it!" Marianne noted.

Marianne has a key interest in attracting more women and young people into the industry. "Diversity brings spice to any group; youth adds a freshness and vitality, women bring a different way of approaching situations and the incredible base of experience within this industry that continues to consolidate and morph bodes well for businesses to flourish."

"The cold chain industry is not seen as sexy (yet!) but you can make an incredible and fulfilling career out of it. This needs promotion and we are looking, through our Frank Vale Award, to promote this more and more."

Marianne has taken on a number of major projects for the RWTA this year, including running a profitable and engaging conference that attracted glowing feedback and creating a Nationally Recognised Training package for the industry to promote safety in handling ammonia in emergency situations.

Marianne noted there are key issues affecting the refrigerated warehousing industry at the moment. The cost of insurance has skyrocketed for member organisations – one business's annual premium increased from \$400,000 to \$800,000 in one year. This can have a direct impact on consumers.

"Every piece of food that reaches your plate, anywhere in Australia, comes through the cold chain. We can't push those costs onto the public; that would force an increase in food prices and put more of a strain on households that often are already struggling."

"After meeting with Minister Frydenberg earlier in the year a process was put into place that we felt was sure to be implemented. With the change of Prime Minister there was a spanner put into the works; however, in saying that, we will be meeting with the new Federal Minister for Energy, the Hon Angus Taylor in November to continue with the push for fairer prices for the cold chain."

A theme that Marianne keeps returning to is the importance of collaboration. "The RWTA are willing to work with all manner of companies, government departments and international bodies to make positive change for the sector. Collaboration has always been an important factor for success. I believe in everyone getting a win from a situation. Truly 'working together' brings strength and intelligence to a positive and successful outcome. Utilising a diverse and passionate workforce and moving in the same direction will deliver results never seen before. I can see where this can go and we have only just scratched the surface this year; 2019 will be a year of growth and results."

Citing a passionate and visionary Board and a valued Administration Officer as key sources of support, Marianne added that the RWTA is part of the Global Cold Chain Alliance and that she has also forged working relationships with her counterparts in New Zealand and the USA who have been keen to collaborate with Australia in the future.

"Being a part of Answers and AuSAE to meet the right people, learn new strategies and speak with experts in the association dynamic has been key to my learning this year - a safe and knowledgeable place to share and learn."

Taking a bite of the marketplace cherry

Setting up an online marketplace can generate sales leads for your members and an income stream for your association.



Used a comparison marketplace recently? Webjet, Trivago, Hotels.com, iSelect, Compare the Market ... and so many more. The list is seemingly endless and covers insurance, retail and more. We spoke with Mark Howells of Marketplace IT about how associations can take a bite of this potentially lucrative cherry - while helping members and raising brand awareness and trust.

Marketplace IT offers an intelligent online matching, quoting or bidding system that finds new customers for your members.

Marketplace IT is currently working with the Swimming Pool & Spa Association of Australia (SPASA), Australia's peak body for the industry. They are developing a marketplace solution where consumers can obtain quotes directly from registered SPASA member pool builders and pool service providers. A similar program

has already been implemented by the Australian Institute of Conveyancing South Australia.

A matching service is developed to provide an interface between members and potential customers. Members are charged a small fee for each quote they submit. The service is promoted by the association to potential customers, who visit the association online. Potential customers provide information which is anonymously sent to a number of members who fit the criteria for the job. The customer receives quotes and can follow up directly.

Because the marketplace is owned by the association customers are likely to have a higher degree of trust in the members. The process also helps to raise awareness of the association and the professionalism of the industry it serves. This benefits the customer, the member and the association. The association becomes more meaningful to its community and benefits from an ongoing income stream.

If your members are tradespeople or offer professional services, the Matching Service can plug into your member directory.

As the rightful custodians of their own marketplace, associations have the ability to promote their member marketplace in a controlled and ethical manner.

Marketplace IT also works in tandem with associations to coordinate marketing efforts and to help communicate its unique member benefits.

Incomes derived from the marketplace are divided between the association and Marketplace IT as the provider. An ethically operated marketplace can deliver revenues and much needed sustainability to associations.

Contact Marketplace IT to discuss how this service can work for your association.

Image created by Freepik.com

Boost your membership in 2019

Membership campaigns to lock into your 2019 calendar.

There are many different groups of people who make up your current and prospective members - from those who have never heard of you through to your most passionate members. **Belinda Moore from Strategic Membership Solutions** talks to us about the groups that are ripe for a recruitment campaign in 2019.

1. Target past members

Past members already know your organisation so your messaging must be different to those who have never been members. You might like to explain how your organisation has changed and new benefits you offer. Use data from previous engagements to inform the campaign.

You could also consider a "cheeky renewal" campaign, where you include past members in your current member renewal campaign.

2. Leverage engaged and passionate members

Referrals are the number one mechanism for driving new members. Invite your members to help with recruitment, and reward them for doing so. It's worth noting that most member-get-member campaigns fail - they need time to implement. These are slow-burn campaigns. They need to be supported with a long-term communications campaign that is targeted for each segment, and uses incentives.

The AMAQ launched an excellent "member-get-member" campaign in 2013 that is still going strong, with over 30% of new members generated from this program. Read the case study online at smsonline.net.au.

3. Build on participants' experience

Call "Never" and "Past" members who have attended an event or participated in an activity. Develop a script that refers to that experience and call to invite them to join.

Continue to build on this campaign by incorporating a member recruitment process into your 2019 activities - provide opportunities to join on registration, during activities and afterwards.

4. Upgrade current members

Many associations offer tiers of membership - for example individual or organisational; or student, associate, professional, Fellow. Develop a process to move members through the different stages of membership. Ensure they are kept abreast of the advantages of different membership levels and can see the value in upgrading.

5. Target "Never" members

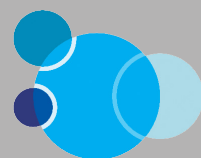
Access a list of prospective members who you don't know - rent a list, attend an event, or work with a partner in the same industry such as a supplier. Remember these prospective members have little to no knowledge of your association - your script and messaging will need to clearly define what you are and the problem that your organisation can fix for them. Create a campaign that combines different media to work the prospect through the process - raise awareness - pique their interest - create desire - inspire action.

Tips for campaign development

For smaller prospective member groups (eg: less than 500 people) use a highly targeted, personalised campaign that is supported with significant data on each individual being approached. Smaller associations have a wonderful opportunity to cultivate community from the very start of the sales process.

As your number of prospective members increases, so does the need to implement segmented, leveraged campaigns. Segments must be prioritised as you cannot approach them all at once. For high value members, utilise a personalised sales approach. For lower priority targets, consider integrated email, direct mail, and telemarketing programs supported by other media where appropriate.

Contact Strategic Membership Services for a range of resources, advice and membership solutions.
www.smsonline.net.au



marketplace it

OUR INNOVATIVE TECHNOLOGY SOLUTION INCREASES MEMBERSHIP VALUE AND PROFITABILITY

Grow and retain members | New, sustainable income | Customisable technology

(08) 7231 1654 info@marketplaceit.com.au



One day workshop: Membership Models and the Politics of Tribalism

See page 2 for information or visit www.answers.net.au to register.
Super early bird registration available until 31 December 2018.



Association Leaders Retreat

Alice Springs, October 2018

The Association Leaders Retreat at Alice Springs has been a great opportunity to network with other association leaders and share the challenges and learn from other people about what people have tried and what solutions have gone through the challenges of associations membership.

Grant Cosgriff, Triathlon Victoria

I've had a fantastic time at this event, I am a CEO with over 20 years' experience I wasn't sure if there was anything that I could learn, and I found out there was a bunch of things I could learn and I am going home just full of passion for my role, it has been well worth it!

Leisa Donlan, Association of Rotational Moulders of Australasia



A select group of Association Executives from across Australia and New Zealand journeyed to the Red Centre of Australia for Answers' inaugural Association Leaders Retreat.

Facilitated by Adrian Segar and supported by the Northern Territory Convention Bureau, this 'un-conference' took full advantage of the beauty of Alice Springs.

With not a conference room or PowerPoint presentation in sight, the program drew on the experiences, knowledge and challenges of delegates.

As one attendee noted: it was "an incredible experience to actually be out of your comfort zone while being very comfortable with your peers."



Images courtesy of Lisa Hatz Photography: www.lisahatz.com.au

Answers for Associations will be hosting winter and summer programs for Association Leaders Retreat in 2019. Subscribe at www.answers.net.au to be the first to hear about these events.

Let's talk: picking up the phone to build relationships

When and where to integrate outbound calls into your marketing strategy

Last year the American Marketing Association reported that "the average consumer is exposed to up to 10,000 brand messages a day" and that number is growing rapidly. There's a reason that your messaging doesn't always achieve the cut through that you are seeking.

With a multitude of communication channels at our disposal to share content, there's nothing quite like making a telephone call to build engagement. We called *Colin Perry at Optimum Contact* to talk about where to fit a telephone call into your engagement program, what to talk about, and a recent example.

"Your marketing strategies for each of your target segments will have a range of different touchpoints but there are some key times when having a conversation will add exponential value to your value," Colin explained. Here are a few key triggers that offer a great excuse to pick up the phone.

Welcome a new member: refer to content in their new member pack or an upcoming activity that aligns with their interests or career path. (If you can, get a staff member, board member, or committee member to make the call even better.)

Say thank you: for referring a new member, providing feedback (positive or negative), volunteering or for mentioning you in a social media post.

Four month check-in: remind new members about services they haven't accessed yet or upcoming activities.

Member recruitment: from cold calling people who don't know about your association through to converting engaged non-members.

Member retention and renewal: don't lose members because they've been too busy to fill out a form - give them a call and help them out.

Event registration: include an out-bound call campaign to increase your event registrations.

Surveys: Ask your members what they really think to help inform your association's future direction. What do they like, what do they wish worked differently, is there anything missing for them? Members have great ideas that can help you to be innovative in meeting

their needs and, in many cases, developing more non-membership revenue streams.

We asked Colin to share a recent experience with an association that provides support, education and networking for its members.

"This organisation had a few challenges. Their membership renewals and revenue were below target. They'd experienced a few changes to leadership and key staff involved in the process. Their in-house team was really stretched and they were using temps to pick up some of the slack, and their data entry and liaison with members was suffering. On top of that, their members were very mobile so hard to reach," Colin explained.

"We implemented a pilot project aimed at building engagement with members. This comprised two calls at strategic times and full administration support, at a cost of \$7,900."

This campaign resulted in a 1,619% return on investment (nearly \$128,000), stemming from 43% connected calls and 70% conversion as well as additional opt-ins.

Tips for your call:

- Be clear about why you are calling - what's your goal?
- Read any notes that have been provided before you pick up the phone - know who you are calling!
- Purchased a list? Make sure you that it has been washed against the Do Not Contact Register.
- When recruiting, be aware of and stick to the rules of out-bound calls (telesales).
- Have a list of talking points. A detailed script can stifle any real conversation.
- Adjust your talking points for each target segment.
- Measure results and adjust accordingly.
- Listen!
- If you've promised to follow up make sure you do.
- Be empathetic - a bit of understanding goes a long way (consider hardship options if doing sales or renewals).

OPTIMUM CONTACT: READY TO MAKE YOUR MEMBERS FEEL TRULY VALUED?

Membership renewals, reactivations and engagement | Events | Database updates

1300 017 293 info@optimumcontact.com.au



"Join now and we'll send you a free set of steak knives"

How to use your merchandise spend to boost engagement and build relationships - or how to not waste your budget!

Too often gifts and merchandise are viewed as items that associations "must" provide because they are expected; items are chosen because they fit the budget or are repeated from previous years. There is no expectation that they will provide much benefit beyond some brand recognition. Given ever-tightening budgets and the need to justify any spend, shouldn't we be investing a little more strategic thinking into this spend?

Oksana Koriakova from Impero outlines six steps to build engagement over time, and where merchandising and gifts fit in the bigger picture.

1. Research

Know your organisation's goals for the year. What campaigns are you running, and what value does their success represent to your organisation? Are you seeking new members? Retaining or upgrading existing members? Running a conference? Seeking new sponsors?

Know your audience. Who are your prospects? Are you seeking to build a small number of high-value relationships, or a large number of low- or mid-value relationships? Using gifts to build engagement with five high value prospects may be the same cost as a small gift to a wider audience. What offers a greater return?

Ask your event attendees - did they like the gift they received at your last event? Did they use it?

Ask your sponsors - is logo placement on notepads and satchels important to them, or are they looking for different opportunities for engagement?

2. Plan

As part of your annual communication calendar consider where you can make the most impact with your merchandise spend.

Is there a genuine expectation of merchandise for event attendees? Is there a product your stakeholders can't get enough of? Where might using a gift save money? Consider a gift costing \$50 in lieu of a \$200 early bird discount.

With planning and creativity you can save money while building stronger relationships.

3. Process

Your annual communication calendar will have a number of touchpoints for each campaign or stakeholder group. This could include events, emails, links to articles, renewal

invoices, invitations and more. There are key moments where a gift will have a strong impact - especially if its unexpected.

4. Surprise and delight

Surprise a member as a thank you for referring new members, for joining or re-joining. Thank a sponsor. Thank a volunteer for being on your Board or Committee. Remember a birthday or anniversary. Gifts at Christmas can be lost in the crowd. How about a New Year or Chinese New Year gift, to start the year off on a delightful note?

Oksana noted that there is a limitless supply of items to choose from. With leadtime and creativity your association can develop an item that engages your stakeholders.

5. Follow up - and ask!

If you have connected with a prospect or stakeholder at an event, if a member has asked for information, if you have sent information or a gift remember to follow up - and ask them if they want to be more involved, come to an event, join. (Like dating - if you don't ask, they will think you aren't interested.)

6. Measure results

Merchandise and gifts are part of a wider program of engagement, and we're not suggesting that you can measure your ROI based on increases in membership, etc. However take note of when people make comments, and in your stakeholder surveys ask if they recall receiving a particular gift and if they liked it.

SPECIAL OFFER: Email info@impero.com.au for your free ebook "Seven ways to boost member engagement through creative merchandising."



Don't leave your merchandise spend out in the rain.



CREATIVE MERCHANDISE SOLUTIONS FOR MEMBER ENGAGEMENT AND BRAND AWARENESS

1300 467 376 info@impero.com.au www.impero.com.au

When technology and customer experience merge

How the Australian Institute of Business Brokers used technology to streamline their customers' experience and exceed their expectations.

With the press of a few buttons they can have their dinner delivered, order their groceries, buy a shirt from a company on the other side of the world, download a book from their local library, and stream a movie. Why would your members expect anything less than seamless service from their association?

Driven by changing customer expectations and the need to overhaul their existing systems, the Australian Institute of Business Brokers (AIBB) recently made the transition to Membes' cloud-based platform. The AIBB's Stephen Wray shares their experience.

Prior to the change, the AIBB had separate platforms to manage their website, events and finances. Despite being nervous about overhauling their old system, they saw the opportunity to improve.

The results were almost instant. In the first month using the system, AIBB had 13 new members, compared to one or two for the same period during the previous year. Stephen said that this can be attributed to improved efficiency.

"The processing time for member applications decreased dramatically, as the system gets all the details from the applicant, the payment is processed, and the approval process can be started immediately," Stephen said.

Stephen said that while they were aware that their previous software had issues they didn't realise the extent of it.

"We didn't realise how many members were lost in the system. Our transition to Membes allowed us to keep track of our members and increase our communication with our members. The transition of data was painless."

While the Board was concerned the online payment system wouldn't be well-received by their ageing membership, Stephen said they have had positive results.

"We have found no issue or resistance from our members in paying online."

Stephen told us that, going into this process, they were also concerned about the different workflows that would be required. Ultimately, this was a benefit.

"One of our biggest fears in the transition was what we used to do and what we need to do in a new system. It was a good time for us to look at what we do and re-write our procedures," Stephen shared.

They are now using the event system, part of the integrated platform, for their upcoming conference and all is running smoothly with registrations.

"When we first started using the system we utilised the event system for our monthly committee meetings. This allowed us - and our members - to learn the system. Our attendance to our monthly meetings increased as a result of this," Stephen said.

"We were conscious not to use technology for the sake of it but the repository for files in the Groups has worked so well for us. We have many different committees that all have a Group File to store our Board Papers. This has eliminated the amount of emails having to be sent out to committee members. All our Committee Members use the system with ease," Stephen said.

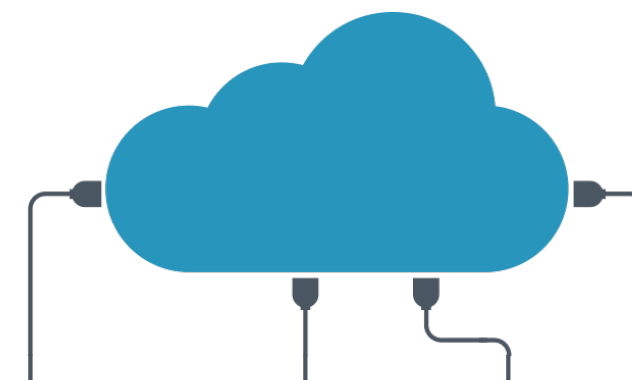
"We now run all our courses via the system and our training numbers and income have increased."

"We also found that the website was easier to build this time around as a drag and drop. We could do it ourselves and we didn't need to involve a designer."

Stephen said the support received to implement and use the new system has been valuable.

"We are impressed with the ticketing system within the Helpdesk. Not only is it fast and efficient but it allows us to go back and check previous requests," Stephen told us.

"Obviously, there is always a period of training and change required from an old system, but we had real financial benefits in the first few weeks," Stephen concluded.



We also spoke with Sean Hubbard of Membes about how an inclusive, cloud-based platform can help associations to improve customer experience and reach their business goals.

"To keep up with customer expectations, associations need to streamline their compartmentalised digital infrastructure into one system," Sean said.

"Efficiency is key."

Moving your digital business to a single platform allows you to boost efficiency through automation and easy access to customer data, event information and communications.

"I've seen statistics around association software that say they've created up to 85 percent efficiency, saving time and money on administration tasks," Sean explained.

Here are some of the benefits of an integrated platform:

Plug the leaks

Automated messaging can stop members slipping through the cracks, leading to higher retention, event attendance and revenue. Better still, having all your data in one place makes it easier to leverage communications that are better targeted.

"In the past, if you wanted to send a report referencing member and event data, you'd have to combine two or more spreadsheets, export them into another program and import them into newsletter software like MailChimp – two or three extra steps to achieve the same outcome," Sean said.

Time is money

Improving efficiency saves both time and resources. But a cloud-based system helps associations save more money by allowing them to build and maintain their own website, rather than outsourcing this task to a designer. The platform also makes it easy for members to make direct payments, creating a smooth user experience that will keep them coming back, and help you access your money faster.

Expand your services

The amount of time saved combined with the flexibility of the platform allows you to grow your services.

"You could offer new services, including access to job directories, or increase services that you already offer. Providing more value can help associations increase member retention," Sean said.

Contact Membes to discuss how Membes can work for your association, or to request a demo.



**Direct from the USA! One day workshop:
How to Think Like a Futurist**

See page 3 for information or visit www.answers.net.au to register.
Super early bird registration available until 31 December 2018.

**REQUEST A FREE DEMONSTRATION OF HOW MEMBES CAN
AUTOMATE, ENGAGE AND DRIVE VALUE TO YOUR MEMBERS**

Cloud-based association software systems

1300 377 900 info@membes.com.au

membes



'Wake-up call' to bosses: utes not tax free perk for staff on weekends

Tradies and others who get vehicles such as utes as salary-packaged benefits may find their bosses take away those perks following recent revised guidance from the Australian Taxation Office (ATO).

The ATO has changed the rules on how company-owned dual cabs are used personally by their employees, and the effect this might have on their business if not actioned correctly. In summary, "minor, infrequent and irregular."

Private Use which is exempt from FBT is defined as:

- Trips directly to and from work – any diversions to be less than 2km
- Staff have a maximum personal use of this vehicle up to 1000km per annum
- No single, return journey for a wholly private purpose can exceed 200km.

Failing to comply may result in 20 per cent FBT impost on the cost of the vehicle.
For example the FBT payable on a Toyota Hilux 4x4 SR5 double cab pick-up ute valued at \$54,990 would be \$10,753 per annum. (Source: Sydney Morning Herald.)

AutoTender Salary Packaging can work with you to develop and implement strategies to reduce FBT liabilities and make this new legislation work to your advantage.

Book your FREE review now to make sure you are compliant.



HERE'S WHAT OUR CUSTOMERS SAY



“My brand new Volvo XC60 costs me: **\$298.00 per week & I saved \$32,919.84 in tax** by packaging it with the Good Guys of the Industry, AutoTender Salary Packaging.

“I was blown away by the savings and the service. Thank you. The extra money in my pocket helps take the pressure off everyday living costs.

AnitaCrestani, State Manager, Dunlop Flooring



Call Kylie Everett today to find out how she can save you money

0498 811 108

kylie@autotender.com.au

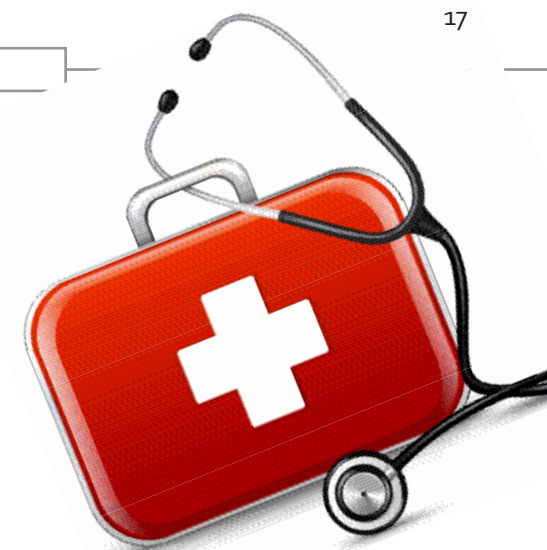
autotender.com.au

210 Alice Street, Brisbane Qld 4000



Insurance health check

What cover does your organisation need? We look at some of the most common policies purchased by associations.



While every organisation is unique and has different insurance needs, there are a number of policies that are widely purchased. We sat down with *Drew Fisher from Association Insurance Australia* to find out which are the most common policies.

1. Association Liability

This packaged policy provides insurance cover for Management Liability, Professional Indemnity, Organisational Liability, Employment Practices, Crime, Superannuation Trustees and Statutory Liability.

2. Cyber Liability

A policy designed to protect commercial businesses of all kinds against a wide range of first party and third-party liability cyber exposures that arise when their membership information is breached, compromised or stolen.

3. Corporate Travel

The coverage that a standard leisure travel insurance policy represents does not, in most cases, suit business travelers. Our coverage extends to the whole business including all employees, directors, officers and includes accompanying spouse and dependent children. Coverage can include personal and/or leisure travel.

4. Event Cancellation Insurance

This policy covers loss of total expenditure or gross revenue (including profit) that results from the cancellation or abandonment of an event such as a member conference due to circumstance outside of your control. Examples of circumstances could include natural causes or losing a significant sponsor.

5. Volunteers/Personal Accident

This policy provides financial compensations and cover for defined out-of-pocket expenses if an accident results in the injury or death of a volunteer when the accident occurred while the volunteer was performing authorised voluntary work on the business's behalf, or while they were travelling to or from that work.

6. Property (or Building) Insurance

Common risks associated with commercial properties are damage from fire, floods, earthquakes, theft, malicious/accidental damage, loss of rent, glass, property damage, machinery breakdown. Policies can cover many property types and any location.

7. Motor Fleet

Covers private and business use of your motor vehicles in the ordinary course of your business activities including any third-party damage your vehicle may cause.

8. Public Liability

Protects you and your business against financial risk of being found liable to a third party for death or injury, loss or damage of property or economic loss resulting from your negligence.

Drew added that it is important that the needs of the Association's Board, management team, operational staff and volunteers are all considered when determining what policies your business may need.

"Explaining these insurance policy highlights will provide our partners the ability to assess their own needs, ultimately, making an educated decision of their own risk appetite which would be based on their current circumstances and future aspirations," Drew said.

For more information and an opportunity to discuss the insurance needs of your Association, we encourage you to contact Association Insurance Australia.

Association Insurance Australia is a Corporate Authorised Representative (1239086) of Insurance Advisernet Australia Pty Ltd. AFSL No. 240549.

Image created by Macrovector - Freepik.com

BUILD A PARTNERSHIP STRATEGY THAT GROWS AND RETAINS MEMBERSHIP

Member insurance programs | Association insurance | Claims advocacy

1800 277 624 info@associationia.com.au

ASSOCIATIONINSURANCE
 AUSTRALIA.COM.AU

Big picture outcomes from impactful events

The impact of a powerful event can reverberate through time and build communities - look at the bigger picture when planning for 2019 and beyond.

Events are an essential engagement tool for associations, building relationships with and between members and providing essential learning. Let's be honest though - sometimes we lose sight of engagement because the revenue they generate is so important. To reinvigorate the way we look at events we sat down with *Lynn Fairbrass of MCI Group*. Taking advantage of her 29 years of experience in the events industry we asked Lynn about the outcomes that events can leave behind.

"The range of outcomes from events benefit the association, its members, the industry, and the community," Lynn shared. Here are just some of the benefits for stakeholders.

Benefits for your association

"Events provide the best opportunity to engage with your members and wider industry - within education sessions, at social events, and for those conversations that take place organically when people come together.

"Revenue generation for the association is essential as it provides funds to run the organisation, drive ongoing activities and fund staff," Lynn said.

Benefits for members and other attendees... and non-attendees

"The importance of conferences for learning cannot be overstated. Your delegates are attending so they can learn the latest trends, hear about important changes within the governance of the industry, achieve their CPD points, and actively engage with their community in a fun, social and secure setting.

"The learning and networking that takes place at events also supports the wider industry as those who attend share knowledge and networks with their colleagues outside of the event," Lynn said.

Benefits for sponsors and partners

"Your event is important to the wider industry, not just people who match your member profile. For your sponsors and sector suppliers it is an opportunity to engage in formal and informal settings, to extend their networks and to achieve a strong measurable ROI," Lynn said.

"It's not always just about sales - they may be looking to recruit staff or sometimes just to give back."

Benefits for the community

"This is often the silent achievement of your event," Lynn explained, "and you may not have ever realised it.

"Legacies can be structured into your event or simply evolve - events always include benefits for the business sector along with your local community. These may include highlighting local best practice and leadership, supporting local suppliers including charitable organisations, and we all know that a conference delegate has a much higher daily spend than a leisure visitor."

Lynn noted that some associations provide scholarships and research grants with revenue generated by events; these can inform educational sessions at the following conference.

Incorporating local First Nations charities into your events provides a connection to place and - through using local products such as satchels or beaded lanyards (pictured) - both a lovely memento and financial support for the local community.

Lynn noted the experience of the International Hepato-Pancreato-Biliary Association (IHPBA), which hosted its international conference in Brisbane in 2000.

"This was the IHPBA's first time in Australia and it was from the success of this event that the ANZHPBA was formed. They are now hosting the IHPBA back in Australia in 2020.

"This is the power of events."

Contact MCI Group to learn how to take your event to the next level.



Images created by Wannapik - Freepik.com



Many years of database frustrations will be overcome when a Board member will recommend a friend who can actually solve the problem.

Just kidding.

Your database issues will continue to frustrate you. You will make an executive decision to throw all your computers out the window and revert to managing your membership by card file. Member retention and engagement increases.



You will successfully cultivate a relationship with the Australian Prime Minister and gain commitment for funding to cover all your major programs for years into the future. On the day your funding is due to be approved, the Prime Minister will be deposed by a faction led by a talking donkey.

The Australian public will overwhelmingly approve of the new addition to parliament with the consensus being "at least our Prime Minister isn't as much of an ass as other world leaders". The donkey eats your application for funding.



After experiencing problems retaining members you will undertake a member survey. Overwhelmingly, the members will express disappointment with the fact you do not offer a specific service. You have been offering that service for the past 20 years.

You will undertake a major promotion utilising all media channels and a signification portion of your budget to let your members know the desired service exists. Two members will take up the offer.



The giant white elephant that has been sitting in the middle of your Board table will go berserk. The loss of your favourite mug in the ensuing chaos will be offset by the joy of seeing your most frustrating Board member being chased permanently off into the distance by the elephant. The giant white elephant will return and resume its place in the middle of the table. Everybody will pretend it didn't happen and it isn't sitting there. You aren't at the fun end.



You will experience a golden moment in time where all your Board members read their board papers and also attend the meeting where a critical issue is being discussed.

Unfortunately, due to injuries sustained after being bitten by a rabid Life Member, you will be absent from the Board meeting for the first time ever. The issue will be held over until the next Board meeting. None of your Board can attend.



You will painstakingly prepare a budget for the new financial year with forecasts carefully created using insights from data that has been thoroughly checked. Conservatively, you estimate a small surplus for the year. The Board are not happy. They want the budget to show a larger surplus, so they quadruple your sponsorship income targets and decline the budget for a sponsorship sales person. Your bonus for the year will be based on achieving the new sponsorship targets.



Your Board will run a fantastic strategic planning day and develop a fabulous vision for the future of the association. Unfortunately, as you and your team will not be involved, it will be completely unrealistic and not remotely possible given the resourcing of your association. To implement the strategy, you will move into your office to save the time commuting between your bed and work each day. Sales of whiskey and the profitability of UBER Eats in your area will spike. The strategy will not be as lucky.



You will be offered the opportunity to attend the premier international conference for your industry as a guest of the organisers. You are invited to present about a successful project you have personally developed and it will also be a welcome opportunity to take your first holiday in years.

Your President hears about the trip and decides to take your place. She cancels at the last minute and no one from your organisation attends.



The President of your association will make several announcements that will garner significant levels of front-page media coverage around the country. This would have been great news if these announcements conformed to the agreed association position. Over the course of the year you will undertake copious amounts of PR and media skills training. You will have ample opportunity to apply these skills liberally.



You start a new job at an association. Your new assistant decides she doesn't like you. When you ask her to schedule a meeting in your calendar she says it's not in her job description. When you point out that it is at the very top of the list of duties she accuses you of bullying and takes stress leave. She was the only other staff member. Her father is the President of the association.



Your Board decides to run your annual conference at an offshore destination. One of your Board members has always wanted to travel to Nigeria.

After a robust exchange of views, including your comprehensive assessment of a broad range of risks, the Board votes. They unanimously decide they would also like a holiday in Nigeria courtesy of your annual conference.

Delegate numbers are the highest ever.



You will find yourself in the unusual position of having a fantastic Board, motivated staff, engaged and growing membership base, and significant reserves. It will seem so easy that you will start wondering if you are dreaming. You will pinch yourself and wake up to find a Board member going through your inbox. She's opened the care package from your mother and has sucked all the chocolate off your peanuts. She sees you are awake and offers you a shiny choc-free peanut.



TAKE YOUR ASSOCIATION TO THE NEXT LEVEL WITH MCI AUSTRALIA'S EVENT MANAGEMENT

Strategy | Management | Communications | Conferences

02 9213 4000 australia@mci-group.com

2019 is the Year of the Monkey - lighthearted pranksters who have the ability to achieve all of their dreams. Wishing you a wonderful 2019!

PARTNERS AND CONTRIBUTORS



Strategic Membership Solutions - Maximise your organisation's member recruitment and retention opportunities

Belinda Moore

0413 190 197
belinda@smsonline.net.au
smsonline.net.au



Association Insurance Australia: The Association Insurance People® - Specialist insurance for associations and members

Drew Fisher

0438 023 233
dfisher@associationia.com.au
associationinsuranceaustralia.com.au



Mel Kettle - Communication and social media consultant, speaker and trainer

Mel Kettle

0404 600 889
mel@melkettle.com
melkettle.com



Auto Tender - Car buying service, salary packaging and novated leases to generate income and member benefits

Kylie Everett

1300 882 578 or 0498 811 108
kylie@autotender.com.au
autotender.com.au



Strategic Membership Solutions - Help your organisation build a sustainable high-value sponsorship program

Julian Moore

0401 648 533
julian@smsonline.net.au
smsonline.net.au



Impero - Creative merchandise solutions to assist associations with member engagement and brand awareness

Oksana Kariakova

1300 467 376 or 0413 016 768
oksana@impero.com.au
impero.com.au



Mahlab - Make your mark through content marketing, strategy and member communications

Bobbi Mahlab

02 9556 9100
bmahlab@mahlab.co
mahlab.co



Membes - Cloud-based software for membership, events, communication, ecommerce, extendable API and more

Jason Morris

1300 377 900
jason@membes.com.au
membes.com.au



Optimum Contact - Membership contact experts including outbound call centres

Colin Perry

1300 017 293
colin@optimumcontact.com.au
optimumcontact.com.au



Converge Design - Wild Apricot/Membes and other software, databases, CRM and online training/CPD systems

Calum McGonigle

0481 120 692
calum@convergedesign.com.au
convergedesign.com.au



MCI Australia - Take your conference to the next level using strategy, management and communication

Lynn Fairbrass

0408 004 440
lynn.fairbrass@mci-group.com
mci-group.com/en



Marketplace IT - Marketplace software that leverages your directory of members and helps them find customers

Mark Howells

08 7231 1654 or 0434 632 007
mark@marketplaceit.com.au
marketplaceit.com.au



Studio282 - If your online or print collateral isn't reflective of what your association stands for we can help

Leighton James

02 6608 8173 or 0435 275 261
leighton@studio282.com.au
studio282.com.au



Answers for Associations

WWW.ANSWERS.NET.AU