

mm&cTM conference

marketing, membership & communications

executive SUMMARIES



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BullsEye helps associations create thought-leading content that builds an association's brand and engages members. BullsEye works with associations to capture the key takeaways from important events and create lasting thought leadership that increases the value to members and extends the reach of association events. BullsEye has summarized thousands of events around the world for leading associations, corporations, universities, event organizers, and non-profits.

EXECUTIVE SUMMARY BY BULLSEYE RESOURCES (www.bullseyeresources.com)

3 Degrees of Separation: Marketing and Networking in a Connected World

Porter Gale

OVERVIEW

Networking today is all about building authentic connections with others. This applies to professional networking, as well as marketing activities. Technology has created an uber-connected world where consideration, conversation, and content are the keys to creating relationships based on trust. When networking, focus on helping others and be prepared before asking others for assistance. Porter Gale discussed how authentic conversations and collaboration are the key to effective networking and marketing in today's uber-connected world.

The nature of networking has changed.

Networking is no longer about who you know. It's about listening, building authentic connections, and leaning into conversations with integrity. When Porter Gale worked at Virgin America, she encouraged her team to "travel with their headphones off" and to talk with people. Gale offered four observations about networking:

- **Start with yourself.** Ask what barriers are holding you back, such as your daily routines. Fighting mediocrity is an inside job. It is important to raise the bar when thinking about what you can accomplish.
- **The ripple effects from actions are more important than ever before.** We now live in an uber-connected, global world. People used to believe six degrees of separation existed between any two individuals. A recent study by Facebook found that it's now three degrees of separation. Staying connected with people we care about increases productivity and happiness.
- **Mobile phones are changing everything about networking.** Research has found that close to three quarters of people (73%) own mobile phones and the majority (97%) keep their phone within three feet. Mobile phones offer localization and contextualization, unlike any other device.

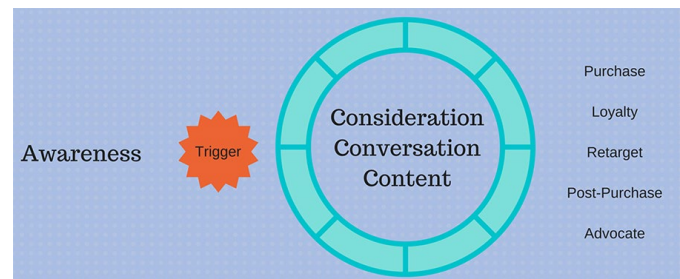
- **Millennials are disrupters and connectors.** Organizations must consider how this demographic group will affect internal dynamics.

"Think about how to connect authentically with others. Fewer deep conversations about shared interests are better than many shallow interactions."

— Porter Gale

The traditional marketing funnel has been replaced by a loop.

Marketing has also changed. The traditional marketing funnel which was created in 1898 is no longer relevant. The funnel has been replaced by a loop, driven by digital interactions and stories that trigger awareness and intent.



Gale discussed the new world of marketing:

- **As people share stories online, power has moved from the boardroom to the living room.** The real world and the virtual world are coming together. This is changing the way marketing is done.
- **Today's uber-connected world has created a new landscape where trust, technology, and efficiency are top priorities.** When connecting with consumers, organizations must ask whether consumers trust them. Word of mouth is more important than ever. In addition, consumers and especially Millennials don't want to wait for the things they want.

- **Collaboration and content are playing a larger role in marketing of all kinds.** For example when Amit Gupta discovered that he had leukemia, his friends launched a social media campaign to find a compatible bone marrow donor. As part of the effort, Gale wrote a blog post about Gupta. Within six months, two perfect matches had been identified.
- **When it comes to collaboration, organizations must consider whether they have rallied the right people for the team.** When creating a movement, the first person is not the most important. It's the additional people who join the cause.
- **What companies say is more important than ever.** The best marketers have a highly focused vision. Apple, for example, emphasizes three attributes in all it does: beautiful, simple, and useful. Virgin America focuses on innovative, hip, and value.

Just as a focused vision leads to more effective marketing, it can also lead to more effective networking.

A focused vision can support more powerful networking. Try identifying the three things you are most passionate about. The intersection of those three areas is where true networking and authentic connections occur.

For example, Sir Richard Branson took time to meet with students from a Los Angeles charter school that were passionate about the environment. Branson showed that he valued them, asked what was holding them back, and inquired about their passions. Similarly, associations instill a sense of passion in future leaders, based on connections and authentic, inspiring people.

Gale made three additional recommendations for better networking:

1. **Consider whether you are a producer or a consumer.** Producers bring value to the table and nurture their networks, while consumers are always taking.
2. **Develop a Give Give Get attitude and think “we” versus “me.”** Helping others is the key to effective networking.
3. **Learn to make successful asks.** Be prepared, thoughtful, and well-researched before requesting help from others.

“If you use networking to nurture your head and your heart, the wallet will flow from it.”

— Porter Gale

The Startup Secret Sauce: Building an Organization from the Ground Up

Brian Bordainick, CEO, Dinner Lab; Founder, 9th Ward Field of Dreams

OVERVIEW

Social entrepreneur Brian Bordainick discussed his personal and entrepreneurial journey, describing successes, failures, and lessons learned along the way that can apply to association executives. As his life experience demonstrates, life takes unexpected twists and turns. Throughout them, entrepreneurs and innovators think big, aim high, are resourceful, persistent, energetic, and determined, and aren't satisfied with the status quo. The secret sauce is attempting to do something significant and not settling, and finding ways to attract others to build an unstoppable snowball of momentum. Going all in comes with risks of failure, but for many, attempting to be great and unique is more fulfilling than being mediocre. Go for it!

BRIAN'S STORY

As a junior in college, Brian was emotionally moved by the desire to help those in New Orleans affected by Hurricane Katrina. Simply raising money was not fulfilling; Brian wanted to be in New Orleans to help firsthand. So, upon graduating from college he applied for and was accepted by Teach For America, and was placed as a teacher at a high school in New Orleans' 9th Ward. The school was a dilapidated building with eight FEMA trailers.



After arriving, Brian was asked to be the women's basketball coach, and days later was asked to be the school's athletic director. As the AD, Brian had to recruit kids to participate in sports, get them physical exams, secure uniforms, schedule opponents, and even find a place to hold practices and games—as the school had no facilities. With tremendous resourcefulness and persistence, Brian got kids to participate, got donors, and built a sense of community surrounding the sports teams.

“Sports can actually have this power to bring people together.”

— Brian Bordainick

Then, upon learning about a matching grant from the NFL, Brian had the audacious idea to raise \$2.5 million to build a new stadium. Fundraising started slowly with \$100 here and there, until Nike pitched in with \$100,000, media coverage ensued, and other donations (including the NFL grant) were secured. During this process, the fundraising pitch was honed as not merely a sports stadium, but a way to increase school attendance rates, improve graduation rates, and decrease crime rates. The project became known as the “9th Ward Field of Dreams.”

“No one wants to create a wave, but everyone wants to ride one. . . . It was a larger conversation that people wanted to be a part of.”

— Brian Bordainick

After successfully raising the money for the Field of Dreams, Brian changed directions and launched a new company called Dinner Lab, which ended up raising capital of about \$10 million and employing about 50 people. The company produced one-off dining events in about 30 cities across the country. Dinner Lab hired chefs who were working in the No. 2 or 3 slots in top restaurants but wanted to prove they deserved their own places. The idea was to create a fine-dining community, charging an annual membership fee plus between \$60 and \$90 for five-course meals held in non-restaurant locations. Chefs could get exposure, experience, and feedback. Consumers could meet others that shared their culinary interest. The idea attracted many takers and had positive momentum, but didn't pan out financially. The company has recently declared bankruptcy and the staff have been laid off.

As a leader, have the self-awareness to know what motivates you.

Brian offered several categories for organizational leaders:

- A person who creates something from nothing
- A person who turns something into something good
- A person who turns something good into something great
- A person who turns something great into something world class

He concluded that he is motivated to create something from nothing. He finds great joy in the messy and uncertain process of creation and wouldn't find joy in trying to make incremental improvement in something that already existed. Each person needs to understand what motivates them.

“Just be honest with yourself.”

— Brian Bordainick

Entrepreneurs and innovators go for it.

Thinking of oneself as an entrepreneur or an innovator means having a mindset of going for it. It doesn't mean doing things halfway and is not about growing by 5% or 10%; it is about doing something enormous. However, this means taking greater risk, which can lead to complete failure. Entrepreneurs and innovators go full throttle and understand the tradeoffs.

Part of going for it includes building the absolute best organization possible, with capable, passionate people who share the same vision.

Entrepreneurs and innovators have a set of core beliefs about what is possible.

Based on his life experiences, Brian offered three lessons:

1. **Greatness is possible.** Entrepreneurs and innovators need to be guided by that belief. Leaders who are trying to do remarkable things need to have bold ideas, aim high, and not settle. Raising \$2.5 million to build a sports stadium in the 9th Ward of New Orleans, involving funds from Nike and the NFL, is outrageous. Making that dream come true shows that greatness is possible.
2. **Everyone wants to belong to something larger.** People want to be part of something that has a purpose and provides a sense of fulfillment. Most people don't want to do things alone; they want to be part of a community. Association leaders can tap into this by creating a compelling narrative that people want to be part of.
3. **Everything and everyone is special, yet nothing is special.** People want to believe that they are special and that everything is special, yet in reality, many aspects of life are not special. A child's sporting event is a daily activity that isn't particularly special. Having dinner or going to a restaurant isn't special. Yet, it is possible to make daily events—like sports or dinner gatherings—special based on how they are done. Entrepreneurs and innovators have the opportunity to take what is not special and make it special.

Maximizing the Value and Use of Event Content

Mark Krasnow, CEO and President, BullsEye Resources (Moderator)
 Beth McFarland, CAE, Director, Foundation Programs, SHRM Foundation
 Mike Sisson, Assistant Director of Board Services, AACRAO
 Rya Hazelwood, Director of Marketing and Conference Programs, IAMC

OVERVIEW

These days, there is tremendous emphasis on providing members with unique, compelling, relevant content. A growing trend is to see events as a source of content, and to develop strategies to capture and repurpose event content. Doing so can increase the value of an event and of an association's role as a primary source of original content and professional learning. Leading organizations of all sizes are creating explicit event content strategies and are employing creative approaches to capture, disseminate, and repurpose event content.

Organizations are thinking of events as sources of content . . . that can go far beyond the event.

As associations and other organizations put more emphasis on CONTENT, conferences, webinars, and other types of gatherings are increasingly seen as sources of valuable content. This content is often of interest to attendees as well non-attendees, and live events can be a valuable source of content that associations can capture and REPURPOSE for multiple uses.

Organizations are developing explicit "event content strategies."

For years we have often heard, "That event had such great content; I wish we had captured it in some way so we could do something with it." And, for organizations that have captured conference and event information in some way, this information is not fully leveraged.

In recognition of the value of event content and recognition that event content could be better leveraged, organizations are planning ahead and developing specific strategies to fully leverage this valuable content.

Elements of effective strategies include:

- **Defining the target.** Will the content be targeted to attendees as an event follow-up? Will it be a way to provide value to members who didn't attend? Knowing whom you are targeting will affect what content is produced.
- **Determining the purpose.** What is the goal? It may be to provide more value to attendees, be a vehicle to keep non-attendees connected, encourage those who didn't attend to come to a future event, be a tool to promote membership, provide value to sponsors, or serve another purpose.
- **Establishing the timing.** It may be appropriate to produce different content at different points in time, such as before, during, and after an event. Or, it may be desirable to repurpose event content and distribute it on a monthly basis for the year after an event.

Example: How one organization thinks about its event communications strategy

Help industry companies meet the ever-changing demands placed on them by starting a dialogue on emerging best practices



- **Exploring different forms.** Event content can take multiple forms including written content, video, social media, email, and web-based content. It can be case studies and white papers, video montages, and other forms. An effective event content strategy involves thinking through what forms to put content in to reach the intended target in the most effective way.

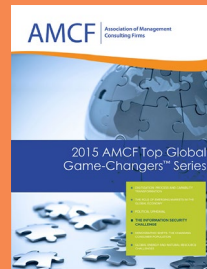
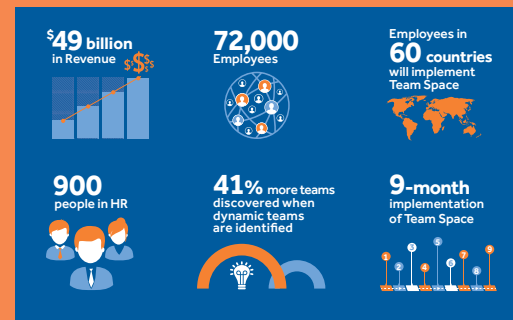


- **Distributing the content.** Once content is created, there are multiple ways to distribute it, including social media, apps, email, websites, newsletters, and magazines. Knowing that an event can produce great content, it is important to think through in advance how to distribute content once created.
- **Dealing with the “who.”** Who is going to be responsible for developing the content strategy, actually creating and managing the content, repurposing it, overseeing distribution of the content, and measuring the results.

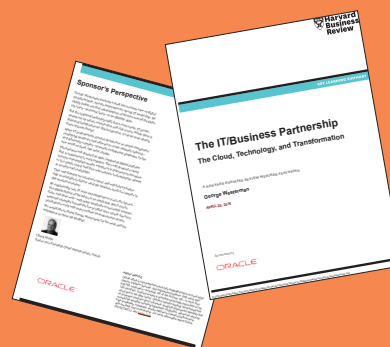
TRENDS, TIPS, AND IDEAS ON LEVERAGING EVENT CONTENT

- **Summarize it.** Capture the nuggets and key takeaways, and create concise, sharable summaries that convey an event’s main themes.
- **Visualize it.** Consider creating videos and possibly short video clips, using illustrators, or turning key elements of content into an engaging infographic.
- **Repurpose it.** Assess how to use the same content in multiple forms, through multiple channels, at multiple points in time. Content from a session or conference can be tweeted in real time, summarized post event, included in a newsletter, and featured in a magazine. A video clip can be posted on the web.
- **Mash it.** Conference content can be combined with content from other sources, like research, interviews, and third-party information, to create new types of content offerings.
- **Cascade it.** Develop tools to help cascade key content takeaways to local chapters and members’ organizations. (Example: “Cascading Kits” with 2-5 slides with key takeaways).
- **Monetize it.** Event content can be an attractive sponsorable asset. Sponsors can see value in associating their brand with event content, and sharing their perspective.

Turning Talent into Performance at Cisco by the Numbers



- AMCF's *Game Changers* series included:
- Data/findings from proprietary research
 - Insights from relevant sessions at annual conferences
 - Interviews with domain experts
 - Distribution via a series of weekly email blasts, “Thought Leadership Thursdays”



Sponsored *Harvard Business Review* Webinar with a “Sponsor’s Perspectives”

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Show and Tell: Learn from Gold Circle Award Winners

Lisa Claydon, CAE, Lead, Wellness Lives Here Initiative, American Diabetes Association (Moderator)
Courtney Hammer, CAE, Director, Job and Career Development, Auto Care Association
Karen Horting, MBA, CAE, CEO, Society of Women Engineers
Joan Hurwitz, APR, Senior Director, Communications, American Nurses Association

OVERVIEW

The three Gold Circle Award-winning organizations profiled in this session raised awareness for their brands, communicated more effectively across channels, and delivered impressive campaign results. The panelists shared how they have shaped association excellence through innovative programs and new twists on conventional methods.

The Auto Care Association's Auto Care Careers program connects companies with high-quality talent.

Recruiting new employees is a challenge for Auto Care Association members. To help address this challenge, the Association conducted research into Millennials' career-related concerns and how to reach this demographic. The team learned that mobile-friendly messaging, as well as visuals and social media, was important.

The Auto Care Careers program was launched in 2014 to connect companies with recent college graduates, military veterans, and other talent sources. The [website](#) includes an industry [job board](#), information about career paths and [recruiting best practices](#), and links to social media platforms. Short video testimonials support social recruiting. In September 2015, the Auto Care Association launched a social media campaign with content related to interviewing, resume writing, and more.

"In 10 months, the industry job board has become the largest auto care industry job board."

— Courtney Hammer

The Society of Women Engineers completed a successful global rebranding campaign.

In March 2013, the Society of Women Engineers (SWE) started a two-year rebranding effort. The goal was to evolve the brand and advance the organization's mission. The project timeline was divided into seven phases:

1. Research the brand history, and start the discussion.
2. Conduct market research on the current brand.
3. Develop the brand positioning and key messaging.
4. Create a new master brand logo.
5. Present to members.
6. Final senate vote.
7. Rollout through an integrated launch.

Member education was the key to success. Tactics included leadership rebranding talking points, regular blog posts, e-newsletter articles, social media posts, and an open "town hall" meeting.

"As we rebranded, we went for evolution, not revolution."

— Karen Horting

The American Nurses Association transformed a negative comment on national TV into a teachable moment via social media.

During the September 2015 Miss America pageant, Miss Colorado—who is a registered nurse—told a story about caring for an Alzheimer's patient. Joy Behar on The View criticized her for wearing a "doctor's stethoscope." The American Nurses Association (ANA) wanted to respond rapidly and elevate the social media dialogue.

The ANA created the hashtag #NursesShareYourStethoscopes, which generated a huge response. The story was picked up by traditional and social media worldwide. Seventeen advertisers pulled advertising from The View and the president of ABC News called the ANA president to apologize. During September 2015, the ANA had 863,000 site visits and gained more than 14,000 Facebook and 4,000 Twitter followers.

“As a result of this, the ANANursingWorld Twitter handle is ranked in the top 10% of all Twitter accounts based on popularity and influence.”

— Joan Hurwitz

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CMO-CIO Alignment and Closing the Digital Divide

Mark Dorsey, FASAE, CAE, Executive Director and CEO, Construction Specification Institute (Moderator)

Reggie Henry, CAE, Chief Information Officer, ASAE

Robb Lee, CAE, Chief Marketing & Communications Officer, ASAE: The Center for Association Leadership

OVERVIEW

Mark Dorsey led a discussion with ASAE's Reggie Henry and Robb Lee about CMO-CIO alignment. There was agreement that alignment between the CIO and CMO is necessary for an association to achieve its goals. Alignment is grounded in clear business objectives and business strategies, which should be articulated by the CEO. Alignment is strengthened by understanding and agreement on macro business dynamics and on creation of personas. A suggestion for CIOs: craft a technology mission statement on how technology supports the business strategy.

CMO-CIO alignment requires seeing the same market dynamics.

It is important for the CMO and CIO to share the same macro view of the market, which might be informed by formal market research. Market dynamics provide a macro view of where the market is, what customers need, and where the market is headed. This information will inform the organization's overall strategy, the value proposition to members, new product development, key initiatives, content strategy, and more. If the CMO and CIO don't share the same view of the market, alignment will be lacking.

Elements of market dynamics include agreement on:

- **What the "age of the customer" means.** The panelists see the age of the customer as meaning that customers today are empowered with real-time digital information, like ratings—often gathered in real time via smartphones—to make more informed decisions in moments of need. It also means that customers have an expectation of customization and personalization.
- **What is most important to know about customers.** The panelists' answers included customers' motivations, their behavior, and their engagement.

Effective CMO-CIO alignment is grounded in a clear business strategy.

The way to eliminate silos and forge alignment is to have complete clarity about the business objectives and organizational strategy.

"It's all about what is the business objective."

— Robb Lee

Both the CMO and CIO of ASAE commended the organization's CEO for having tremendous clarity regarding the organization's strategy. As a result, the CIO and CMO work closely together to create the best possible experience for the customer and member. Mark Dorsey suggested that an important element of a strategy is having agreement and clarity on what success looks like.

Reggie Henry said that once the strategy is clear, the CIO's job is providing the systems and tools that enable the rest of the organization to do what they need to do.

"It's my job to enable the systems that allow the rest of the organization to do whatever strategically they want to do."

— Reggie Henry

Importantly, an organization's strategy should be written down and it is owned by the organization, not by any specific person. If a person leaves an association, the strategy remains. Dorsey said his association's strategic plan is on one page.

"Strategy belongs to the organization. It does not belong to people who develop strategies."

— Reggie Henry

Symptoms of lack of alignment include disagreement on priorities and poor communication. When these symptoms appear, the issue is often lack of clarity on the overall business objectives and strategy.

“As a CEO, the one thing that drives me battiest is not communicating.”

– Mark Dorsey

Forward-thinking associations are focused on defining specific personas.

ASAE has gone beyond just identifying target audiences and has created “personas.” A persona is a customer archetype that goes beyond demographics to incorporate context, behavior, attitudes, and interests. Creating a few key personas can help associations refine and focus their content strategy and determine priorities. At ASAE, defining personas has helped focus the entire organization. One example is decreasing the amount of content on the website from 44,000 pages to 12,000 pages.

Suggested actions:

- **Answer key strategic questions such as: What is the good you are trying to create?** At what cost or priority? For whom? What does success look like?

“Be specific about what success looks like.”

– Mark Dorsey

- **Undertake a process to define a few key personas.** These personas can help drive multiple efforts including the content strategy and various member strategies.
- **Write a mission statement for the technology in your organization.** Play that mission statement back to the organization. As ASAE, the technology mission statement is, “To enable the efficient delivery of products and services of the organization.” That statement guides the technology team’s work and keeps them from getting lost along the way.

Effective Strategies to Improve Engagement, Satisfaction, Retention

Heather McNair, VP of Engagement Strategy, Higher Logic

Erik Schonher, VP of Account Development, Research and Media, Marketing General Inc.

OVERVIEW

Successful associations are communities that drive engagement, not participation, by connecting with individuals emotionally in a personalized way that provides value. They provide a sense of belonging and help people succeed in life. They onboard new members, remove barriers to participation, measure results, and focus efforts on benefits that move the needle.

Highlights

- Don't focus on the quantity of member benefits provided. Instead, **focus on two or three** benefits that members really want and will use, and that move the needle.
- Focus on meeting members' **emotional needs**. Members want to feel a sense of belonging, fulfill a desire for ongoing self-improvement, and succeed in life. Help deliver on this.
- Understand **why members join and leave**.

TOP REASONS FOR JOINING ORGANIZATIONS

| | |
|---|-----|
| Networking with others in the field (being part of a community) | 23% |
| Access to specialized and/or current information | 12% |
| Advocacy | 10% |

TOP REASONS FOR NOT RENEWING MEMBERSHIP

| | |
|---|-----|
| Lack of engagement with the organization | 38% |
| Left the field, industry, profession | 30% |
| Could not justify the membership costs with any significant ROI | 30% |

“The reason they leave seems to be emotional, yet all the things we’re doing are transactional.”

– Erik Schonher

- In the future, organizations will compete on **their experience**, not their product or service.
- The key to association success is **engagement**. **Engagement = relationship + action**.

“The challenge is coming up with something that is going to emotionally engage these people every day.”

– Heather McNair

Successful communities:

- **Have a defined goal that provides value.** Associations often launch initiatives without clear goals, or the goal is from the organization's perspective. Define goals that provide value for members.
- **Measure engagement.** Tools like Net Promoter Score (NPS) are a great way to measure engagement. Look at the data to see what factors drive NPS. For example, logging into an association's site and creating a profile may be linked with higher engagement.
- **Incorporate member feedback.** Organizations with feedback systems have higher engagement.
- **Tap into intrinsic motivators.** Promotional items get attention but have limited effect on engagement. Intrinsic motivators are better, like giving people a sense of belonging, making them feel smart and valued, and giving autonomy and ownership.
- **Conduct personalized, relevant outreach.** Effective marketing communication is moving from mass marketing toward more intimacy. Marketing technology can automate the outreach and communication process, keep it personalized, and improve results.

“Members get value from your community when they get valuable content they can’t get elsewhere.”

– Erik Schonher

- **Onboard new members.** New members joined for a reason. Strike while the iron is hot.
- **Remove barriers.** Pre-populate profiles, auto-subscribe members, provide access to resources via any type of device, and eliminate any barriers to engagement.
- **Track meaningful key performance indicators (KPIs).** KPIs are not one-size-fits all. They should start with the behaviors you want to encourage and goals you want to reach.

Additional Information

- Contact Heather at heather@higherlogic.com or Erik at Erik@marketingGeneral.com.
- For more on engagement benchmarking, see the [Community Benchmarking Report](#)

EXECUTIVE SUMMARY BY BULLSEYE RESOURCES (www.bullseyeresources.com)

Create a Smart, Sustainable Content Strategy

Hilary Marsh, Chief Content & Digital Strategist, Content Company, Inc.

Kristy McGreal, Executive Director, Moraine Valley Community College Foundation;
 previously at the Institute of Food Technology (IFT)

OVERVIEW

Kristy McGreal and Hilary Marsh described their collaborative journey creating a new content strategy at the Institute of Food Technology (IFT), and lessons learned. They undertook a process of discovery, development of guidelines, and steps to make the content strategy sustainable. This involves thinking about the content creation workflow, training, and job descriptions. The result is a content strategy that provides relevant, engaging content for members.

– Creation of empathy-based personas is a step in building the audience. Personas are detailed descriptions of specific types of customers, including their attitudes, emotions, motivations, and more. Staff members can usually do a good job defining personas.

2. **Develop guidelines.** This includes the association's voice and tone, editorial style, and taxonomy of content topics and subtopics. There are guidelines on how to write, which are particularly relevant for non-writers. In developing a new taxonomy, IFT decided upon 11 topics for the organization, with 55 sub-topics.



IFT's content strategy process involved discovery, guidelines, and making it sustainable.

IFT followed a process with three major steps.



1. **Discovery.** This was an intake process that consisted of reviewing existing documents, interviewing stakeholders, surveying members, analyzing competitors, performing a content audit, and creating personas. Discovery creates the foundation of an effective content strategy. Among the key steps:

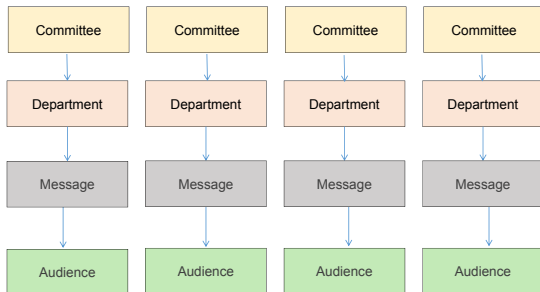
– The content audit involved reviewing thousands of pages of content to understand the type, topic, audience, usage, and more. Often, content is found to be redundant, outdated, trivial, and unused. A typical recommendation is keeping only 20% of an association's existing content.

3. **Make it sustainable.** Making the content strategy sustainable involves developing a content creation workflow, defining roles and responsibilities, educating and training staff, building content creation into job descriptions, and including training on the content strategy as part of onboarding.

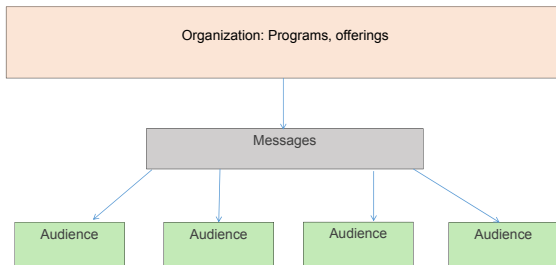
The process has fundamentally changed content at IFT.

IFT found that staff had a good understanding of members, what they wanted, and their frustrations. This process engaged the organization, which got people talking and collaborating. Results included: developing content with a clear goal for a specific audience. The overall content development process has now changed from a process in silos to content being developed and disseminated by an aligned organization.

Old thinking



New thinking



The content strategy development process at IFT yielded valuable lessons.

The top 10 lessons learned:

1. Get buy-in early and often with colleagues whose process and work will change.
2. Make sure content owners play a role in crafting the solution.
3. Show them how to do things differently.
4. Over communicate.
5. Remind people about the context for the project.
6. Use the consultant strategically to share stories, create tools, and provide instruction.
7. Be visual.
8. Learn from examples—good work in your organization, competitors, other organizations outside of the association world.
9. Foster internal champions and honor their expertise.
10. Operationalize and socialize to make it stick.

EXECUTIVE SUMMARY BY BULLSEYE RESOURCES (www.bullseyeresources.com)

5 Steps to Creating an Inbound Marketing Strategy

Mark Sedgley, President & CEO, MemberClicks

Callie Walker, Inbound Marketing Specialist, MemberClicks

OVERVIEW

Traditional push marketing no longer works. Pull marketing is more effective. Inbound pull marketing is where associations provide valuable content which attracts people. The content leads to an ongoing relationship with ever more personalized, relevant content that causes a person to see the association's value and decide to join. Then, the association delights them by meeting their needs and delivering on the promised value. This all starts with clear goals and requires measurement to see if the goals are achieved.

Marketing has evolved from push to pull.

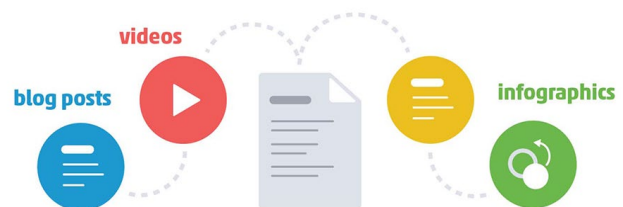
- The old way of marketing was push marketing. This involved getting people's attention by interrupting them, cold calling, doing blast emails. It won't work anymore. Consumers have control.
- The new way is pull marketing: creating awareness and content that makes your offering so irresistible and attractive that people come to you. (This is inbound marketing.)
- You have to figure out what to do when they come.
- Anyone can do this. No experience or MBA in marketing is required. You have all the tools necessary.

Before starting to create an inbound marketing strategy, have a clear goal and mission. Also, marketing must be in alignment with functions like finance and IT.

Key steps to succeed with inbound marketing:

1. **Create member personas.** Personas are semi-fictional representations of ideal members based on market research and data. They represent the goals, pains, and challenges of different member types. (An association might create four personas.) Personas are stories developed by talking with members. Tremendous insights are gained through this process. With personas, associations can develop messaging and create content to help members reach their goals.

2. **Attract.** The best way to attract your personas is by creating compelling content. More specifically, the key is great content that is consumable and created systematically. Tip: create one big content piece (like a monthly publication) and then use that to create smaller, digestible pieces in different forms. And, once content is created, share it in multiple ways—like social media, online forums, social communities, etc. Wherever members are is where to share your content. When deciding what content to create, be disciplined to make it routine.



3. **Convert.** The work of inbound marketing starts after someone has been attracted; the name of the game is to convert them. That takes a focused approach with a process in place. The process involves an exchange where an association gives something of value (great content) and the individual provides their contact information. This is giving information to people who want it, which is the essence of pull marketing. Make conversion happen with a clear call to action, along with a landing page and a form to submit contact information. This generates actionable data.
4. **Close.** This is converting leads into members through a process of follow-up. The easiest way is an email workflow process with a series of emails (that aren't too salesy!) Marketing technologies exist to automate much of this process. Tip: sync content related to what a person initially downloaded. Keep giving information that leads want and they will eventually want to become a member.
5. **Delight.** Delighting happens when an association is relevant to each person's wants and desires. A key is listening to what people say, particularly on social channels.

Having set goals and taken actions, it is important to measure the results.



Website traffic



Content downloads



Email performance



Recruitment rates

Three practical steps for taking inbound marketing to the next level are:

- **Hire more content writers** to generate more content that will attract more people.
- **Hire sales people** to follow up on leads.
- **Work with other industry leaders** to cross-promote.

Creating a New Chapter System

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Jay Donohue, CAE, CMP, President & CEO, International Association of Administrative Professionals (IAAP)

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OVERVIEW

Two association leaders shared stories of overhauling their chapter systems. These stories involved struggling organizations that were losing members and experiencing internal dissension. Massive overhauls included governance, dues models, relationships with chapters, marketing, and more. Such transformations are difficult. They take time, vision, courage, and leadership.

In many associations, chapters were built for another era.

- Many associations built their chapter structures decades ago.
- At the time, the only way for members to get information was through local chapter meetings. The world has changed dramatically, as people can now get information sitting at their desk.
- Associations need to evolve or radically restructure their chapter systems and value propositions.

ACCA has gone through a radical overhaul of its chapter system.

- Prior to 2001, ACCA had 57 chapters or state organizations.
- To join ACCA nationally a company was forced to join the local chapter. Each chapter was independent and had unlimited flexibility to set its dues. Billing dues was done nationally.
- Forcing local membership allowed weaker chapters to survive and inconsistency in dues prevented national marketing.

After stops and starts, ACCA's national board:

- Eliminated chapters and opened membership. Dues were unbundled. An organization could join ACCA nationally or locally. Each chapter had to justify its value and collect its own dues.

- Canceled affiliation agreements with all chapters. A new concept of "Allied Contractor Organizations" was created. ACO agreements were signed with those that wanted to contract. Strict terms were applied, such as separation of dues processes.

ACCA's national membership has grown 30% in the past five years. Lessons include:

- **Face reality.** Confront problems head on, based on facts.
- **Determine relevance.** Answer difficult questions like what do we want to be? What services will we offer? How are we going to add value to members?
- **Find your North Star.** Determine an overriding goal and figure out a path to get there.
- **Be bold.** Major changes take courage.

Also, have the right leader for a major transformation.

Facing a crisis, IAAP has taken dramatic action.

- IAAP was an association of secretaries, and now administrative professionals.
- About five years ago, the average age of members was 57, and 99% were female.
- Membership declined from 40,000 in the 1970s to 20,000 in 2011.
- IAAP had 464 chapters, many with fewer than 50 members. Attendance at a chapter meeting might be 4 or 5.
- IAAP had two distinct groups: 1) those interested in socializing; 2) those interested in professional development and networking.
- IAAP held a conference to determine the organization's future and develop a strategic plan.

- All memberships were terminated. New bylaws were adopted with no chapters, giving the board the authority to govern.
- Some members left and membership is now about 10,000. Those who stayed see the path forward. This was “a cleansing.”
- IAAP has adopted a franchise model with branches and “local area networks” (LANs). This provides consistent education, networking, and programming locally.

Lessons include:

- A “transition” might be completed in a single governance year.
- A “transformation” takes time (up to five years) and a huge commitment from staff and volunteers.
- Transparency is crucial. Over-communicate.
- Keep members involved in the transformation.
- Keep board members confident, even when things are difficult, and owning their decisions.

Additional information

- Read more. See the article in *Associations Now*, “[Chapter Restructuring: A Board’s Most Difficult Job?](#)”
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BullsEye helps associations create thought-leading content that builds an association’s brand and engages members. BullsEye works with associations to capture the key takeaways from important events and create lasting thought leadership that increases the value to members and extends the reach of association events. BullsEye has summarized thousands of events around the world for leading associations, corporations, universities, event organizers, and non-profits.

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