

The Evolving Face of Associations



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Looking Forward[®] (Solutions)

A presentation by



Association Laboratory Inc.

AMAZON ORIGINAL
The Grand Tour



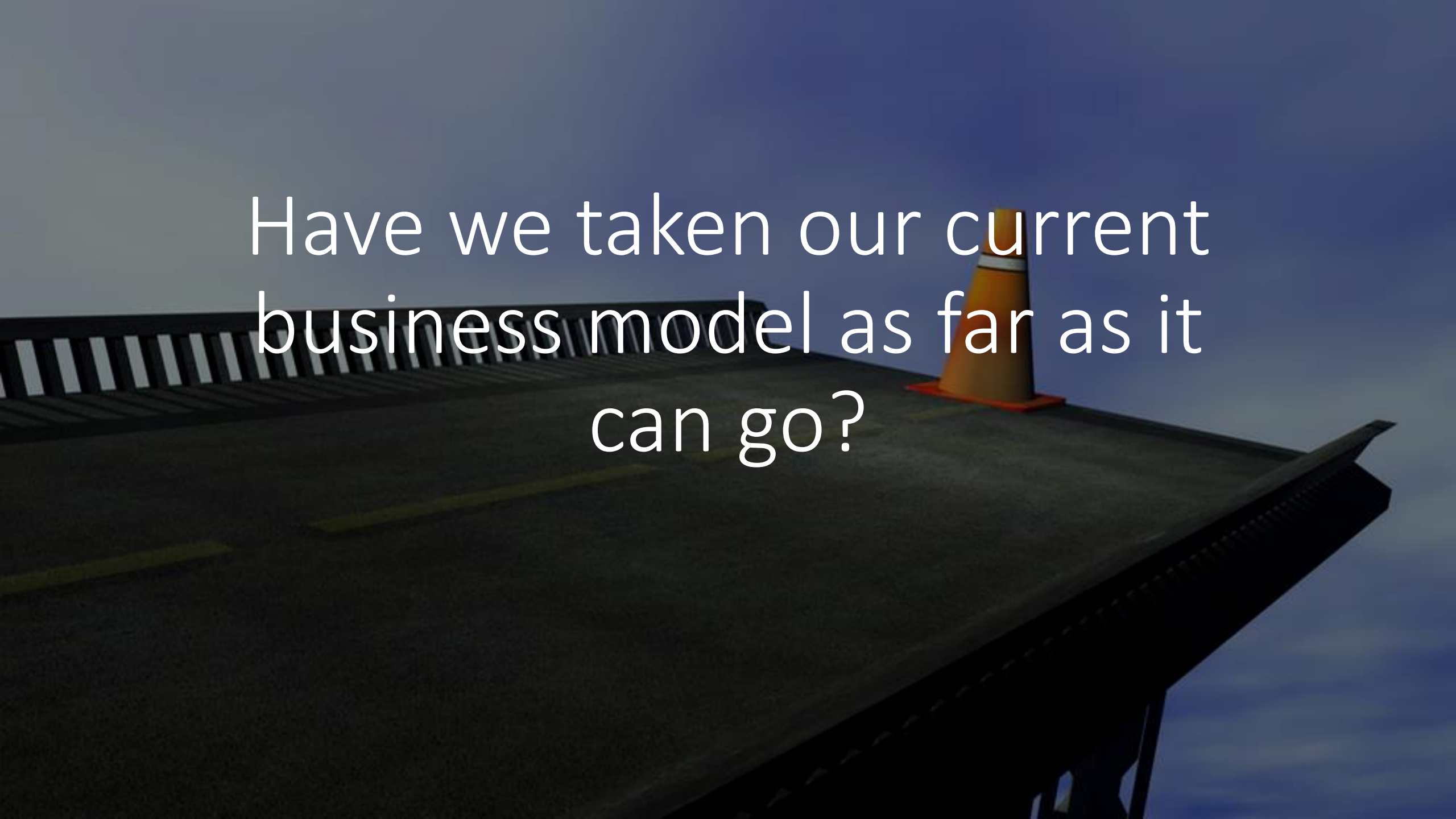
“Audi's WRC entry was nothing short of monstrous,
and the Quattro all but dominated its first few years on the scene.”

Sam Smith, www.jalopnik.com ©2010



**23 World Rally Championship victories, 2
manufacturer and 2 driver titles.**

www.associationlaboratory.com


A photograph of a road construction site at dusk. A single orange traffic cone with a reflective white band sits on a dark, corrugated metal road barrier. The background shows a dark sky and a road with yellow lane markings. The text "Have we taken our current business model as far as it can go?" is overlaid in white, centered on the image.

Have we taken our current
business model as far as it
can go?



Decision Environment

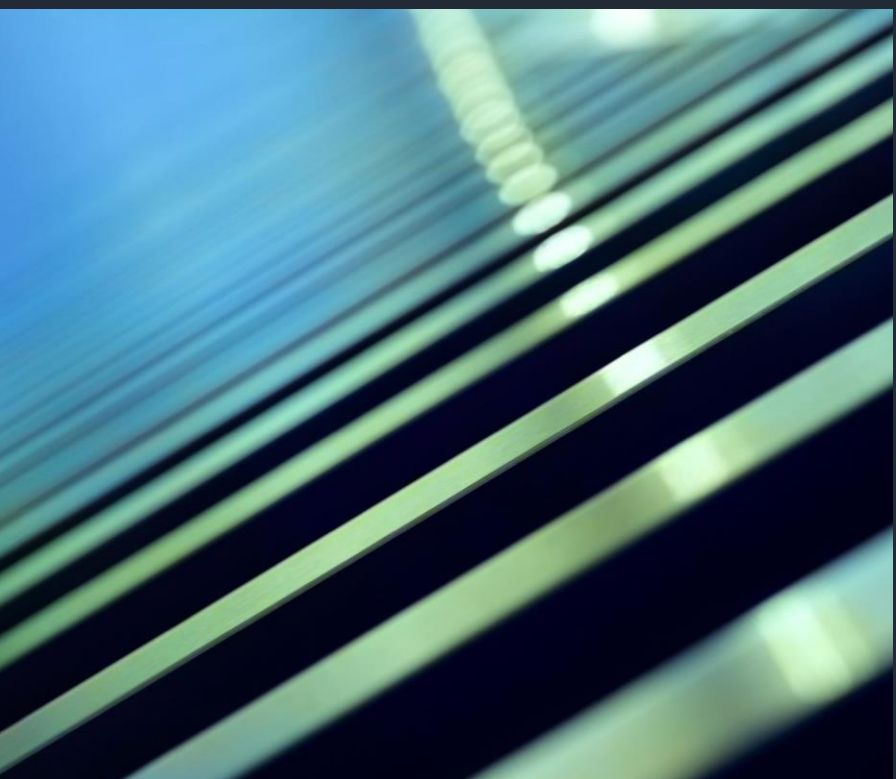
What is the future environment shaping strategy decisions?



3 External Factors Shaping the Strategy Environment

- The Disruption of Boundaries.
- The Disruption of Historical Behaviors
- Competition

A world
without
boundaries.



Information

Money

People

Information, money and people are no longer bound by geography.

Barriers to participating in a global community are effectively zero.

You can talk to anyone at anytime – globally.

The background features a light blue world map with several circular icons containing upward-pointing arrows scattered across it. In the foreground, there are dark blue silhouettes of several business professionals in a meeting. One man in the center is holding a folder and talking to a woman. To the left, a man and a woman are walking. To the right, a man is on a phone while another man stands nearby. All silhouettes have reflections on the ground below them.

Historical relationships are in flux.

You are not bound to historical patterns of behavior or the people and companies that occupied your past. —
everything is under review.

A group of business professionals, including a woman in a black dress and high heels, and several men in suits, are running a race on a red running track. They are captured in mid-stride, conveying a sense of urgency and competition. The background shows a grassy field and a building under a clear sky.

Association Competition

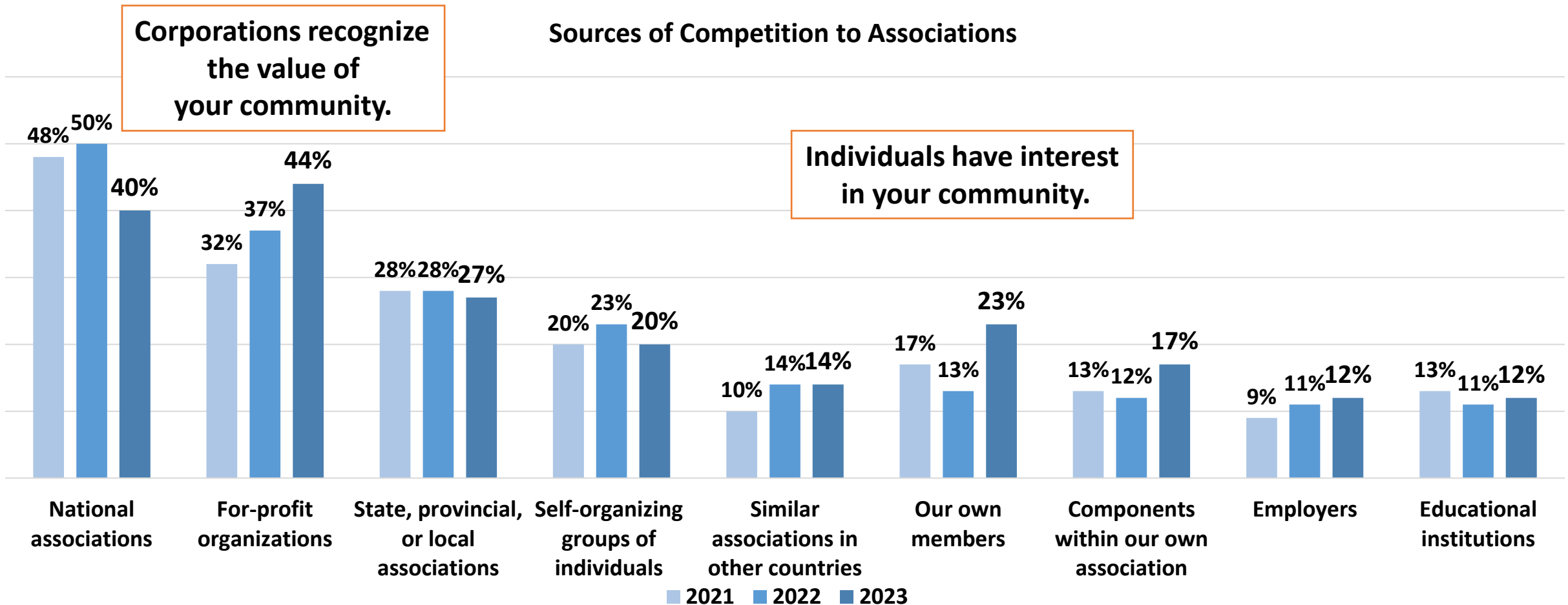
You now compete with everyone interested in your members – without the corresponding protective wall.



People now recognize the value of your community and are no longer prohibited from engaging your members directly.

The elimination of financial and technological barriers to communicating with association members allows other entities to bypass the association.

No boundaries = Increased Competition (from everywhere)



Associations facing growing competition from organizations that realize establishing relationships with their community is beneficial and who are no longer inhibited by boundaries that made this effort expensive.

5 Strategic Assumptions Guiding a New Model

- A asynchronous, transparent, and dynamic information environment.
- Competition for finite time, money, and energy.
- Employers increasingly influence engagement.
- People are reevaluating the role and value of associations.
- Audience needs are changing.



Is this the type of environment that favors slow, deliberative and cautious decision-making?



If the association business model does not adapt to the world in which stakeholders live and work, it will become irrelevant.



Strategies Revealing the Future Model

Critical Path



Understanding

Who do we serve and what are their future needs?



Information

What information is necessary for them to be successful within this future?



Customization

How do we provide information in the most useful, accessible manner? (publications, meetings, etc.)



Outreach

How do we extend efforts to new audiences?

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Investing in Understanding

64% of respondents are working to identify member needs.



Everything begins with the market. Until you understand it, you cannot serve it.

Example: Voice of the Surgeon Strategy

ACS is implementing an annual process to address critical strategic questions.

- Who do we serve?
- What is the world within which they live and work?
- What is the evolving role that ACS plays in their lives?
- What is a diagnosis of the current relationship with members?
- How is this relationship impacted by alternatives?



What is your association's process to answer these questions?

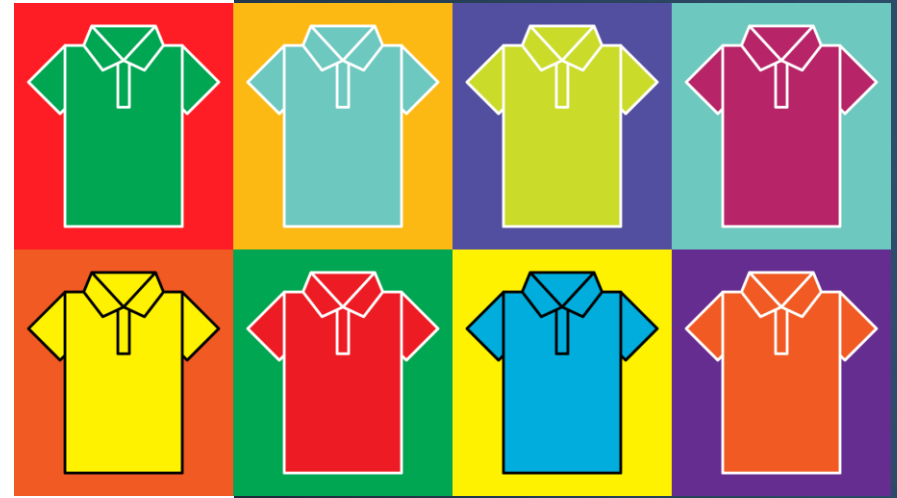
Investing in Content Relevance

- 70% - producing more relevant content, customized content.
- 73% - producing more relevant meetings content.
- 64% - creating more engaging virtual content.

A red, rectangular stamp with a distressed, ink-like texture. The text "EXPLICIT CONTENT" is written in a bold, sans-serif font, with "EXPLICIT" on the top line and "CONTENT" on the bottom line. The stamp is positioned on the right side of the slide, overlapping a white rectangular area.

Investing in Customization

- 74% - customized messaging for different audience segments.
- 62% - creating multi-channel content (*channel customization*).
- 61% - customized outreach targeting underrepresented communities.
- 27% - customizing price/benefits of membership model.



Investing in Outreach

- 61% - Creating member outreach targeting historically underrepresented groups.
- 28% - Adding new member categories for new members.
- 57% - Expanding promotional efforts targeting new audiences (for meetings).
- 75% - Targeting new organizations for sponsorship (for meetings).
- 40% - Identifying new audiences for education or credentials.



A twilight sky with a gradient from dark purple to reddish-orange. A crescent moon is visible in the upper left, and a single star is in the upper center. The silhouette of a mountain range is on the right side.

Twilight of DEI

Is this the Twilight of DEI?

Is interest waning?

- Promoting safer, more diverse, more inclusive onsite experiences (from 50% – 27%) over three years.
- Improving DEI w/ in staff and Board (37% - 26%) over 3 years.
- Outreach targeting leaders from underrepresented groups (25% - 19%) over 3 years.



“Organizations are dying because they are failing to adapt to the growing complexity of their environment.”

The Biology of Corporate Survival

Harvard Business Review

Jan/Feb 2016

Harvard Business Review studied 30,000 public companies over a 50-year span.

“Public companies delisted at 6 times the rate from 40 years ago. Companies are dying faster.”

**Harvard
Business
Review**

Lesson from Nokia

Nokia's management failed to recognize the potential of smartphones and was slow to respond to the changing market conditions.

This led to a decline in sales and eventually led to the sale of Nokia's mobile phone business to Microsoft.

Harvard Business Review

The Nokia logo is displayed in a bold, blue, sans-serif font. The letters are thick and closely spaced, with a distinctive shape for the 'O' and 'K'. The logo is centered within a white rectangular area that is part of a larger dark blue graphic element on the right side of the slide.

Lesson From Kodak

Despite being a pioneer in the photography industry, Kodak failed to embrace digital technology, which eventually led to its bankruptcy in 2012.

Kodak's failure to adapt was a result of a culture that was resistant to change and a lack of understanding of the importance of digital technology.

Harvard Business Review

The image shows the word "Kodak" in its signature red, bold, sans-serif font. The logo is centered within a white rectangular area that is part of a larger graphic design on the right side of the slide. The background of the slide features dark blue and black geometric shapes.

Lessons from Blockbuster

Blockbuster, the video rental company that failed to adapt to the rise of streaming services like Netflix.

Blockbuster's failure to embrace digital technology and its reluctance to change its business model contributed to its eventual downfall.

Forbes

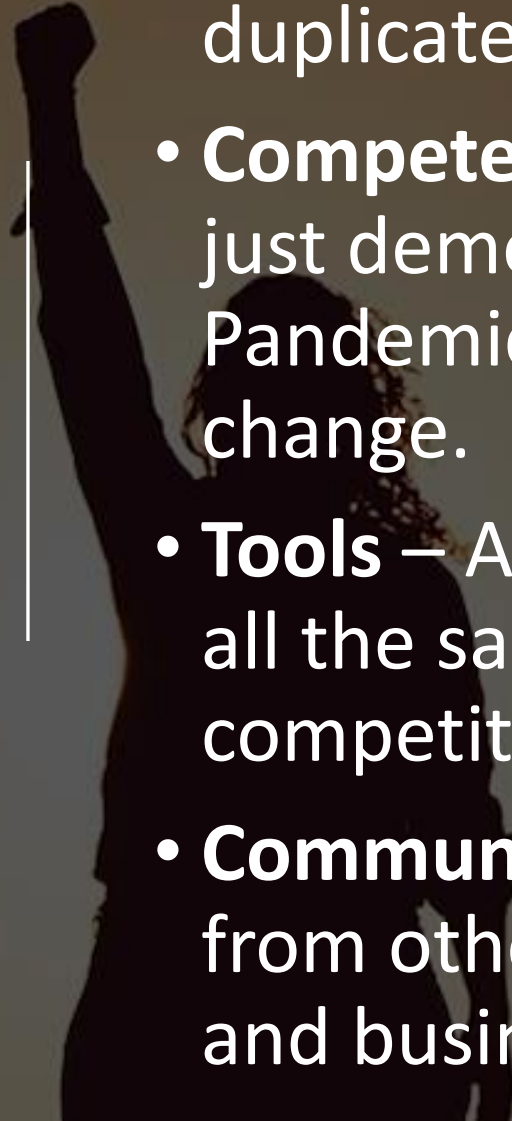
The Blockbuster logo is displayed in a bold, yellow, sans-serif font with a registered trademark symbol (®) to the upper right of the word. The logo is centered within a solid blue rectangular background.

A silhouette of a person sitting on a balcony or pier, looking out at the ocean during sunset. The person's hand is resting on their chin in a thoughtful pose. The background shows a bright sun low on the horizon, creating a warm, golden glow. A dark railing is visible in the foreground.

To close.

Associations Can Win

- **Experience** - Associations have years of experience serving their market – experience that is hard to duplicate.
- **Competence** - Associations have just demonstrated through the Pandemic their ability to adapt and change.
- **Tools** – Associations have access to all the same tools as any competitor.
- **Community** – Associations can learn from others with similar strategies and business models.



The image features a group of approximately 15 black silhouettes of people in various poses, suggesting a group discussion or meeting. Above them are several colorful speech bubbles in shades of yellow, cyan, red, green, and magenta. The background is a light gray gradient. The text 'Time for discussion.' is centered in a white, italicized font, with a white horizontal line underneath it.

Time for discussion.