



DELIVERING BEST PRACTICES, NEWS
AND LEADERSHIP STRATEGIES
FOR ASSOCIATION PROFESSIONALS

Where Perception Meets Reality:

The state of association communications and
recommendations to improve

Based on results from the 2016 *Association Adviser* Communications Benchmarking Report



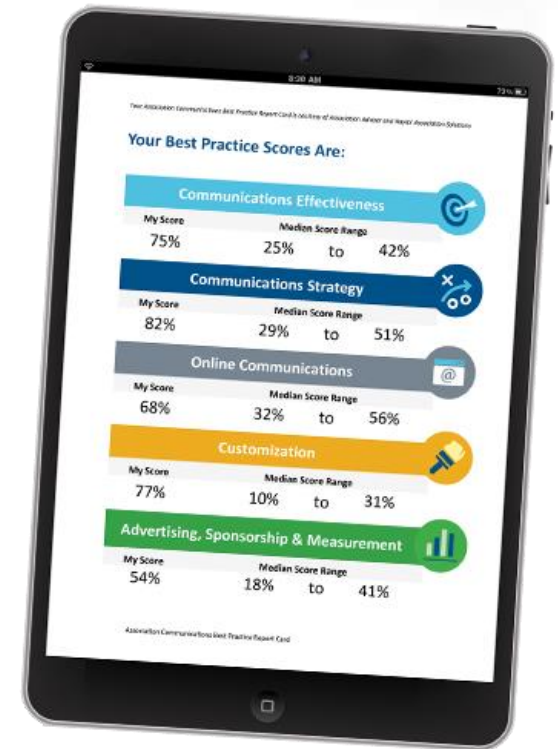
Jill Andreu, vice president of content strategy and
development for Naylor Association Solutions

TOPICS FOR DISCUSSION

- The state of the association communication landscape
- Key findings and trends from the 2016 *Association Adviser* Communications Benchmarking Report
- Recommendations for bringing clarity to your association's communications strategy
- Opportunities to learn more

ABOUT THE STUDY & VALUABLE 2016 ADDITIONS

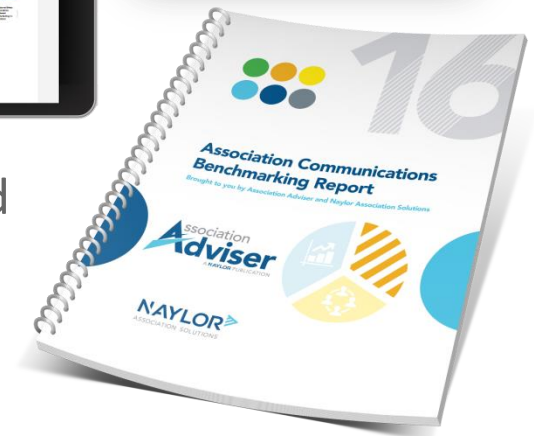
- Originated in 2011
- Naylor has partnered with 11 member organizations of the Association Societies Alliance
- **New This Year**
 - **Personalized Best Practices Report Card**
 - Communications effectiveness
 - Communications strategy
 - Online communications
 - Customization
 - Advertising, sponsorship & measurement



FINGER ON THE PULSE

Creating a two-way dialogue through the *Association Adviser* media brand, combined with our industry-wide benchmarking study, allows us to develop deeper insights to help you be more effective.

More than 2,000 senior leadership members of trade and professional associations across North America have participated in *Association Adviser's* Communications Benchmarking Survey.



WHAT WE HAVE LEARNED OVER THE YEARS



* The 2012-13 benchmarking study was based on a single survey that started in June 2012 and finished in early 2013.

NON-DUES REVENUE CHALLENGES

More than half of respondents stated they have trouble generating significant non-dues revenue from their publications.



POLL QUESTION

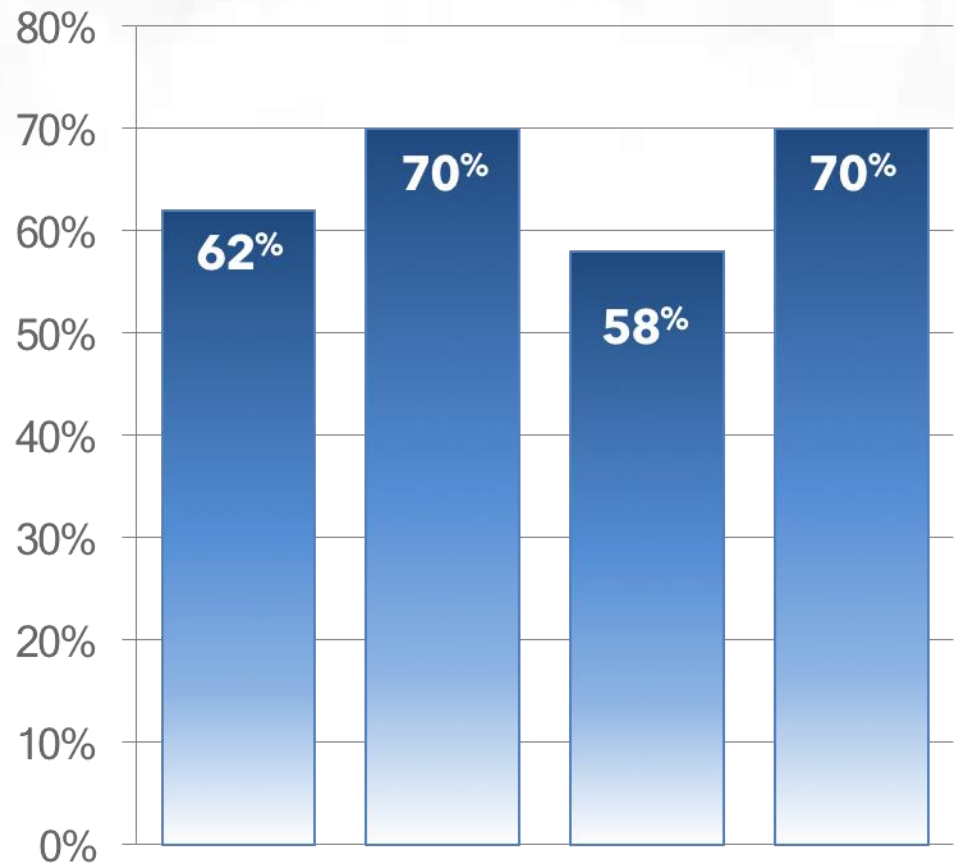
Do you employ any tactics to cut through the clutter and monitor your member communications?

Please type in your free response.

CUTTING THROUGH THE CLUTTER APPEARS TO BE HARDER THAN EVER



Association executives surveyed believe members read **far less than half** of the information the association sends them.



Source: Association Adviser and Naylor Association Solutions, 2011 - 2016.

COMMUNICATING MORE FREQUENTLY

Associations are communicating with members more frequently, and the frequency with which they use various channels has changed.

2015



2016



Online communications and social media usage are on the rise.

POLL QUESTION

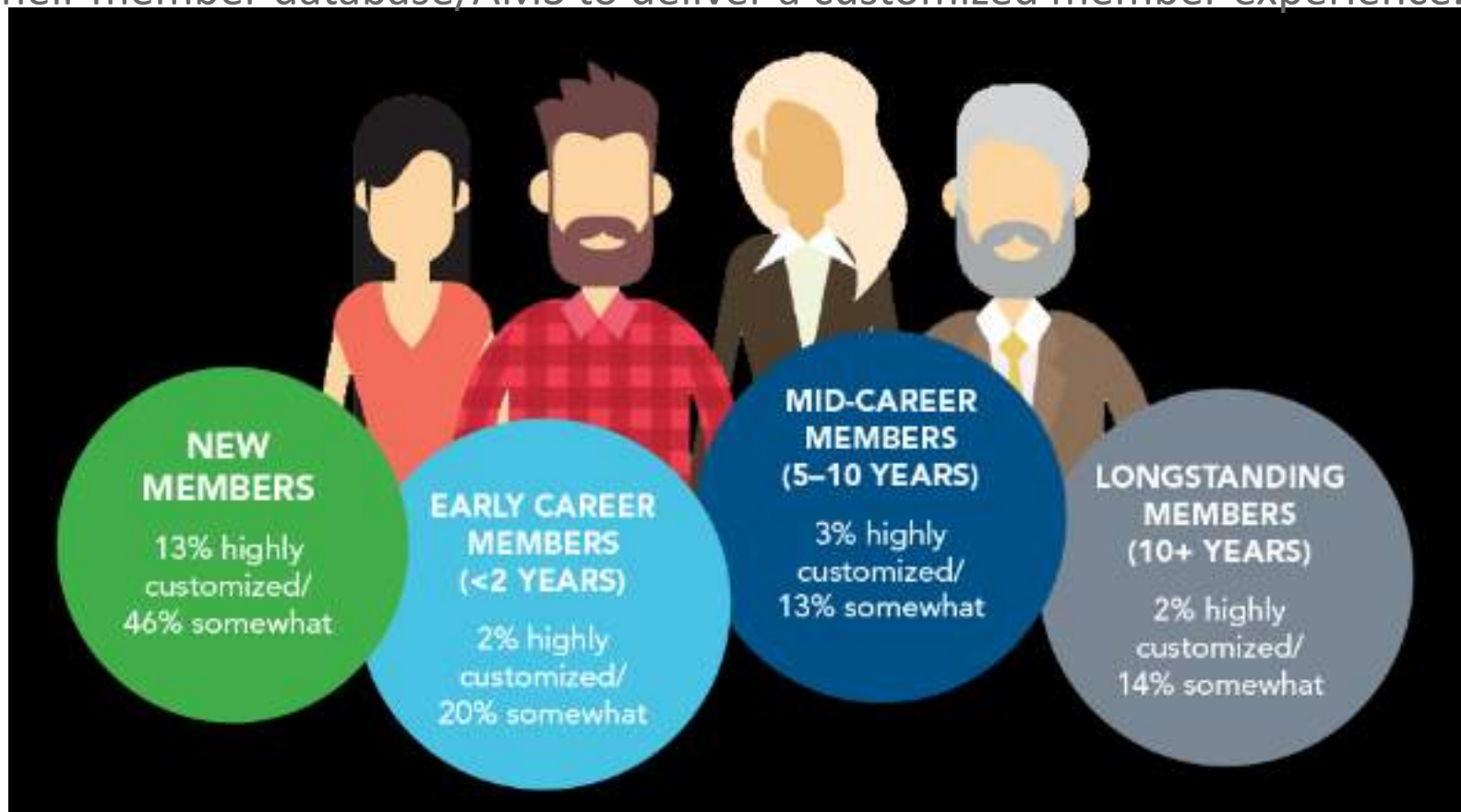
Do you leverage association management software (AMS) to customize your member outreach and communications?

Select one:

- Yes
- No, but we plan to soon!
- No

MEMBER COMMUNICATIONS IS NOT ONE SIZE FITS ALL

Only 28 percent of respondents believe they are effectively leveraging their member database/AMS to deliver a customized member experience.



ASK MEMBERS WHAT TYPE OF INFORMATION THEY NEED/WANT

2014 Rank	2015 Rank	2016 Rank
1. Lobbying/advocacy	1. How-to/best practices	1. How-to/best practices (tie)
2. How-to/best practices	2. Career/professional development	1. Networking with industry peers (tie)
3. Industry news/trends	3. Industry news/trends	3. Career/professional development
4. Career/professional development	4. Lobbying/advocacy	4. Industry news/trends
5. Actionable data	5. Actionable data	5. Lobbying/advocacy

COMMUNICATING MEMBER BENEFITS EFFECTIVELY

67 percent of associations cited having difficulty communicating member benefits effectively.



ENGAGING NEXT-GENERATION MEMBERS

The millennial generation is accustomed to looking online and hunting down whatever they need. **Associations need to develop specific events, communications and mentoring opportunities unique to this group.**



Less of this...



And more of this.

FULL INTEGRATION IS DECLINING

Selected trends in association communication integration, 2011 to 2016

	5 years			1 year		
	2011	2016	CHANGE	2015	2016	CHANGE
Associations that consider their communications fully integrated	20.4%	3%	-17.4	6.1%	3%	-3.1
Associations that consider their communications "somewhat integrated"	50.4%	67%	16.6	56.0%	67%	11
Subtotal (all or partially integrated)	70.8%	70%	-0.8	62.1%	70%	7.9
Communications not yet integrated, but planning to	9.9%	17%	7.1	10.9%	17%	6.1
Not integrated	19.3%	12%	-7.3	27.0%	12%	-15

N = 674 in 2011; 1,031 in 2014; 704 in 2015; 280 in 2016. Source: Association Adviser and Naylor Association Solutions, 2016.

Please note: rounding errors <> 1% may occur.

● negative trend
● positive trend

TOP POSITIVE DEVELOPMENTS IN 2016

Positive Changes:

- “Helping members find desired information quickly” decreased to 33 percent in 2016 vs. 42 percent in 2015.
- “Keeping members informed about new events and continuing education” decreased to 21 percent in 2016 vs. 30 percent in 2015.
- The use of communication channels is expanding and several new forms are gaining traction.
- Legacy communication channels continue to be among the most highly rated.

LESS TRADITIONAL COMMUNICATION CHANNELS GAIN POSITIVE PERCEPTION

Top 10 Association Communication Channels (out of 23)

CHANNEL	% Consider Very/Extremely Valuable	Average rating 5.0 Max	Rank 2016	Rank 2015
Traditional Conferences/ Events	90%	4.61	1	1
Member eNewsletter	73%	3.99	2	3
Webinars	54%	3.47	3	7
Member Magazine (print)	59%	3.36	4	2
Facebook	53%	3.31	5	12
Online Member Directory	47%	3.27	6	11
Online Career Center	44%	3.21	7t	13
Twitter	42%	3.21	7t	14
Video	38%	3.02	9	18
Member eZine	39%	2.95	10	9

Source: Association Adviser and Naylor Association Solutions, 2016



POSITIVE & NEGATIVE, LINES ARE BEGINNING TO BLUR



- Feel their communication programs are slow to improve
- Are still struggling to develop a mobile strategy
- Think they need better social media engagement
- Aim to customize member communication and integrate content across all channels
- Actively measure their communications effectiveness
- Report having trouble engaging newer members
- Blame their inability to customize member communications on technology shortcomings

**Source: 2015 Association Adviser Communications Benchmarking Report*

DETERMINE WHICH ACTIVITIES ARE LIKELY TO GENERATE THE MOST R.O.I.

When asked what they would do if their publishing/content creation team unexpectedly received a 50 percent increase in the annual budget, association executives told us the following:

Upgrade Options	2016 Response	2015 Response	Change
Develop a real mobile strategy	48%	39%	+9
Upgrade publishing tools, technologies or processes	54%	47%	+7
Hire more staff	53%	46%	+7
Improve quality of existing communications	55%	53%	+1
Put more muscle behind social media	31%	32%	-1
Launch new communication vehicles	26%	27%	-1
Other	2%	6%	-4

Note: Total exceeds 100% due to multiple response option.

*Source: 2016 Association Adviser Communications Benchmarking Report



THINK BIG PICTURE



eLEARNING



CAREER CENTER



CONTENT

Interconnect
and Leverage
Accordingly
for Success

LIVE
EVENTS



RECOMMENDATIONS FOR SUCCESS



Survey Your Members



Have Select "Member Only" Communications



Integrate All Communications



Offer Diverse Event Opportunities

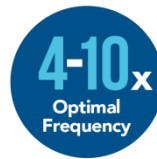


Leverage Social Media



Mobile Ready

Update Email & Websites for Mobile



Ideal Communications Frequency



Industry Resource

Offer Desired Resources



Next-Gen Friendly

Consider Member Preferences



Content Strategy

Utilize a Strategy

For an in-depth look at these recommendations and for more recommendations, download your **Personalized Best Practices Report Card!**

WHAT'S AN ASSOCIATION TO DO?



POLL QUESTION

In regard to the state of the association industry, what areas are you most interested in learning more about next year?

Please type in your free response.

IT'S NOT TOO LATE!

Interested in where you stand in comparison to your peers?
You're in luck! The survey platform stays live all year.

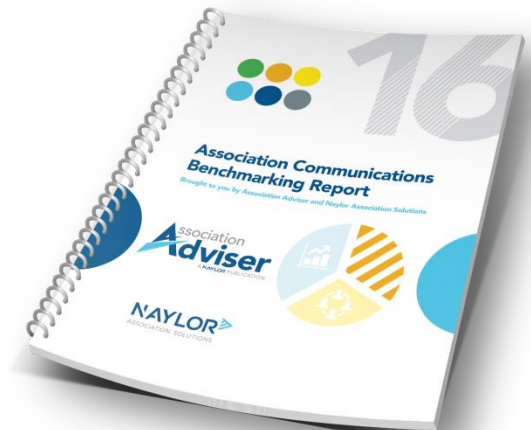
Take the Survey!



Get your personalized Best Practices Report Card!



Download the report at
<http://naylor.com/benchmarking>



Visit <https://communicationsbenchmark.naylor.com/signup.aspx>

Where Perception Meets Reality:

The state of association communications and
recommendations to improve

Based on results from the 2016 *Association Adviser*
Communications Benchmarking Report

Q&A



Jill Andreu, vice president of content strategy and
development for Naylor Association Solutions

jandreu@naylor.com | [@jkandreu](https://twitter.com/jkandreu)