

Are You Using Member Intelligence to Increase Revenue and Retention?

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Session Objectives

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- Recognize the importance of data as a foundation for using member intelligence
- Realize how to get more from your member management software
- Explore how member intelligence could help you identify members-at-risk and your ideal members
- Discover how a member migration strategy could increase revenues and retention

What is Member Intelligence?

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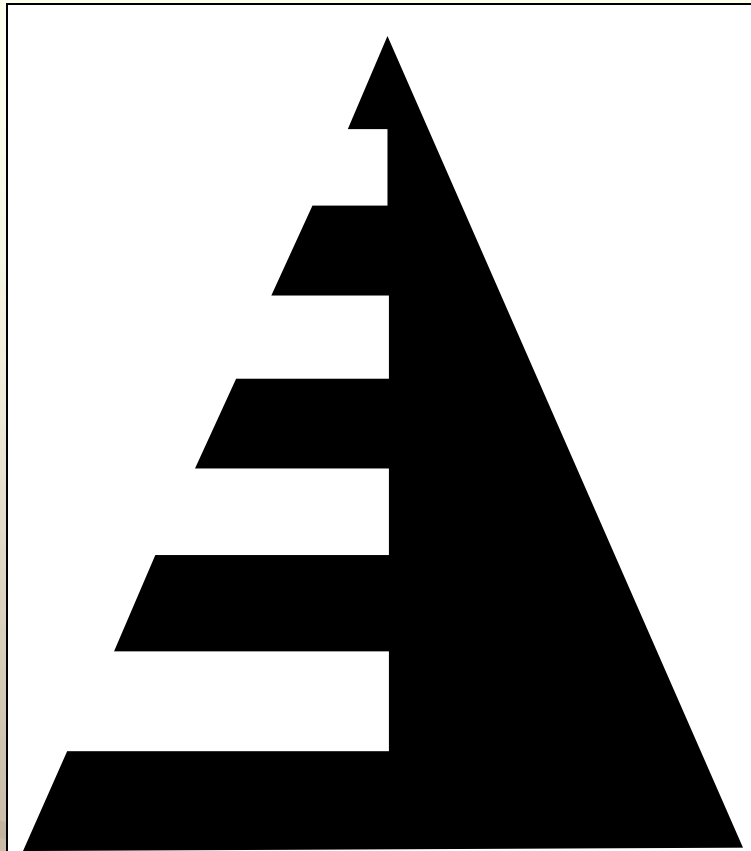
Member Intelligence

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- Membership Intelligence uses a set of tools, technology, and insights to manage your relationships with members by:
 - Understanding your changing member base
 - Studying past and current member engagement patterns
 - Analyzing member behaviors and recognizing how members' interest/needs change over time
 - Leveraging knowledge to influence member loyalty
 - Anticipating new services/benefits to align with members' evolving needs ('minivans')

The Pyramid

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- **Member Intelligence**
Insights and projections
- **Knowledge**
Identify patterns between variables
- **Information**
Summary of data and statistics
- **Data**
Individual member fields and transactions

Champions of Business Intelligence

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- Amazon
- Expedia
- Walmart
- Best Buy



Benefits of Member Intelligence

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- You can identify and retain ‘ideal members’
- You can target ‘members-at-risk’
- You can monitor retention outcomes
- You can allocate resources effectively
- You use proactive behaviors to manage your relationships with members
- You can align services and benefits to evolve with members’ changing needs

The Importance of Data and Segmentation

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- Segmentation allows you to understand smaller groups of members
- Data illustrates patterns of interactions and trending patterns over time
- Good data analysis identifies trends quickly and accurately
- Data analysis supports or defies assumptions
- Actual retention patterns are identified

It Starts with Clean, Consistent Data

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Appropriate fields are populated

- Size of organization (FTE)
- Industry sector (NAICS codes)
- Location (zip code, city, county)
- Year joined
- Dues level
- Referrals from Chamber
- Reason for joining

Recommended Fields

- Participation
 - Events, programs
 - Sponsorships
 - Benefit usage
 - Committees, councils
 - Non-dues revenue
- Referral source (how did member join)
- Reason for renewals
- Interactions
 - E-Mails
 - Surveys
 - Web traffic
 - Other communication venues

Sample Chamber Data

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Org Name	Org Mailing City	Org Category	Org Joined	Org Dues
Automatic Data Processing	Aurora	Automobile Dealers	7/1/1995	\$235
CandleEssence LLC	Louisville	Retail	7/31/2003	\$280
Alice A. Cohen, CPA, PC	Boulder	Financial Consultation/Services	12/31/2003	\$280
Colorado Plastics	Boulder	Manufacturing	5/7/2001	\$750
Datex-Ohmeda, Inc.	Louisville	Manufacturing	6/1/2000	\$750
Flashback Video Productions	Boulder	Video Production Services	10/18/1994	\$230
Flatirons Pro Golf, Inc.	Boulder	Services	8/29/2000	\$230
Independent Motors, Ltd.	Boulder	Automotive Sales	5/10/2000	\$750
Mortgage Solutions	Boulder	Mortgage Broker	10/7/2004	\$295
One Hour Photo Express	Boulder	Services	5/10/2000	\$280
Peer Digital	Boulder	Services	3/2/2001	\$230
Pennant Investment CO.	Boulder	Financial Consultation/Services	4/24/1990	\$280
Wild Oats Wellness Center	Boulder	Holistic Medicine	6/22/1999	\$240

Data Creates Information

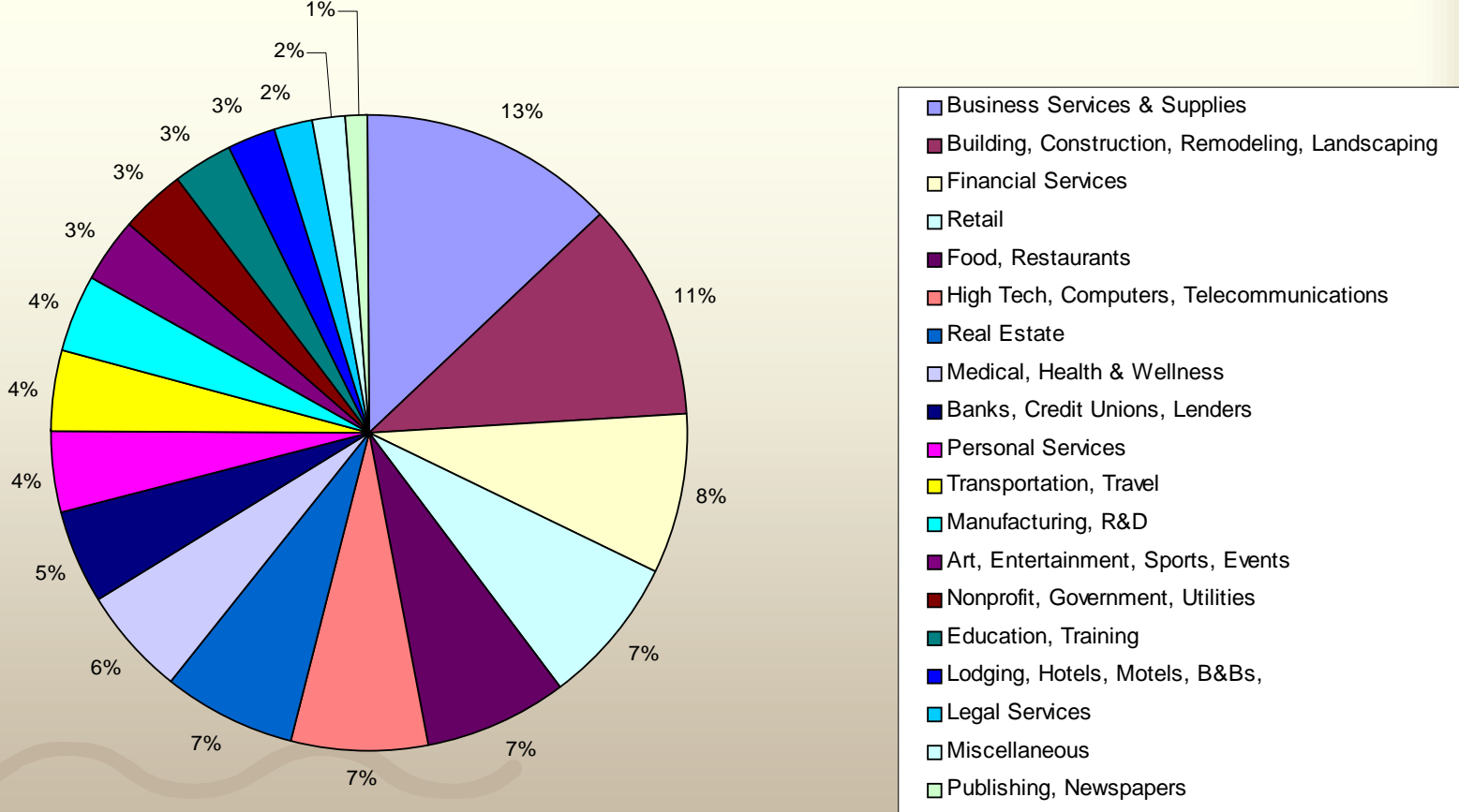
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By Segmenting Members By Groups

- Industry sector
- Size of organization
- Location (e.g., zip code, city)
- Length of time as a member
- Reason for joining
- Engagement level
- Types of engagement (e.g., programs, benefits)

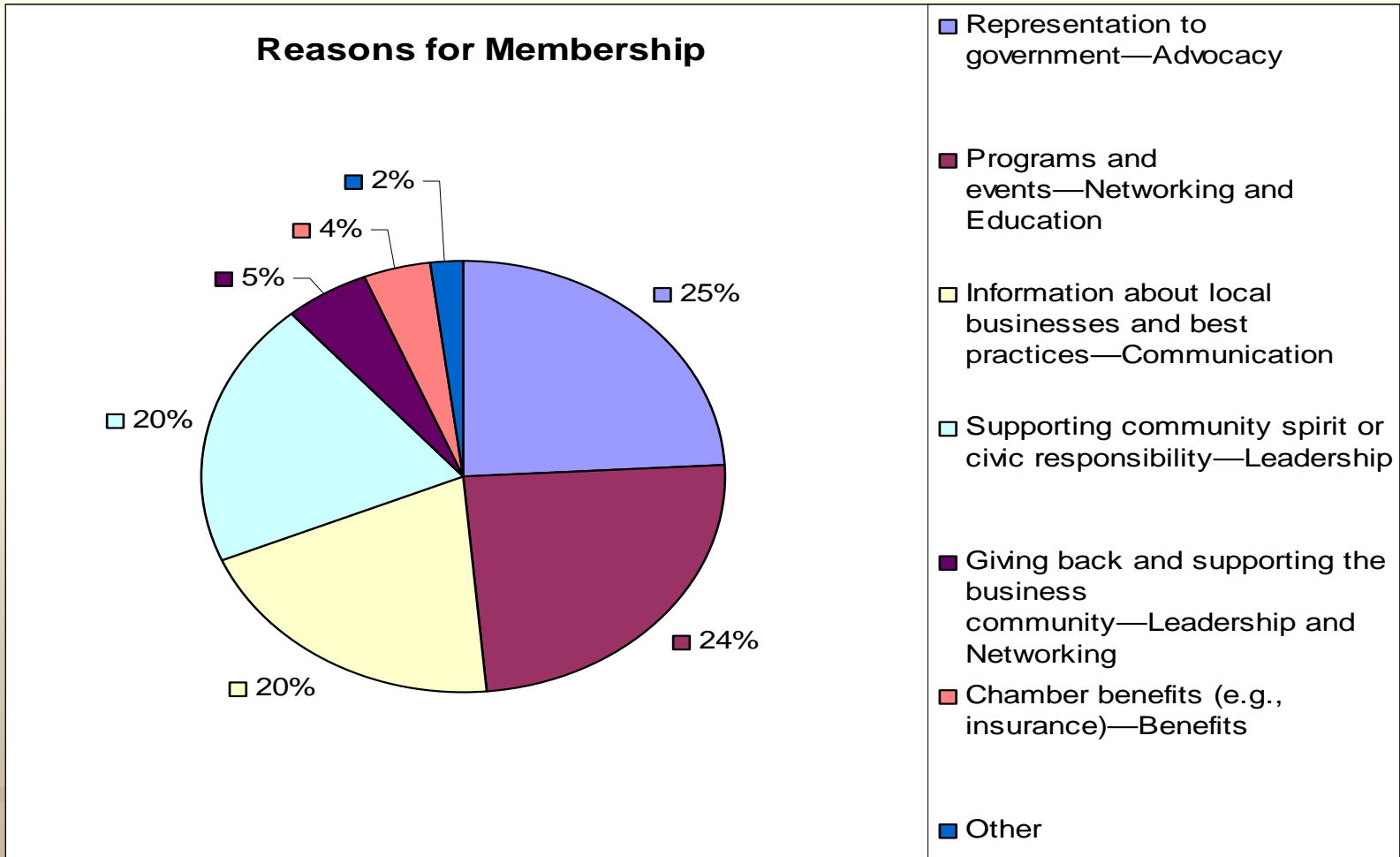
Member Companies by Primary Category

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Reasons for Membership

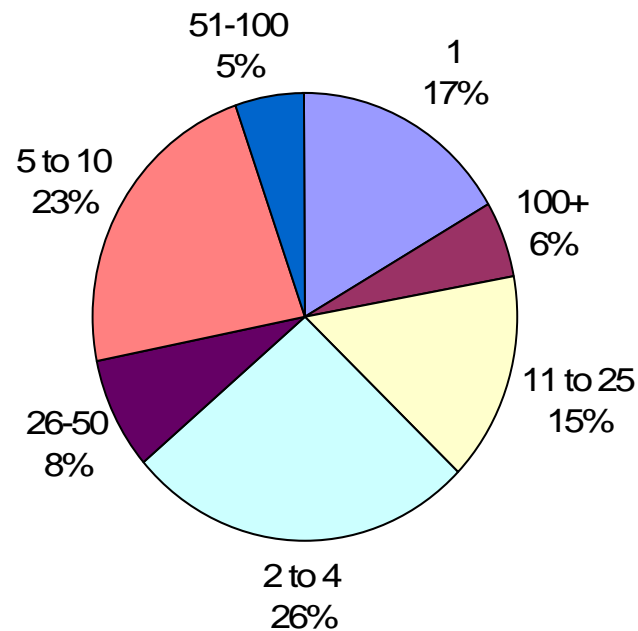
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Member Companies by Size

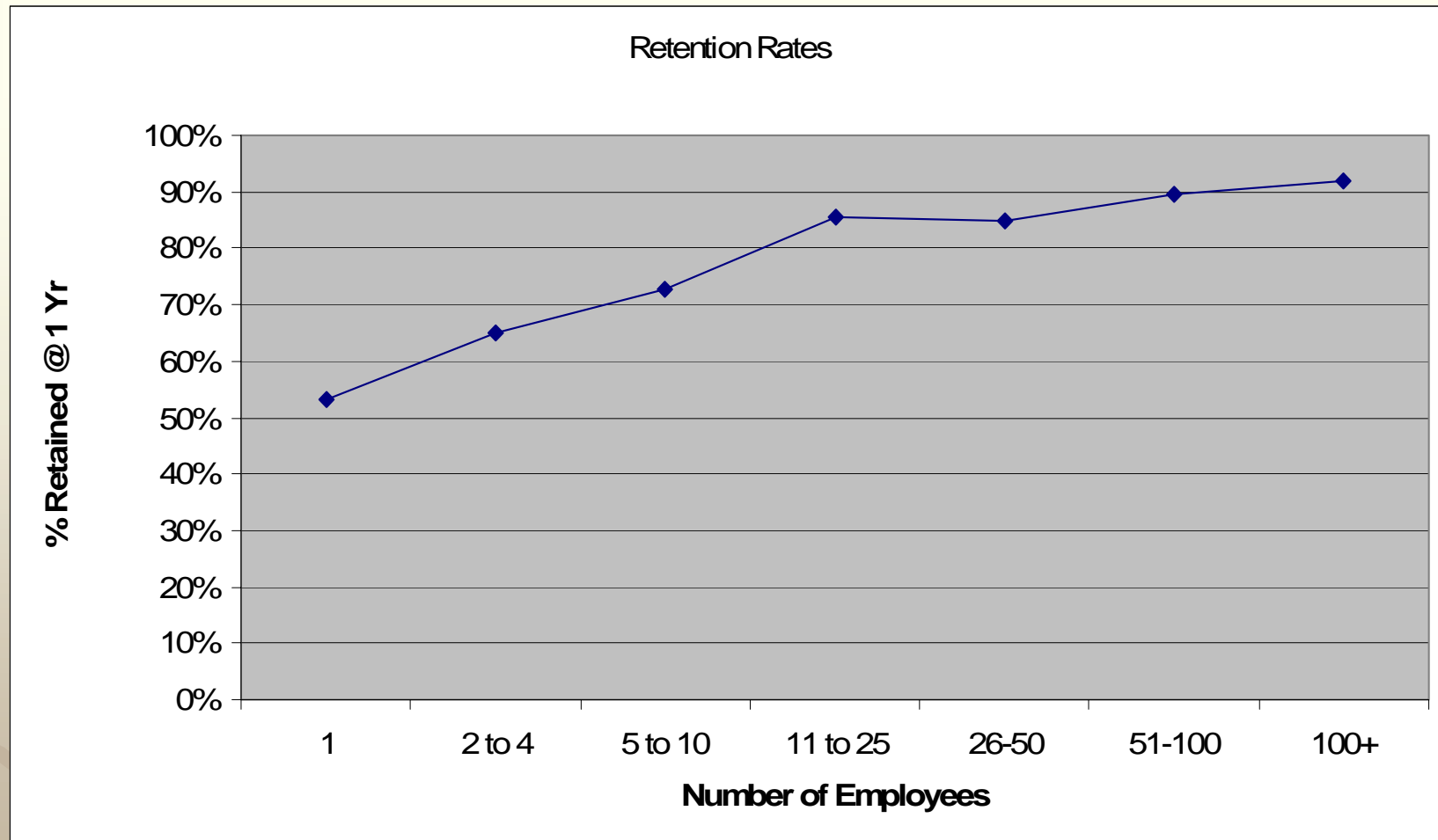
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Number of Employees



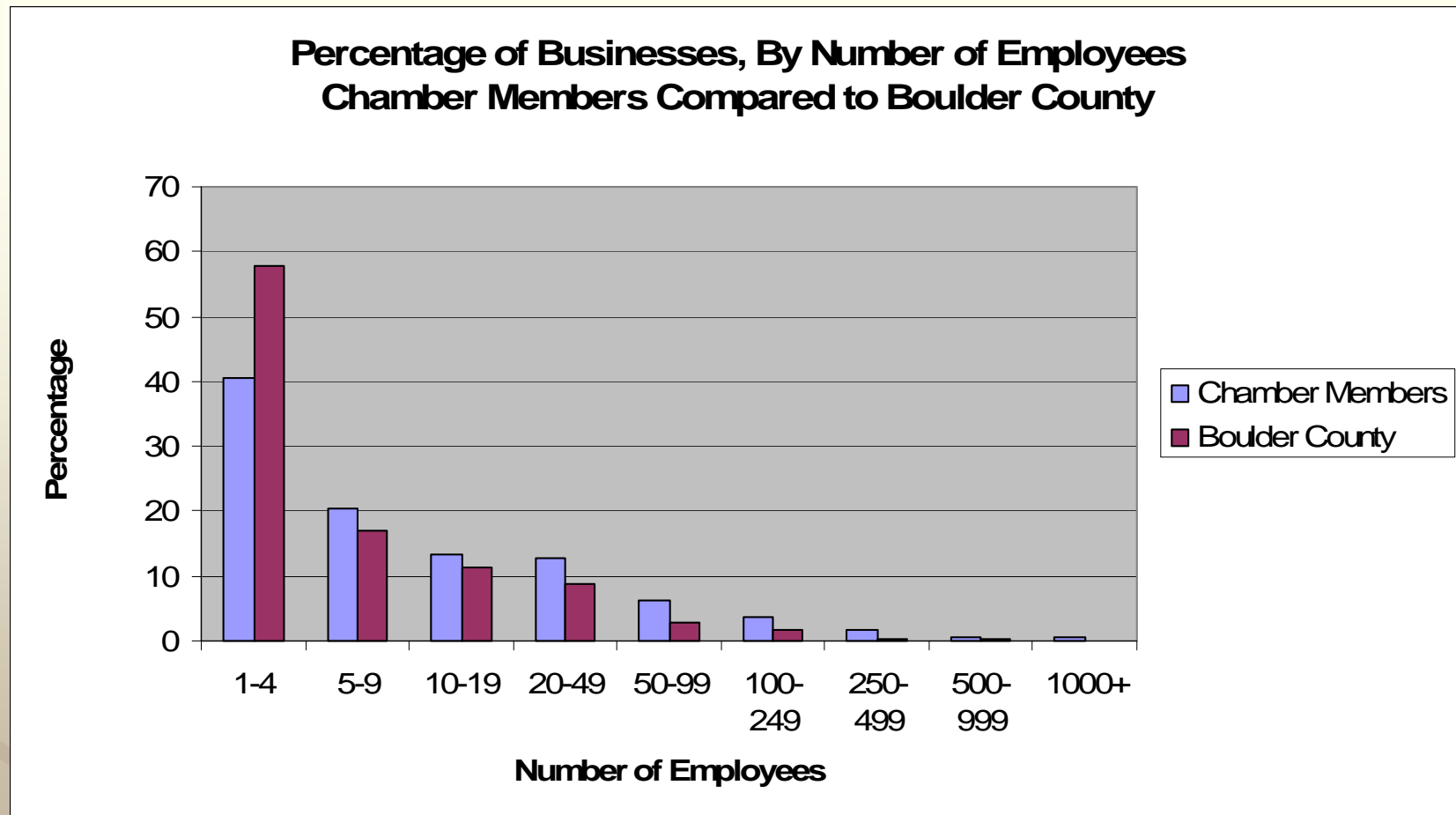
Information Creates Knowledge

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Comparing Trends

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Member Intelligence Provides Insights and Projections

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- Who would likely sponsor a hole at the upcoming golf tournament?
- Whose engagement level has dropped and more likely to drop?
- Whose engagement level has increased and likely to be interested in new opportunities?
- Who needs to be contacted/re-engaged immediately to enhance retention rates?
- Who wants to participate, but may need encouragement?
- Who is most likely to be interested in a new affinity program?

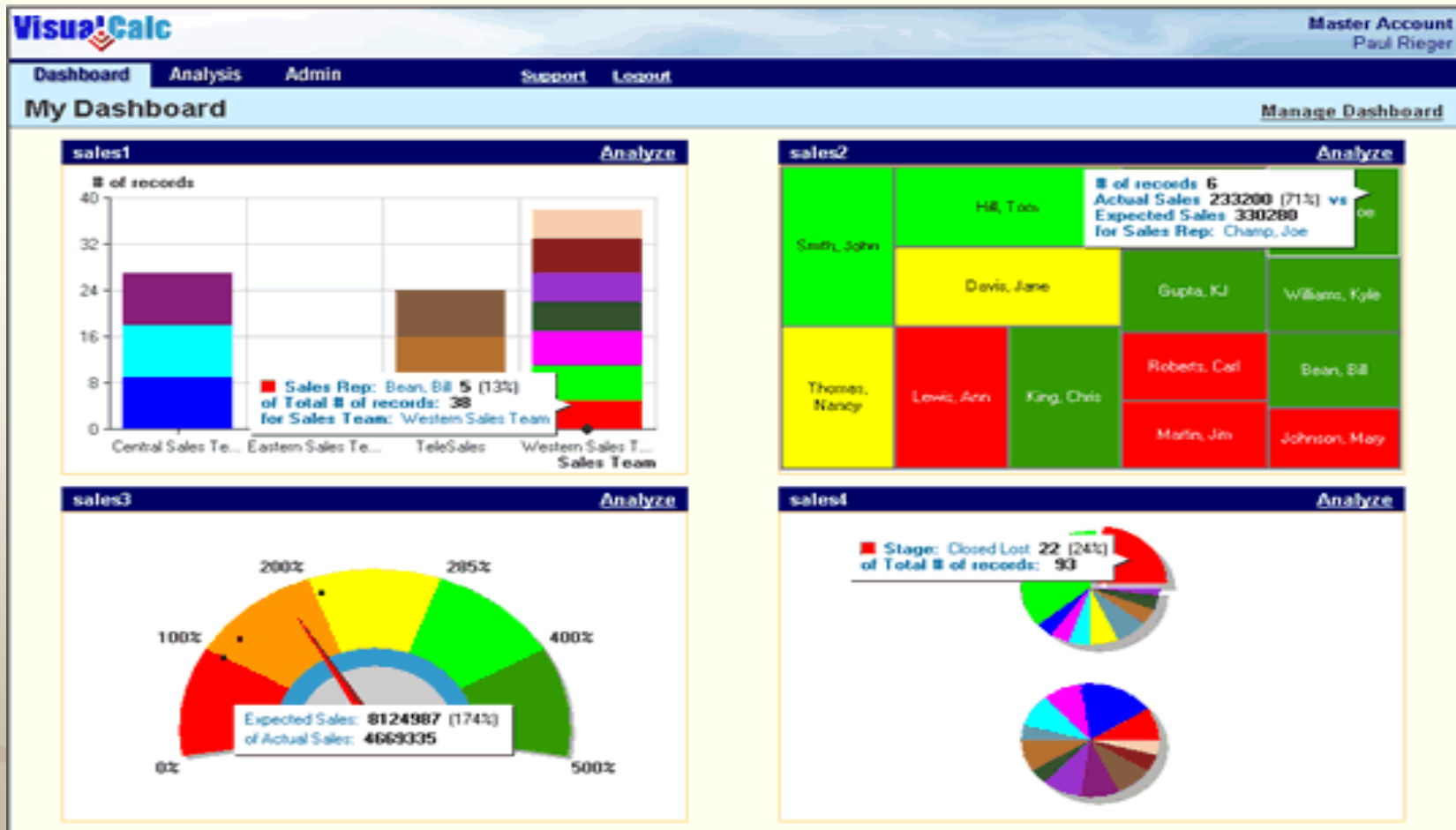
Dashboards Make it Easy to Manage Member Relationships

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- # of new members this month
- # of lapsed members this month
- # of renewals this month
- # of members with increased engagement
- # of members with decreased engagement
- % of 'ideal members'

Sample Dashboard

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Explore the Difference Between Satisfied and Loyal Members

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- **LOYAL MEMBERS:**

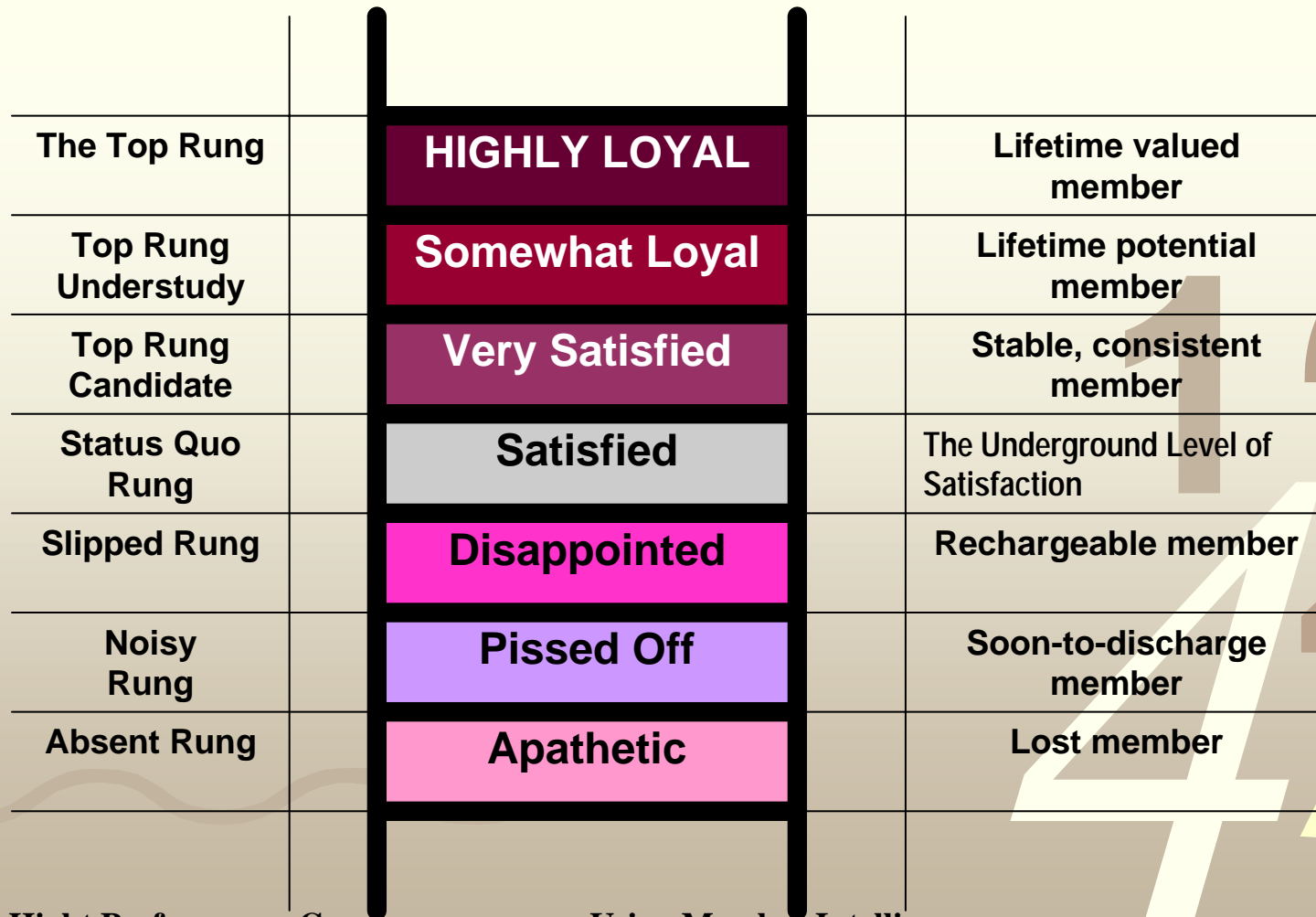
- Are champions and support your goals
- Tout your accomplishments
- Refer everyone they know
- Are active investors and highly engaged
- See a mutually beneficial relationship with you
- Have the highest Lifetime Value

- **SATISFIED MEMBERS:**

- Support most of what you do or offer
- Sometimes or rarely refer
- Engage when it's convenient or inexpensive
- Rate loyalty based on the most current experience
- Don't believe their needs are being met by you
- Have medium or lower Lifetime Value

Member Loyalty Ladder

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How is Loyalty Developed?

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- Use of high quality services and products
- Consistent positive experiences
- Personal relationships
- Regular and consistent two way interactions
- Timely and responsive communication
- Deep knowledge of what members want and proving that for them

Develop Member Migration Strategies

B (Medium Profitable Members: Nurture)

- High potential to be A members
- Ideal Member characteristics
- Medium-high engagement and transactional values
- *Maintain top-quality service*
- *Build stronger relationships*
- *Offer targeted opportunities based on their profiles and interests*

A (Highly Profitable Members: Maintain)

- Ideal Members with high ROI for Chamber
- High engagement and transactional values
- Enjoys loyalty benefits
- *Ensure top-quality service*
- *Offer unique and targeted opportunities based on their profiles*

C (Medium Profitable Members: Expand)

- Repeatable non-dues transactions
- Low-medium engagement and transactional values
- *Keep them satisfied*
- *Maintain level of service*
- *Consider which members are migratable to "B" level*

D (Low Profitable Members: Engage)

- Members who may migrate to C or B level
- Self-joiners or recruited from campaigns
- Low engagement and transactional values
- *Consider how to engage new members*
- *Identify ways to increase profitability*
- *Use resources effectively*

Where Do You Start?

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1. Commit to honoring a data-culture
2. Identify what you want to know on a regular basis
3. Integrate all data points and push toward full compatibility
4. Develop fields and reports for analyzing data
5. Clean up existing data in the member base
6. Edit, create, and populate all fields
7. Set up streamlined procedures to save time and eliminate duplication of data entry
8. Train staff to use new systems and procedures
9. Run reports, analyze results, and refine processes
10. Enter data on a consistent basis

Strategies for Managing Member Relationships

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- Know your members—who are the ‘ideal’ ones, the ‘at-risk’ ones, and which ones are ‘migratable’
- Observe patterns, proactively engage with members
- Maintain regular two-way communication venues
- Resolve issues timely, follow-up, and follow through
- Develop relationships with members and make all interactions personal
- Target benefits and communication to the audience
- Train staff, be member-centric, demand excellence

Strategies for Member Migration

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First, do the following:

- Set criteria for each of the loyalty categories
- Differentiate the criteria for high, medium and low for each loyalty category
- Rate each member as being high, medium or low for each loyalty category
- Identify members with the highest potential to migrate to the next loyalty category

Then, adopt the following:

- Allocate resources to proactively work with migratable members
- Explore the needs and interests of members
- Target opportunities and messages to specific members
- Observe interactions and changes in behavior
- Reward positive behaviors and loyalty

Strategies for Monitoring Member Intelligence

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- Run reports on a regular basis
- Analyze results to identify patterns and trends
- Compare patterns and trends over time
- Identify key themes and insights
- Forecast opportunities and threats
- Explore strategic options or actions
- Define action steps, as needed
- Measure outcomes on a regular basis

Summary

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- Clean, consistent data is the key to understanding members
- Most member databases are under-utilized
- Loyalty can be influenced
- Member intelligence leads to better recruitment and retention
- Member intelligence increases revenue
- Resources (time, money, staff) can be allocated proactively to manage relationships

For More Information

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- Learn about CRM (customer relationship management), data mining, and business intelligence
- Read books on how to develop loyalty and recognize trends
- Discuss ways to maximize your membership software with your vendor
- Contact us regarding member retention tools, services, and resources
- Evaluate your member intelligence capability