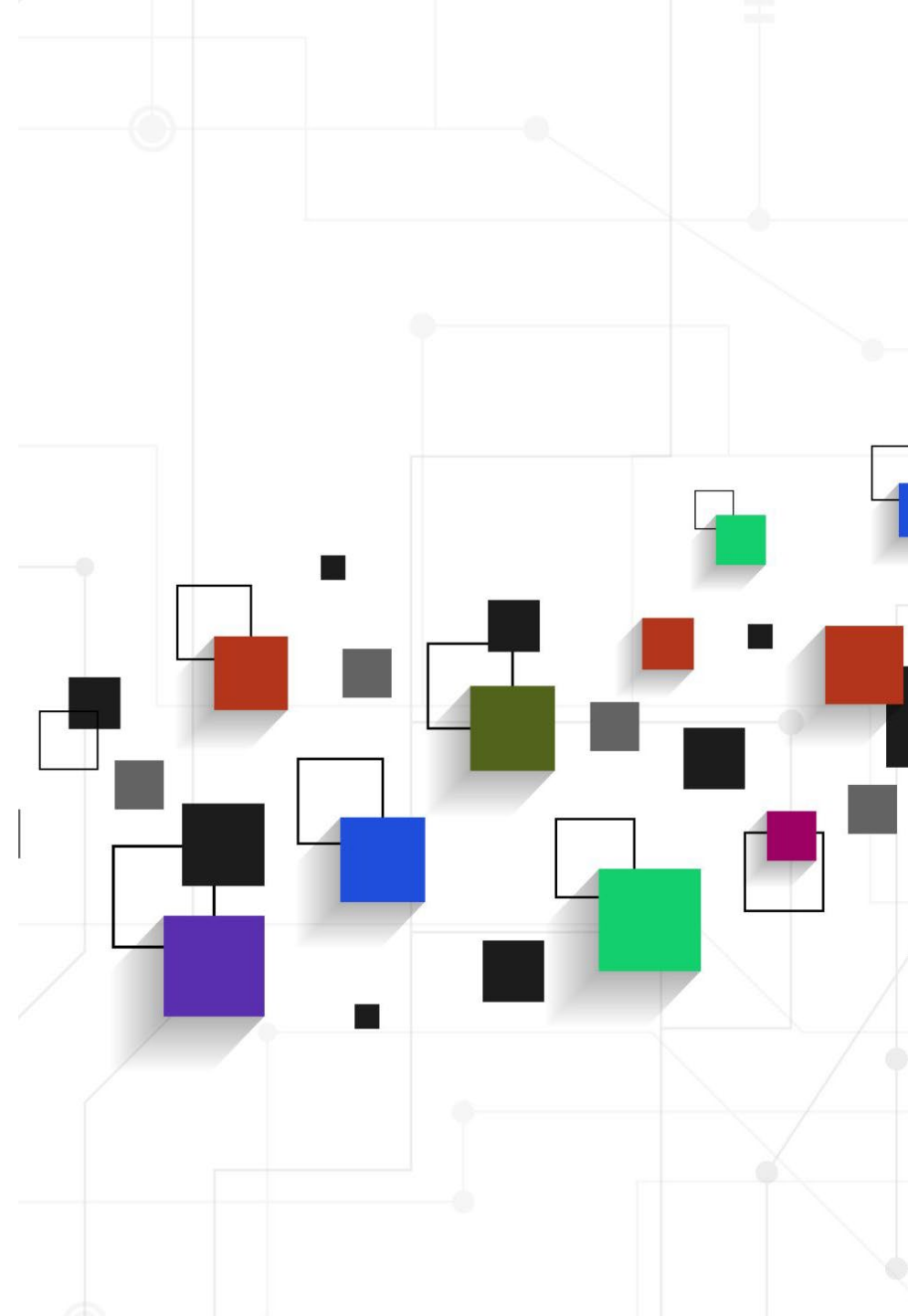# A Practical Guide to Ensuring Your Membership Model Delivers Powerful Value

PRESENTER: BELINDA MOORE

Who attended my session last week?

Agenda

- **Part 1**: Membership Models
- **Part 2**: Member Value Framework
- **Part 3**: Q&A … your questions answered.

FYI - I'm happy to share the slides and the session will be recorded. Feel free to ask questions in the chat.

Part 1: Membership Models

There are no "wrong" models.
Every model is right for someone.

But not every model is right for your association.
Choosing a model aligned to the pathway you are travelling is critical.

Many factors are combining to change the operating landscape

- Technology

- Competition.

- Generational.

- Work and lifestyle.

- Connection and communication.

- Communities and tribes.

- COVID-19.

Associations must evolve to adapt.

- Society has changed and our association need to evolve to adapt.

- 'Tinkering at the edges' is not an effective strategy.

- We must ensure we are maximising the positive impact we deliver for those we serve.

If we were to open our doors for the first-time tomorrow … what would our membership model look like?

Building aligned business models.

- Traditional "Service Provider" models (Association = knowledge and content creator)

vs

- Contemporary "Community" models (Associations = facilitator or platform)

	Traditional (Service Provider) Models	Community (Platform) Models
Role	Association provides services to members. The focus is on recruiting, retaining and engaging members.	Association fosters a community of paid and free participants. The focus is on nurturing a strong and engaged community.
Membership Fees	An annual membership fee that can be paid in instalments over the course of the year. May have a free e-news for non-members.	Free and paid membership options. Paid version often a subscription (eg: monthly) and automated (direct debit).
Non-Members	Limited engagement (if any) at a higher fee. Seen as a "lesser" participant.	Significant engagement. Are welcome community participants. Can pay for additional benefits and upgrades.
Groups	Association manages groups. Fewer groups, little duplication. Groups not controlled by the association are discouraged.	Many groups with lots of duplication. Groups self organise on the association platform. Association may manage some "core" groups.
Income	Most income generated via activities provided by the association. Eg: membership fees, events, sponsorship, third-party programs, and services.	Leverages new income streams via the platform (eg: micro-transactions, research, ad-targeting). Often still generates income from traditional sources.
Content	The association tends to create and distribute most content. Association tells and informs members. Most member engagement is with the association or via its activities	Both free and paid community participants create and distribute majority of content. Association generated content is around community facilitation and "core" activities.
Services	Prefers to own and/or control the majority or all products and service.	Fosters a vibrant marketplace where competing quality suppliers are welcomed (entitlements likely differ from other participants).

Traditional Website

🏠 **Home**

🔍 Directory

❓ Q&A

✉️ Messages

👥 Groups

📅 Events

🛒 Store

📖 Resources

🎞️ Videos

🗄️ Jobs

🔖 Suppliers

⭐ Supporters

⚙️ Admin

ⓘ Help

Welcome Belinda to the Answers for Associations Community!

Take a look around and explore, or you can:

Make a Post or **Ask the Community**

Post to your contacts   **Post →**

Your News Feed: Shown Chronologically:

Angela Shelton 🔵 shared a video   33 minutes ago ✓
CEO & Association Industry Connector at Answers for Associations

My biggest takeaway from this session was ... The way we went into 2020, is not the same way we are emerging from 2021.

Our teams have had to overcome various challenges and what we once knew of a person may not be the case today.

These are some great questions to ask yourself between now and the end of the year.

1. How are my team motivated?
2. What are some things I can do to draw on their strengths?
3. How can I support and/or mitigate some of their weakness'?
4. Identify areas for development.
5. Show a level of support that connects with your team's motivation.

Answers for Associations 🔵   3 hours ago
Connecting you with your Tribe at Building healthier, happier communities

Answers for Associations

ⓘ Top Community Questions

● Board sitting fees   ›

● Looking for Member Journey Mapping Template   ›

● Hi there, I'm keen to see in a post covid environment, what type of su... ›

● Governance   ›

● Member Forums   ›

● Looking for Work from Home Policy   ›

● Do you know an awesome Brisbane based videographer?   ›

● Voting in virtual AGMs   ›

● Can you recommend a good Employee Assistance Program?   ›

● Grants platforms?   ›

View all community questions ›

📅 Featured Events

MEMBERSHIP MODEL AUDITS TIPS AND TOOLS
In this webinar Belinda Moore will share the process and key areas for consideration when undertaking a Membership Model review and tips for generating stakeholder buy-in.
THURSDAY 4 NOVEMBER | 9.30AM QLD | 10.30AM VIC/NSW
sms*

Membership Model Audits Tips and Tools
📅 4th November 2021 9:30 AM - 10:15 AM
View ›

FUNDAMENTALS OF DIGITAL MARKETING

Membership Model Options Include:

1. Existing – As is.
2. Existing – Different fee structure.
3. Service Provider - No Fees. Fee for Service.
4. Service Provider - Subscription (free & paid)
5. Service Provider - Subscription (paid only)
6. Online Community Platform – No fees.
7. Online Community Platform – Free & Paid.
8. Evolve via Service Provider to Community.
9. Mass Personalisation.
10. Benefits Sought Model
11. Contribution Model
12. Market Segment Model
13. Partner Funded Model.
14. And more …

Membership model creation considerations.

- Alignment with Vision and Pathway.
- Intuitive Membership Structure
- Technology, Data, and Reporting.
- Governance & Decision Making Pathways.
- Component & Volunteering Pathways.
- Product & Service Offering.
- Revenue Sources & Sales Frameworks.
- Branding & Positioning.
- Staffing & Culture.

Potential challenges?

- Appetite to evolve vs transform – or take the journey.
- Buy-in by members and/or decision-makers.
- Technology selection.
- Transitional resourcing.
- Shift in workforce requirements.
- Potential cultural shift required.
- Funding shift execution.
- Transitional planning.

Functions impact model choice.

- Mobilisation.

- Representation.

- Participation.

- Service Provision.

- Community.

	Mobilisation	Representation	Community	Participation	Service Provider
Purpose of Membership Model	To gain as many adherents to the cause as possible and motivate them to action.	To provide strength in numbers, funds and influence by target members who can provide one or more of these.	To build a large and active user group who habitually engage with others in the community.	To generate sustainable participant numbers by getting non-members to try, commit and progress along pathways.	To generate an ongoing source of active users of association products and services.
Membership Fees	Low or non-existent to reduce join barriers.	Can be quite high. Often sliding scale or tiered.	Often subscription model or freemium.	Fees often tiered by participation level.	Often medium to higher fees to fund services.
Comms Strategy	To motivate members to act on behalf of the "cause" in specific ways.	To unite members behind the cause being advocated to ensure ongoing support.	To get participants to share content and engage with each other.	To get members to regularly participate and increase skills.	To get people to use products and services.
Content	Raise awareness of issues, inspire action, and feedback on progress/results.	Raise awareness of issues, consult on position, and feedback on progress/results.	Most content created and distributed by participants.	Content designed to build sense of team for "stickiness"	Most content created and sent by the association.

Questions when reviewing your model …

- What is our purpose?

- Who do we serve to deliver that purpose?

- What activities do we undertake to advance our purpose?

- Why do we want a membership structure? Does it need to be paid?

- What do we like about our current structure?

- What problem are we solving by changing it?

- What membership model would best support us to sustainably provide those we serve with the functions required to advance our purpose?
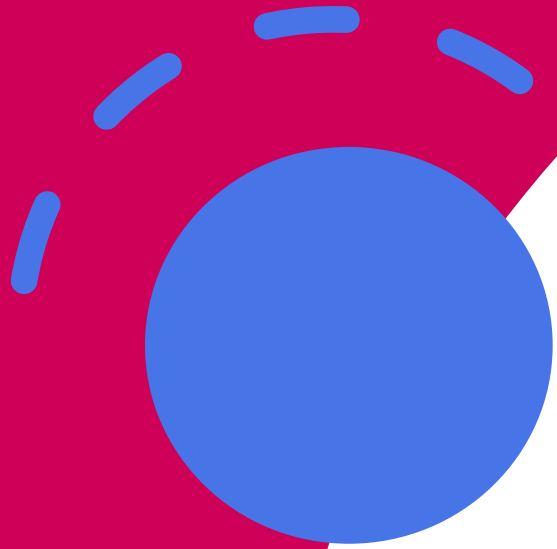
Elements of a Membership Model

- Eligibility

- Voting Rights

- Value Proposition

- Key Driver to Join

- Fee

- Payment Frequency

- Data – Organisational (if applicable)

- Data - Individual

- Useful data - For each category the # Current Members, # Prospect Members, and # On Database

Let's see a sample …

Questions?

Part 2: Creating Value

Value frameworks are the foundation of good membership models.

- Force us to understand what we need to deliver to have a positive impact on members.

- Focus our time and financial resources on delivering the biggest possible impact to those we serve.

- Help maximise aligned revenue generation opportunities.

- Provide a framework for evaluating, developing and implementing member benefits in a sustainable manner.
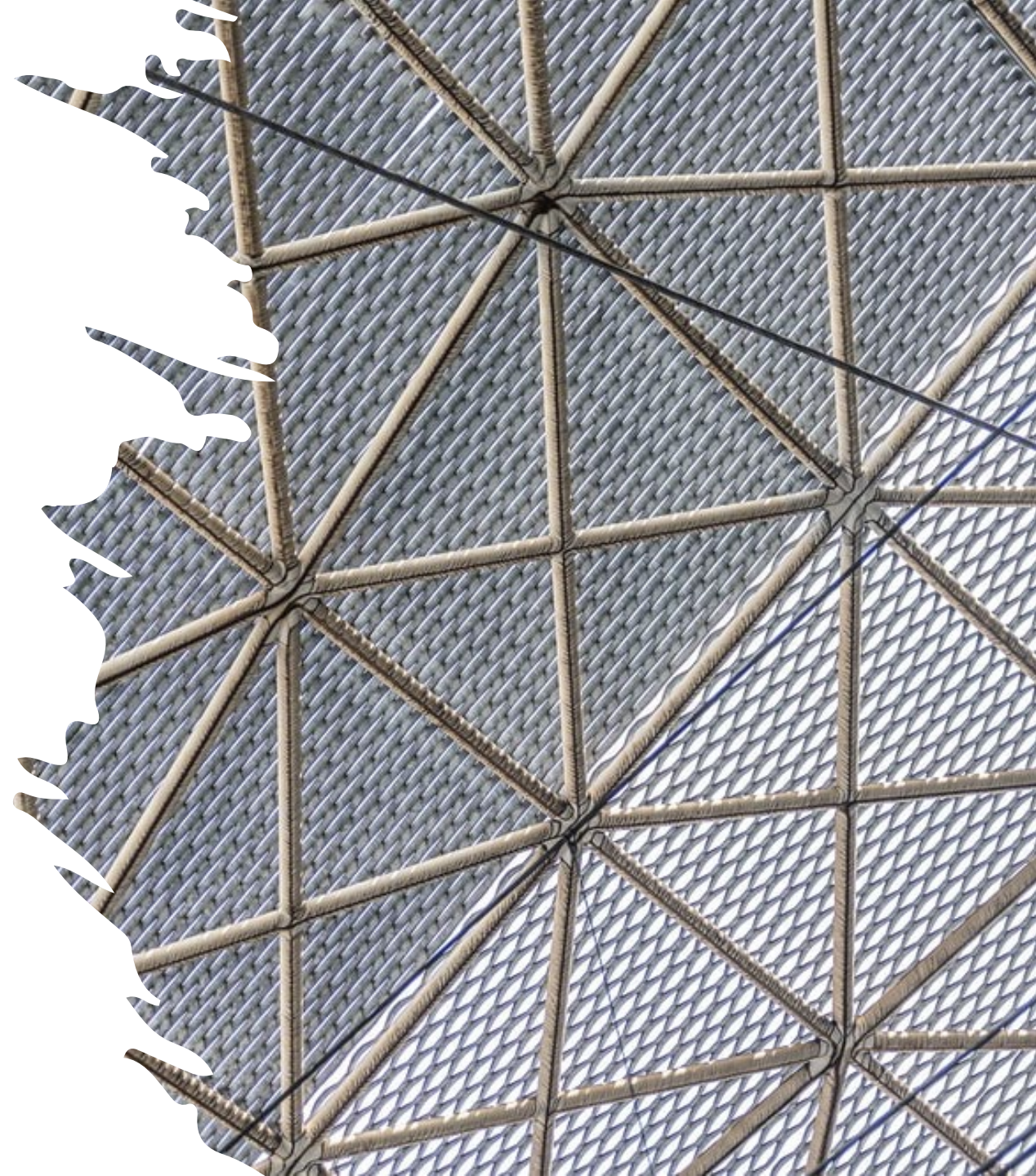
All benefits don't need to be accessible to all members.

Revenue Generation Opportunity Assessment

High Value, Scalable

- Third party programs.

High Value & Non-Scalable

- High value partnerships.
- Conference.

Revenue Opportunity Assessment Matrix

Low Value, Scalable

- Membership Upgrades.
- Micro-transactions.
- Community Revenue.

Low Value, Non-Scalable

- Consultancy
- Media Release Writing Service
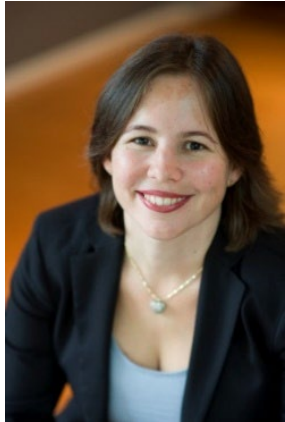- Face-to-Face Events

Elements of a Value Framework

List all benefits & features to support each benefits. For EACH feature note:

- Who can access it.

- Current or Potential Service.

- Revenue Opportunities.

- Marketing Automation Potential.

- Product Development Notes.

- Who – Allocation of Person Responsible.

- Action – Task required.

Part 3: Q&A

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sms*