

1. Organisational Mission

- Why do we exist?
- What is our purpose?

2. Role of Membership

- How does a membership program usefully contribute to achieving our purpose? Eg: Having a larger number of members gives weight to advocacy initiatives, Membership fees fund organisational operations, etc.

3. Strategic Approach and Objectives

- What membership strategy and goals will ensure our membership program contributes meaningfully to achieving our mission?
- What are the specific objectives to achieve in what timeframe? Eg: To grow our overall membership numbers to 4,000 members by December 31, 2018.

4. Impact of Data and Trends

- What are the key trends affecting associations that need to be considered? Eg: popularity of direct debit.
- What are the key trends affecting our industry or profession that need to be considered? Eg: increasing cultural diversity in our industry/profession.
- What is our data telling us that we need to consider? Eg: poor first year retention rates in specific segments.

5. Low-Hanging Fruit Initiatives

- What are the low hanging fruit opportunities for immediate improvement identified during the strategy development process that should be implemented immediately?

6. Roadblocks

- What are the roadblocks and inhibitors that will impact the success of our strategy?
- How can we mitigate the impact of these?

7. Offering

- Who are our tribes?
- What is our segmentation strategy and rationale?
- What is our value proposition for each segment?
- What are the pathways into membership?
- What products, services, events, and communications does each segment require to fulfil the value proposition?
- Are our membership categories, fees and payment receipt methods appropriate for our segment?

8. Processes

- Do we have processes developed, documented, and embedded into our systems for the following?
 - Lead generation,
 - Prospect relationship management,
 - Membership sales,
 - New member integration,
 - Member engagement,
 - Renewals, and
 - Reactivations.

9. Communications

- How can we ensure our data is consistently clean, high quality, and delivering the insights required?
- How can we improve our external, internal and key stakeholder communications?
- Are there any alliances with other organisations that would enhance the effectiveness of this strategy?
- How can we make our branding and collateral (online and offline) more useful?
- What sales collateral do we need? (eg: objection scripts).

10. Recruitment Campaigns

- What recruitment campaigns will yield the best return?
- What are the best channels, offer, and approach?
- What are clear, realistic measurable objectives and timeframes for the campaign? Eg: Run a reactivation campaign to reactivate 17% of lapsed members approached by DATE.

11. Resourcing

- How can we improve our technology to ensure it enhances the member experience and creates efficiencies?
- Do we have the right staff team to deliver this or are there skills gaps that need to be filled?
- Is there any support from Board or Volunteers required? If so, what is the strategy for managing this?
- Are there any other resources required?

12. Implementation

- Do we have clear, realistic budgets?
- How will we track and report on the success of the membership strategy against objectives?
- What is our plan for implementation? Have we allocated the right people to oversee the successful completion of all tasks? How will that process be managed?

For assistance with your membership strategy development please contact Belinda Moore, Strategic Membership Solutions via belinda@smsonline.net.au or 0413 190 197