

Making sense of a digital world

**Digital Management Academy**  
**Building stronger trade associations**

Digital Training Academy

Building a successful trade association involves tackling all of the challenges of a commercial business, plus those of a democratic representative body. Add in the extra challenges of the internet industry and online marketing, and it's no surprise that many trade association managers say it's a tough job! This workshop tackles a couple of the key issues you might face.



*Getting to grips with...*

# ***Building stronger trade associations***

***Key concepts and processes in use***



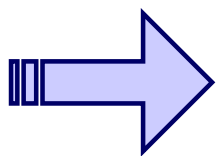
# ***This academy is a management workshop and covers:***

- **Common challenges IABs face**
- **Three particular issues to tackle**
  - Membership benefits**
  - Goals for your trade association**
  - Key performance indicators to monitor your trade association**
- **And a range of solutions**



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## ***About this workshop***



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# About this workshop

- This is a typical management consultancy workshop from Digital Strategy Consulting
- Digital's CEO was the co-founder of many IABs and other digital trade associations and held the UK and European IAB presidencies for four years
- The workshops are for management teams running IABs, and aim to share best practice from around the world
- They cover approaches, projects, strategies and ideas that have worked well
- Digital has been retained by many IABs to help with their operations, strategy, marketing, events, training programmes and for the coaching of their chief executives



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## Your agenda?



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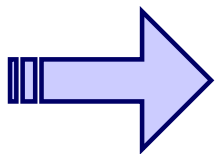
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# Today's agenda

Membership sales

KPIs

Setting goals



# **1. Selling membership benefits**

# ***Selling membership benefits***

- Many IABs have been keen to demonstrate the benefits of what they offer
- IABs need to market those benefits effectively to get the take-up with new members
- What tools and models are most successful?
- What's the difference between low level member payments and €20,000+ dues?
- What's needed to gradually change the process?
- How do you communicate the value of membership?
- What do members like most?

# ***Your goals, issues & problems***

- **Goals: boost membership**
- **Issues: complex offer, need to get market moving**
- **Problems: getting the take-up**

# 80 suggestions and tips you can use!

- Tips on marketing your IAB
- More tips on marketing your IAB
- Tips on packaging your IAB services
- Products you can give / sell to members
- Tips on pricing your IAB membership



## Tips on marketing your IAB

- Build a sales brochure
- Design simple web ads
- Create fresh advertising and communication
- Use your meetings and events as membership sales opportunities
- Use the idea of creating an internet marketing community to do this
- Use the IAB website to sell membership aggressively
- Treat your press coverage/events as ways to sell your IAB
- Look for strategic partnerships
- Create an advertiser advisory board to bring in the advertisers
- Newsletter subscriptions build your IAB's reach
- Newsletters can include sales messages and more useful information
- Create an 'IAB corner' in the industry's trade shows
- Always try building your database collection
- Get together the members at regular opportunities: this networking is valuable
- Make joining easy – a simple fee and a simple process
- Try creating a roadshow to take out to prospective members
- Run an open evening event for non-members to come and meet you



# More tips on marketing your IAB

- Invest in the powerful IAB brand mark; it's recognised the world over
- Get business leaders behind you; for new IABs start with the 'thought leaders'
- Create a standards & guideline brochure to take the message out and build readership / engagement
- Develop an IAB handbook
  - Simple market overview
  - Target smaller and medium size firms with a simple offer dozens can say 'yes' to
- Invest in your sales materials
- Create introductory meetings to let people know about your IAB
- Focus on education and encouraging people to learn about online
- Cooperate with related associations (but develop a clear plan)
  - Double attendees
  - Split costs
- Create a 'new member welcome pack'
- Think about a 'member get member' scheme
- Develop good e-newsletter

# Tips on packaging your IAB services

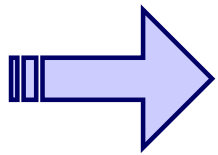
- **Five programmes of activity: Marketing, Research, Standards, Education, Government affairs**
- **Training: give discounts to members**
- **Research: give materials to members first**
- **Research: Give members more insights on the ad revenue report**
- **Credibility: Members enhance their reputation – being a member of IAB**
- **Follow best practices for customer relations**
- **Democracy: this gives them a vote in their industry**
- **Development issues: having the IAB lead on the market's growth**
- **Working groups focused on different topics**
- **Address online's future**
- **Consider a media credit system**
- **Look for high value services that won't cost you much to deliver**
- **Treat your committees as member relationship meetings**
- **Give all your members free and direct access to the European standards meetings and calls**
- **Consider legal service for members (partnerships)**

# ***Products you can give / sell to members***

- DVDs: IAB Spain's 'inspirational 2007'
- Working breakfast
- Access to lobbying meetings
- Web traffic audit robots list
- Sections within the national IAB website
- A monthly general 'town hall' call
- Background to standards and guidelines
- Networking with others in industry
- Media contacts database
- Conference event spaces
- Member dinners
- Annual dinners
- Christmas and summer drinks parties

# ***Tips on pricing your IAB membership***

- Low price to start
- Layered membership rate: large firms pay more
- Use price promotions
- Reduced entrance fees
- Price additional services extra
- Treat all events as revenue generators; always look for a small profit above event costs



## ***2. Setting goals for your IAB***

### ***Goal setting: questions***

- **What are the goals of your IAB over the next three years?**
- **Setting commercial goals for the business gives clarity, and setting market share goals for digital advertising gives a focus for members and the industry**
- **Do you have goals for membership growth?**
- **Do you have goals for revenue?**
- **Do you have goals for key projects?**
- **Do you have goals for the market share of online in the advertising mix?**

# ***Goals, issues and problems***

- **Goals:** Creating goals gives alignment, focus and motivation
- **Issues:** The goals may vary between different stakeholder firms. You may choose industry share goals or revenue or activity goals.
- **Problems:** Selecting the right goals. **SMART** targets – Specific, Measurable, Relevant, Attainable, Timebound

## ***Goals: hints and tips***

- **Example goals in the industry's activity**
- **'Softer' goals**
- **Specific project goals**
- **More specific project goals**
- **Financial goals**

# ***Example goals in the industry's activity***

- Helping online advertising double in size in 2 years
- Helping online advertising overtake radio by 2008
- Helping online take 10% of my country's advertising spend by 2010
- Helping increase online advertising market 40% every year
- Help the ad industry double every three years
- Or helping grow the ecommerce, email, IPTV or mobile advertising markets in the same way

# ***'Softer' goals***

- Put international advertising actors on the same page
- Build integrity of market by offering web traffic auditing which we hope to identify and implement with help of IAB Europe and national IABs – within 3 months
- Encourage investment in the online industry
- Establish consistency for the market
- To get online adspend estimated right

# Specific project goals

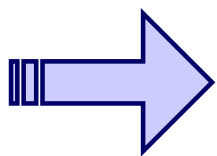
- Number of events: to run 1 seminar a month this year
- To get the IAB name into the press twenty times this year
- To visit every IAB member once a year
- To build the idea of members being part of a club, to feel like they're part of our family
- Deliver training courses to members and non-members twice in the year
- To build a new website with 1000 page views per week
- To increase our members (from 30 to 70 this year)
- To persuade 50% of advertising market's main companies to join IAB next year

# More specific project goals

- Get ad spend figures from Google and search players
- Reach marketers who collectively control more than €1bn of advertising
- Grow the membership so it covers a large share of the market
  - Ex US = 85%
- Reduce membership attrition
  - Ex US < 10% in 2006
- Members
  - 5 more creative agencies
  - 10 new members in 2006
- Media and press
  - Raise IAB brand awareness
  - Pre-test action
- Emails
  - 1000 emails on the database

# Financial goals

- To bring in €20,000 of sponsorship this year
- To hire one senior manager
- Talk to IAB Europe and national IABs about their service and get them to share programs, presentation materials, so we can offer more value for membership - 3 months
- Seminars: Fee for non-members, eg €200
- Raise membership fees no more than 10%
- Revenue goals: Increase the total revenue by €80k



## 3. *Setting key performance indicators*

# ***KPIs are***

- **The tools we use to measure the business**
- **An early warning system for business health**
- **A common currency**
- **A way of making the complex simple**

# ***Core KPIs in advertising sales***

- **Volume (of advertising)**
- **Yield (of advertising)**
- **Share (of the market)**

# ***Measuring your performance***

- **Like all businesses IABs need their own business plans and indicators. Having performance indicators lets you track progress over time**
- **What are the key performance indicators for success in your IAB?**
- **How can you track them and communicate them?**

## ***Examples of KPIs you might measure each month***

- **Marketing: column centimetres of press cuttings**
- **Membership: number of delegates participating at events**
- **Influence: advertising budgets of the marketers you've presented to**
- **Communications: number of mailings sent from your**

# Goals, issues and problems

- **Goals: prove effectiveness**
- **Issues: having to set up a young business**
- **Problems: needing to agree the right techniques**

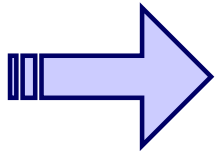
## KPIs

### Fast and easy to do:

- **Marketing: Number of people you meet**
- **Database: number of entries**
- **PR: number of centimetres of articles in the trade press that mention the trade association**
- **Classic documents: number of handbooks and brochures printed or circulated**

### Slower and taking more resources:

- **The € value of the advertising budgets in control by the people your events reached**
- **Service: The outputs of committees, working groups**
- **Awareness of the IAB brand and logo**



# ***Reflections***

## ***Reflections***

- **Develop the right benefits for where your market is at the moment: look for just what your own target members are after rather than what more advanced trade associations do**
- **Develop some clear goals, making them SMART objectives, and create something that is a vision they can all share**
- **Develop key performance indicators that enable you to track your growth and communicate the value and the success to your members**
- **Look for what you can implement quickly that will have big results**
- **Develop a clear package of membership benefits and communicate them regularly**

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# ***Building stronger trade associations***

***Key concepts and processes in use***



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