

# EXECUTIVE NEWS

Missouri Society of Association Executives

ISSUE 1 • SPRING 2018

Top Marketing  
Strategies for **2018**

**Millennial learners:** Creating  
connection in an era of disconnect



# Preventing Harassment & Discrimination In the Workplace

**Friday, May 11, 2018**

**8:30 AM - 2:00 PM CDT**

Go to [www.msae.net](http://www.msae.net) to register



Featuring **Karen Shannon**  
Director of HR and Business Consulting  
*Ollis/Akers/Arney.*

Every day there is a new story in the news about harassment in the workplace. Some of the highest profile situations are easily recognized as abhorrent behavior, but many more are simply the result of ineffective training and awareness. Join Human Resources expert Karen Shannon and the Missouri Society of Association Executives as we discuss how you can keep yourself and your board out of trouble, and provide a safe and comfortable workplace for your employees and colleagues.



MSAE has approved this course for 3 credits  
towards the CAE credential.

Contact: Jeff Leonard -  
[jleonard@msae.net](mailto:jleonard@msae.net)

**Your Professional Home**

**Courtyard Columbia**  
3301 LeMonde Industrial Blvd.  
Columbia, MO 65201  
(573)443-8000







4



8



12

## SUMMARY

- 3 A message from 2018 MSAE President, Keith Sappington
- 4 5 Out-of-the-Box Ways to Engage Members on Social Media
- 5 Top Marketing Strategies for 2018
- 7 What should happen after a successful trade show?
- 8 Millennial Learners: Creating Connection in an Era of Disconnect
- 11 "If You Were a Tree, What Kind Would You Be?" Acing the Interview
- 12 5 Steps to Create a Sponsorship Program that Increases Non-Dues Revenue

**Keith Sappington**  
President

**Sarah Luebbert**  
President Elect

**Kathy Pabst, MBA, CAE**  
Secretary Treasurer

**Jay R. Hahn**  
Immediate Past President

**2018 Directors**  
Emily Kampeter (Associate Member)  
Derek Leffert

**2019 Directors**  
Lesa Littty  
Kay Samuelson  
Casey Wasser

**Vice President, Membership**  
Anne Fehr

**Vice President, Education**  
Cheri Messerli

**Vice President, Community and Public Relations**  
Sherri Knoll

**Foundation Representatives**  
Doug Smith  
Jan Neitzert, CAE

**Executive Director**  
Ray Saputelli, MBA, CAE

**Layout & Design**  
Elizabeth Conaway  
Megan Sergeant

**Issue 1 - Spring: May 2018**  
**Executive News**  
PO BOX 1574  
Jefferson City, MO 65102

**WANT TO ADVERTISE? Contact Jeff Leonard at MSAE!**  
jleonard@msae.net or (573) 659-8898.

## FROM THE PRESIDENT

### Q & A With MSAE President

Get to know Keith Sappington, MSAE's new President



**H**ow did you get involved with MSAE? As Executive Director of the Missouri Assisted Living Association for the past six years, I experienced firsthand the value of being a MSAE member. Prior to taking on this position, I spent the majority of my career with the Missouri legislature, including 23 years as Director of Operations for the Missouri House of Representatives. So, coming into the association business was a whole new world to me. The best decision I made was joining MSAE.

As a member, it was extremely helpful to bounce off ideas with other members and use them as a sounding board for counsel and advice. MSAE also gave me the opportunity to network with other association executives, meeting planners, chambers of commerce and hotels. The second year into my membership I was asked to join MSAE's board of directors, which led to my current position as board president for 2017-2018.

#### Who is MSAE's new management partner?

As MSAE is focusing on meeting member needs and broadening services to expand membership, our board took on the task of identifying and retaining a new management company: Lutine Management Associates, led by Ray Saputelli, MBA CAE.

Ray, MSAE's Executive Director, has been

part of the association management community for more than 25 years and serves as Executive Director of the Mid-Atlantic Society of Association Executives (MASAE). He has also served on the boards of DVSAE and NJSAE and as President of NJSAE was one of the guiding forces in the creation of MASAE.

#### What are MSAE's key goals?

One of our goals is upgrading our website for a more interactive, user-friendly experience featuring useful information and tips, including industry and member news. Keep posted for the launch date!

We are also rebranding MSAE and hope to broaden our membership beyond the Jefferson City area. We see incredible opportunity branching out to the West Kansas City area and east to St. Louis. By doing so, MSAE will be in a stronger position to connect with more associations and provide more connections and more value to our members. Our desire is to become the go-to professional organization for association and meeting professionals throughout the region.

#### Why should you be a member?

Joining MSAE is just the first step. Don't let it stop there. Get involved by attending free member workshops and membership meetings and take advantage of online webinars and more. The value you'll find with member networking is unmeasurable.

Stay tuned for more good things to come!

**Thank you to our MSAE Featured Sponsor!**

explore **st. louis**



# 5 Out-of-the-Box Ways to Engage Members on Social Media

POSTED BY COLLEEN BOTTORFF

**W**hen I first joined Twitter in 2009, I was a 19-year-old concert junkie who thought it was the COOLEST thing to have a direct line to my favorite bands and their members. That summer, the Vans Warped Tour production team used the social media network to ask concertgoers to volunteer for a couple of hours, in exchange for a spot on stage during the set of their choosing. Um, excuse me? 28-year-old me is still reeling over how cool that was. And without a tool like Twitter, it would've been nearly impossible to pull off.

Using social media as a way to engage an audience in unique and unexpected ways has been a no-brainer to me ever since. These platforms' very existence depend on interaction. And as a member-based organization, fostering a sense of community is in your roots. That will always be true, no matter how communication channels change over the years. The real-time, highly visible nature of social media is just what associations need to create meaningful and continuous member engagement.

Here are a few thought starters:

## 1. Share their news and updates.

Step one? Follow your members back! Engagement is a two-way street, and half the battle with social media is participation. If members have something going on that would be relevant to the rest of your membership, share it! They'll appreciate the additional exposure. Plus, the more you make your association's

presence known among the conversation at large, the more people (read: potential members) will see you as a source of industry knowledge and community.

## 2. Praise your members - in groups and individually.

Everyone wants to be recognized when they've achieved something significant. Help your members stand out! Whether you acknowledge an individual or an entire team, you'll be accomplishing several things:

- Making the highlighted member or group feel special
- Encouraging others to work toward their own recognition
- Sharing proven case studies of accomplishments within your community or industry
- Igniting a conversation among members about this success and other best practices
- Opening the door for collaboration among members

## 3. Don't be afraid to ask questions.

Stuck on a detail for an upcoming event? Why, I can't think of a better resource for figuring out what the people will want to see than the people themselves! Promote a survey on Facebook, put out a poll on Twitter, or just create a post asking for feedback. To go another route, simply asking for thoughts and opinions on certain topics is sure to spark some dialogue. You never know where a conversation could lead, so you have to be willing to implement these types of communications

in your strategy in order to find out!

## 4. Repurpose, reuse, recycle.

Whatever you want to call it, there's nothing wrong with taking content that was successful on Facebook and tweaking it to make more sense for LinkedIn. While social media platforms each come with their own unique set of nuances to navigate, chances are the topic of your content will resonate with followers across all channels if presented the right way.

## 5. Monitor your channels for opportunities to engage members.

Are there conversations going on that you can jump into? That's the beauty of social media - sooooo much is being talked about! Granted, the white noise of the Internet can become a little hard to sift through. Consider trying a free social media monitoring tool, such as Hootsuite or Buzzsumo, to more easily find relevant conversations and influencers.

Equally important is responding to comments, messages and posts you're tagged in - yes, even the negative ones. Be sure someone is constantly monitoring all of your channels so that questions and concerns can be addressed in a timely manner. It can be scary when there is negativity on your page for the world to see, but what's even scarier is an organization that puts up a front and isn't transparent with its members. Reply with tact and if the situation is deeper than it originally appeared, take it offline.



## COVER FEATURE

LIZ DUPONT

# TOP MARKETING STRATEGIES FOR 2018

2018 will be full of new, cutting-edge marketing strategies for associations, but if you're not at the forefront of the changes, you'll be left behind.

Like any other business track, marketing is continuously evolving as technology changes and consumer demographics and preferences shift. This perpetual change can make hard predictions tricky, but we certainly can look at trends in tech and consumer behavior to chart where things are most likely to end up.

In order to keep your association on top of the incoming marketing trends, we've compiled the top five strategies that will be critical to every healthy marketing plan in 2018. And since the best defense is a good offense, now is the time to start putting together your strategy and incorporating these methods into your marketing plans — so you can anticipate your members' preferences, and in doing so, better meet their needs. Let's get started!

## 1. ADVANCED PERSONALIZATION

You may be wondering why personalization is on this list. Hasn't personalization in marketing been a thing for quite a while now? Correct! But we're including it here not because we're lazy and want to recycle old material, but rather because personalization in 2018 isn't going away — it's just becoming more advanced.

No doubt your organization is already using some level of personalization in its marketing communication, by, for example, tailoring messages to various personas, or incorporating personal addresses using your audience members' names. However, you can take this to the next level even in your ads and other content by using technology that allows for "smart marketing."

This type of marketing requires some artificial intelligence and data gathering, but don't let that scare you off. After all, there's software for everything nowadays! Advanced personalization simply means that you incorporate data that you've gathered on website visitors and your current members into your advertisements and other messages. For example, now your display ads can not only address your target based on where they are in the customer lifecycle — they can even address your target by name!

So now your messages achieve a whole new level of one-on-one. It's this relational dimension that can set you up for better lead nurturing and even better communication with members once they join your association.

## 2. PUSH NOTIFICATIONS

If your association has a mobile app, chances are you're already using push notifications. But have you implemented them for your website yet?

Web push notifications are a more recent trend that's kicked off, and it's only getting bigger. The more ways you can stay top-of-mind in your members and target audience, the more opportunities you have for retention and new membership.

Web push notifications allow your audience to opt-in to receive messages on their desktop — even when they're not on your website. This creates a new avenue for you to engage your audience on your terms, and in ways that keep them coming back to your site to see what's new.

For the professional association, this means that you can send notifications anytime you release a news update or a new employment opportunity. This benefits your members by giving them up-to-the-minute information that's relevant and important to them. And when potential members opt-in, you now have a fantastic way to nurture these leads and keep them thinking about the benefits you offer to your members.

## 3. VIDEO CONTENT

Alright, we get it, video content has also been a thing for a while. What gives?

Well, the reason we keep emphasizing these trends that are already in motion is that they're only becoming more important to broad, all-encompassing marketing strategies for associations. And, video is one such trend that's not going anywhere anytime soon.

By creating your own video content that is humorous, or gives a behind-the-scenes look into your organization, or simply tells a story, you build a bond that is just not achievable with many other content methods. You provide a visual stimulus that can help solidify your members as being part of a common goal and purpose, while providing that relational aspect that we discussed earlier. But video goes beyond just engaging content. Even video ads are still a fantastic way to reach your audience.

Think of all the time your target spends on YouTube. This is the perfect place to host video ads that will be seen by thousands of viewers — giving your association better brand recognition and more opportunities to nurture current leads.

And, if you really want to be on the cutting edge, you can extend your video efforts into virtual reality and augmented reality. While these may seem like overkill in some scenarios, they are incredibly compelling ways to reach viewers and they show that you're more than ready to advance with the technology.

## 4. OPTIMIZING FOR NEW TECHNOLOGY

While we're discussing new technology, keep in mind that even if you're not necessarily using super-advanced and fancy tech, you still need to optimize your current marketing strategies for those who are using it.

Smart personal assistant devices are a hot item this year, as they allow a level of automation and convenience that is attractive to even the least tech-savvy consumer. However, they do mean that some shifting is necessary to ensure that your marketing practices can jive with the voice search technology.

The good news is that voice search technology uses most of the same web search principles as your average search engine. So, for the most part, if you've ramped up your SEO in the past, you're probably already pretty well optimized for voice search. There are a couple ways you can give yourself a boost though. One of these ways is to increase your longtail keywords. These are the longer, more nuanced or specific keywords that consist of several words or a phrase. When you incorporate more longtail keywords, you tend to be reaching out to a very specific niche — but a niche that is often much farther down the sales funnel, which is a plus. And, since people tend to get very specific when they're using voice search, implementing these longtail keywords can be an aid in voice search optimization.

Another way to help your voice SEO is by using schema markups. You'll need a coding buddy to help you with this one. Schema is essentially coding language that tells a search engine more about what's on your site (similar to metadata). By providing this schema, you're able to give more information to the search engine and return better results to users, while also giving your rankings a leg up. This is a crucial aspect to any marketing strategies for associations.

## 5. STRATEGIC CONTENT MARKETING

Unless you're a time traveler and you've just arrived here from 1994, we're pretty confident you already have a content marketing strategy in place at your association. But now, it's not enough just to have some decent content to attract website visitors. Rather, you need to have a variety of content tailored to people at specific points in the customer lifecycle (or, in the case of associations, the membership lifecycle).

What this means is that wherever someone is in the funnel, whether they're first discovering your association, getting ready to sign up, or have just taken the plunge, you have content for them that is relevant and provides information they need.

This takes planning on your part, as you consider all the various stages in your specific

lifecycle, and then consider what type of content is relevant and necessary for each stage. And, of course, it needs to be quality content and have a high level of engagement — so you don't just have to write a never ending stream of blog posts. Shake it up with fun videos, unique infographics, or personal interviews that give your target a peek behind the curtain of your association.

## APPROACH THE FUTURE PREPARED

As you can see, the greatest challenge in 2018 will be digging deeper into many of our marketing strategies for associations that are often taken for granted. But, these are the tools that will drive potential members further into the funnel and keep your current membership base intact, if only they are used correctly and in a relevant manner.



### Upcoming Events:

- **May 11** – Preventing Harassment & Discrimination in the Workplace, Courtyard Columbia, Columbia
- **August 7** – Missouri Event Summit - Joint Trade Show, Capitol Plaza Hotel, Jefferson City
- **September 17** – Board Meeting, Funfest and Annual Meeting Meadow Lake Acres Country Club, New Bloomfield
- **November 2** – Membership Meeting and Workshop. DoubleTree Hotel, Jefferson City

### Your Professional Home

## What should happen after a successful trade show?

Written by Katina Smallwood  
on January 05, 2018

**W**hether you are an association hosting a trade show or a business exhibiting at one, there is no doubt these events can be stressful. You spend most of your time (sometimes even a year or more) prepping for a couple of days that are gone in a flash. You may even feel relieved after the show days have come and gone, but if you think your work is done once the trade show ends, you are wrong. After the trade show is when some of the most important work is done. It's time to organize your new contacts and send a follow up message. But which step do you take first?

### Update your database

The contact information you collected from the trade show is perhaps your most valuable asset moving forward. It is almost impossible, however, to collect your data all in one place during the craziness of a trade show. Once you get back to the office, combine any contact information you collected during the show into one detailed document in your database. The more detailed and complete the data is, the better your future leads will be. If your contact information is incomplete, you can consider using a third-party service to complete the contact information. Also be sure to scan for any duplicates. You may have previously made a connection with the same contact at another event and already have them in your database. Be sure to note next to your new contacts where you met them. This will enable you to send targeted marketing messages related to the trade show to the correct lead group.

### Create a call to action

You will want to reach out to your new contacts as soon as possible, but you need to ensure your message addresses the right audience if you want their business or membership in the future. Current research states that most of your leads aren't ready to engage or purchase anything right away. It can take up to six to eight contacts for new leads to learn enough about your company or association to feel comfortable enough to spend money, especially if you have never personally made contact with them. In reality, you may have uploaded the contact information of other trade show attendees from a list provided to you at the event. If that's the case, you most likely didn't get the chance to meet with these attendees, but that's OK. You can start your email by saying something like "Sorry we missed you!" and then introduce your call to action. You can create an email that lists several calls to action in order to appeal to the different types of email recipients you are targeting. For example, you may link to a white paper or provide a link to subscribe to your newsletter. Offering trade show attendees goods or services for a discounted rate may be impetus enough to convert hesitant leads into purchasers.

### Utilize your geo-fence

If you used a geo-fence to send targeted advertisements to attendees during the trade show, you can send a survey afterward asking attendees to rate their experience at your booth. To encourage attendees to complete the survey, offer them a free promotional product or gift card for their participation. This type of follow-up is also a good way to put your company or association's name back in front of the attendees after the event. The survey results

will provide you with valuable feedback on ways you can improve your booth for future trade shows.

### Connect on social media

A good opportunity to connect with booth visitors during the trade show is to offer them an incentive, like an entry in a raffle, after they follow your association or company on social media. Pick one social media platform for them to follow or like you on so the process is speedy. Before you enter the visitor in the raffle, ask them to show you the follow or like on their phone. This strategy can be a great tactic to gain followers quickly during the show, but when your booth is jam-packed with people, it may not be realistic or practical to ask every person to follow or like your social media page. Additionally, some booth visitors may be reluctant to follow your page regardless of the incentive. As long as you have visitors give you their basic contact information, name and email address, you should be able to find their respective social media pages after the show. Once you establish the connection over social media, a good way to turn a cold lead into a warm lead is to engage. Don't just follow their Instagram or Twitter account. Take it one step further and comment on a photo or tweet at them. Your goal is to establish a relationship and build trust with your leads. If they become familiar with your company or association over social media, they will be more likely to buy your goods or services.

All of these necessary post-trade show steps can seem a bit daunting after your team and you have focused all your recent efforts on the trade show itself. Instead of stressing next time trade show season is here, let MultiView take some of the workload off of your hands. With our event targeting program, we can help you set up a geo-fence that will be sure to generate quality leads.





## COVER FEATURE

# Millennial Learners: CREATING CONNECTION IN AN ERA OF DISCONNECT

By: Aaron Wolowiec |

Just when you thought you've considered generational differences from every possible angle, another new consideration crops up: How are you creating connection and engagement for millennial learners? A simple Google search would suggest that millennials are lazy, attention deficit and entitled – and that's on a good day.

But upon further inspection, as we uncover the nuances of this often-misunderstood generation, we can quickly poke holes in these myths. And, as it turns out, the very same characteristics that make this generation of learners unique are the characteristics, when effectively leveraged, which can help speakers create an active partnership with millennials – an important first step in designing engaging learning.

Following is a selection of three millennial myths. Accompanying each is a “reality check” outlining an alternative interpretation of this commonly held misconception,

as well as a variety of strategies for leveraging these findings during face-to-face and digital learning experiences. (See the “Staying Relevant” graphic for a summary of these strategies along the three-part continuum: pre-session, during session and post-session.)

### **Myth 1: Millennials are lazy and not driven.**

In actuality, millennials strive to achieve work-life balance and:

- No longer value the traditional workplace rules.
- Don't want to be just another cog in the wheel.
- Value intangible work benefits.
- Are used to being flexible and doing things on the go.
- Are autonomous.
- Want transparency.
- Want to learn from experience.

As a result, leverage one or more of the following recommendations when designing learning:

- Consider shorter/flexible training days.
- Establish collaborative ground rules.
- Identify a clear roadmap for the day (and stick to it).
- Honor start, stop, break and meal times.
- Allow for participant freedom/choice.
- Provide hands-on opportunities/experiences.
- Accommodate individual/family needs.

### **Myth 2: Thanks to their obsession with technology, millennials have an attention span shorter than a goldfish.**

The truth is millennials are incredibly

discerning as a result of today's communication-rich environment.

- For starters, the volume of messaging has increased exponentially in the last 40 years.
- Millennials are forced to make judgment calls based upon headlines, photos and other key indicators.
- This has caused their time per message to significantly decrease.
- However, the total volume of consumed messaging over time has remained fairly constant.
- Rather, millennials have adapted to become more discerning in decisions about how to spend their time.

As a result, leverage one or more of the following recommendations when designing learning:

- Create a true partnership/relationship with learners to establish trust.
- Help learners personalize and process new information.
- Limit content only to what learners need to know vs. everything there is to know.
- Clearly organize key points.
- Remain vigilant when it comes to course pacing.
- Vary topics and activities to maintain interest.
- Illuminate key takeaways faster (and repeat them).

### **Myth 3: Millennials have seemingly immediate expectations for things like salary, promotions and workplace culture.**

In reality, millennials are ambitious and simply want to:



.....

**“The truth is millennials are incredibly discerning as a result of today's communication-rich environment.”**

.....  
**“Consider how you might better partner with your speakers in 2018 to more intentionally infuse these learning strategies into your upcoming annual conference and signature events.”**

- Participate and contribute in meaningful ways.
- Enjoy collaborative opportunities that allow them to stretch their creative wings.
- Explore entrepreneurial tendencies to pursue their full potential.
- Share new ideas and actively participate.
- Know they are adding value.
- Take their growth and careers into their own hands.
- Have a support system vs. participation trophies.
- Reward creativity/value both publically and privately.
- Help learners identify possible career paths/options and establish personal development plans.
- Develop meaningful recognition experiences.

What myths about millennials would you add to this list? In what ways have you leveraged these characteristics as opportunities to more effectively connect with and engage millennial learners?

As a result, leverage one or more of the following recommendations when designing learning:

- Communicate clear roles, responsibilities and expectations of learners.
- Create opportunities for learners to collaborate before, during and after sessions.
- Provide adequate feedback to learner ideas.

By the way, if these recommendations for designing engaging learning sound equally beneficial for other generations of learners – you’re right!

These ideas aren’t restricted only to millennials. Consider how you might better partner with your speakers in 2018 to more intentionally infuse these learning strategies into your upcoming annual conference and signature events.





# "If You Were a Tree, What Kind Would You Be?"

## ACING THE INTERVIEW

BY KAREN SHANNON

OLLIS/AKERS/ARNEY INSURANCE & BUSINESS ADVISORS -- FEATURED PRESENTER ON MAY 11. SEE PAGE 1 FOR MORE INFO.

**H**ave you ever hired a new employee and thought, "Where is the person I interviewed?" The interview was great, the candidate had all the right answers, they were enthusiastic about the opportunity and you could envision them fitting in with your team. But once they were on board, it didn't quite work out as you expected.

Whether you're a business owner, manager, co-worker or customer, we have all experienced the consequences when the wrong person is hired. Bringing new talent into an organization is one of the most impactful responsibilities of a leader – read on for insight on how to ensure you ace the interview for the new hire.

### You are representing your organization – so tread carefully

Hiring managers can bring risk to their organization simply with the questions they ask in an interview. In one example, an icebreaker question asked by an interviewer led to a pregnancy discrimination charge. The question: "When are you due?"

The selection process must be legally defensible. Many civil rights charges are the result of how interview questions are phrased. Hiring managers can create significant risk to a business simply by not understanding what interview questions should be avoided. Assessment tools, tied to the functions of the position, may also be used and should be one factor in the overall hiring decision. For example, a job offer was rescinded after an assessment tool identified the candidate would not be effective in leading meetings. However, no discussion occurred in the interview about the candidate's 20 years of experience leading meetings and conference calls. There are also highly effective assessment tools that are very useful after the hiring process that identify opportunities for training and development.

### Don't let your interview be ineffective

The job interview has always been one of the most commonly used selection practices. This is true regardless of two important issues: first, that regular interviews may not provide consistent results; and second, interviews have not always accurately predicted which applicants would be high performers.

Many interviewers fail to recognize how ineffective they are in this process. In a recent survey, 47 percent of hiring managers report they spend less than 30 minutes with a candidate before extending a job offer. Almost 60 percent of hiring managers share that they make hiring decisions solely on instincts. And among interviewers who have never been trained in this important skill, only 7 percent say they lack confidence in their ability to conduct an effective, legally defensible interview. In the same study, job applicants reported being asked questions such as,

- "If you were a tree, what kind would you be?"
- "What do you think of the artwork on the wall and why?"
- "What kind of animal would you be?"

Human talent has taken on a new strategic importance as organizations depend less on tangible products and more on knowledge and service. In many industries, organizations are chasing too few qualified candidates – a phenomenon which will worsen as more workers retire. Organizations cannot afford to stumble through ineffective selection processes; the repercussions are too costly.

### Ask about competency-related behaviors

The interview should be designed to predict future job performance reliably and accurately. Much of the time, interviewers simply focus on technical knowledge and experience. However,

to get a full picture of a candidate, interviewers should focus on competency-related behaviors as well as dispositions that relate to satisfaction, success or failure in a job. Competencies include those which are technical as well as behavioral, such as customer focus, building strategic work relationships, decision making, facilitating change or sales ability.

To have the greatest success in the selection process, hiring managers need to understand the difference in the information gathered from candidates when using situational versus behavior-based interview questions. Candidates with high cognitive abilities are more easily able to craft stories that describe how they will handle a future-oriented scenario. However, describing how you would handle a situation in the future does not always correlate to actual performance. Past behavioral examples are a much better predictor of how a candidate will perform.

### Make sure the candidate matches the organization

Candidates are also sizing up potential employers. The selection system must impress candidates and make them feel good about the hiring process, the people they meet and the organization overall.

It's equally important to gather information to predict the candidate's "fit" with the organization's core values and culture, such as "growth at any cost," civic responsibility or innovation. This is accomplished by asking what's important to a candidate and linking those needs to what an organization has to offer. Many times, turnover early in an employment relationship is due to the lack of "fit" with the organization or position.

Understanding how to gather the best information in an interview, including motivational fitness, results in finding the candidate that not only can do the job, but wants to do the job.

# 5 STEPS TO CREATE A SPONSORSHIP PROGRAM THAT INCREASES NON-DUES REVENUE

WRITTEN BY  
JULIE DIETZ

**S**ponsorship programs are tricky. Most associations have one (or have at least considered one), but are still fine-tuning the details. Is pricing too low? Too high? Do sponsors see the value in each sponsorship package? What do members think of the program?

And what about your association? Is your program effective at increasing non-dues revenue?

To create a great sponsorship program, you need to answer each of these questions and more, balancing the needs of your association, your sponsors, and your members. Below are five steps we recommend following to help create a sponsorship program that provides value to everyone involved.

## How to Create an Effective Association Sponsorship Program

### 1. Define Broad Range of Sponsorship Opportunities

While conferences and events tend to be the most common sponsorship opportunities, most associations have far more possibilities than they realize. Take a close look at your association's products and services to see where you can offer additional options. As you diversify your offers, you'll appeal to a wider audience and increase your chances of landing new partnerships.

A few common areas where associations accept sponsorships are:

- Conferences and other events

- E-newsletters and physical magazines
- Online communities
- Online educational courses and webinars, as well as in-person professional development classes
- Public websites
- Benchmarking surveys, reports, and other original research or publications

When considering these possibilities, make sure to consider how members will react to sponsors in each area. If a sponsor's involvement will only get in the way, such as an ad taking up too much space on your website and irritating members, then you may want to consider other opportunities. If you have unobtrusive ad space where you could highlight sponsor services that members find valuable, then you're on the right track.

### 2. Explain Inclusions and Responsibilities

For every sponsorship opportunity, lay out exactly what the sponsor will get and what they need to do to get the most out of your partnership. For instance, if someone sponsors your online community, they may get to add their name to a list of sponsors, be listed in a sponsor or vendor directory, and have blogging rights in the community.

If your sponsors get blogging or ad rights, give them guidelines on submitting material. Ad size and run time are helpful for people sponsoring your website, while the timeline for submitting blogs, as well as blog length, would be helpful for people posting in your community.

Make your sponsorship packages as clear as possible so prospects choose the right package for their needs and can build out their to-do list early on. It should be easy for your sponsors to take advantage of everything their package includes.

### 3. Highlight Benefits

Most organizations decide to sponsor associations to further business goals, like increasing brand awareness or boosting sales. That means to win sponsors you need to clearly explain the benefits of your association's program and how it helps organizations achieve their goals.

Whenever possible, explain benefits by providing specific numbers. Organizations that sponsor your e-newsletter, for instance, may reach 5,000 people every week. For those with established sponsorship programs, consider sharing anonymous numbers from past sponsors. Click rates, referrals, and revenue generated by past sponsors can be compelling for those who are on the fence about working with you.

### 4. Set Prices Carefully

Price is often the number one question people have when buying a product or evaluating a sponsorship offer. Set your prices deliberately, based on the perceived value of each package. Packages with tangible results (such as an online community ad with view and click metrics) or a demonstrated return on investment will likely sell for more than sponsorships where ROI is more qualitative, for instance.

Offer a range of pricing and commitment



choices to give sponsors choices. Sponsors could make a one-time commitment to support your annual conference or, alternatively, sponsor your event for three years. Your website and online community can also offer a range of monthly, quarterly, or yearly sponsorship package opportunities.

Once you've set your prices, make them easy to find on your website. If you don't want to publish pricing, make it easy for interested parties to get in touch with you for more information. You can also gate sponsorship pricing, asking people who are interested to fill out a form to receive pricing in an email. This second option is popular because it helps you gather additional information about potential sponsors while making it easy for organizations to get the information they need without contacting you.

**Expert Tip:** Don't just take a guess as to the best prices for each of your packages – research it. Look at what other organizations are offering and their price level to find a general market rate for your offers. Use that to guide your own prices.

## 5. Tailor Conversations

Each of your sponsors is unique and likely interested in achieving different outcomes. Have a detailed conversation with each organization or individual to learn about their goals and what they're hoping to get from sponsoring your association.

When you understand what people are looking for in their sponsorship deal, help them choose the opportunity that is most likely to meet their needs. If they want to increase brand awareness, they may want to place an ad on your public website. If they want to reach a specific group of people who may be interested in their services, however, sponsoring a chapter community or special interest group will give them access to the more targeted audience they want.

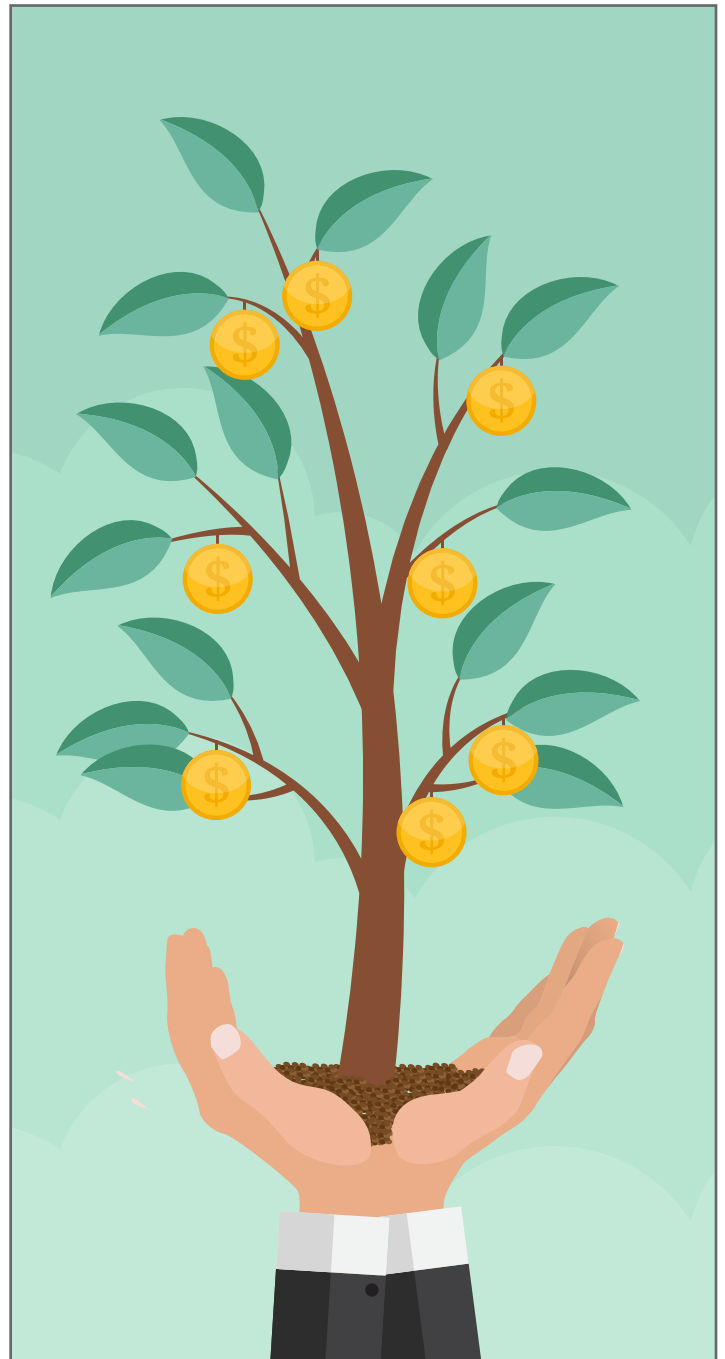
It's in your association's best interest to match sponsors to the right opportunity, because that will help your sponsors get more value from your program. And if they get value, they're also more likely to renew their contract, increasing your recurring non-dues revenue.

## Measure Your Sponsorship Program's Success and Make Improvements

The most successful sponsorship programs provide value to everyone involved – the association, sponsors, and members. Monitor the success of your own program by tracking sponsorship revenue, the ROI that sponsors are seeing (such as ad views, clicks, referrals, or revenue), and how members are responding to sponsors. Do they appreciate the added value?

Analyze the feedback with your team and make improvements where needed. When you strike the right balance, you'll encourage recurring sponsorships that provide a steady stream of non-dues revenue that helps your association do even more for its members.

**“Expert Tip: Don't just take a guess as to the best prices for each of your packages – research it. Look at what other organizations are offering and their price level to find a general market rate for your offers. Use that to guide your own prices.”**



Find one  
**JOB**  
Post one

Visit the new Career Center at [www.msae.net](http://www.msae.net)





GET  
FOC  
USED

★asae®  
annual  
meeting  
& exposition

AUGUST 18-21, 2018  
CHICAGO, IL  
McCORMICK PLACE

register  
today

## 2018 ASAE Annual Meeting & Exposition comes to Chicago

Join thousands of association professionals from across the world in your great city **August 18–21, 2018**. Chicago is the host of **#ASAE18**—at **McCormick Place**—where you'll get focused over three days of learning, growing, and networking. Equip yourself with resources, strategies, and solutions that will set your sight on success and help you create impactful results for your career and association. From learning labs to a robust Association Solutions Marketplace (Expo) filled with solutions providers ready to help you make your association thrive, everything you need is here to zone in on the future.

Start focusing on the future this year with our **Opening Keynote Yancey Strickler, former CEO and Cofounder of Kickstarter**. Plus, you'll experience Game Changers like Gabby Rivera, author of *Juliet Takes a Breath*; Rich Karlgaard, publisher and columnist with *Forbes*; Mark Manson, author of best seller *The Subtle Art of Not Giving a F\*CK*; and Seth Mattison, cofounder and Chief Movement Officer at Luminate Labs. Not to mention tons of Learning Labs, Master Classes, Deep Dives, and Express Talks to pick from.

Lastly, you'll experience Chicago in a new way. You'll make your way over the McCormick Square for the Opening Celebration, which will be transformed into a street festival with country singer Brett Eldredge headlining the main stage. The Closing Celebration features an evening at Soldier Field inspired by your favorite festival, Lollapalooza.

**Ready to be get started? We are! Register by the early bird deadline of 7/18 to save and help Chicago usher in the 2018 ASAE Annual Meeting & Exposition.**

Missouri Society of Association Executives  
PO BOX 1574  
Jefferson City, MO 65102-1574



Your Professional Home

Join MSAE and let us help you  
get to the top of your  
association management  
profession.

**MSAE can take you there!**

[www.msae.net](http://www.msae.net)



MISSOURI SOCIETY OF ASSOCIATION EXECUTIVES | PO Box 1574, Jefferson City, MO 65102-1574 | Tel: (573) 659-8898