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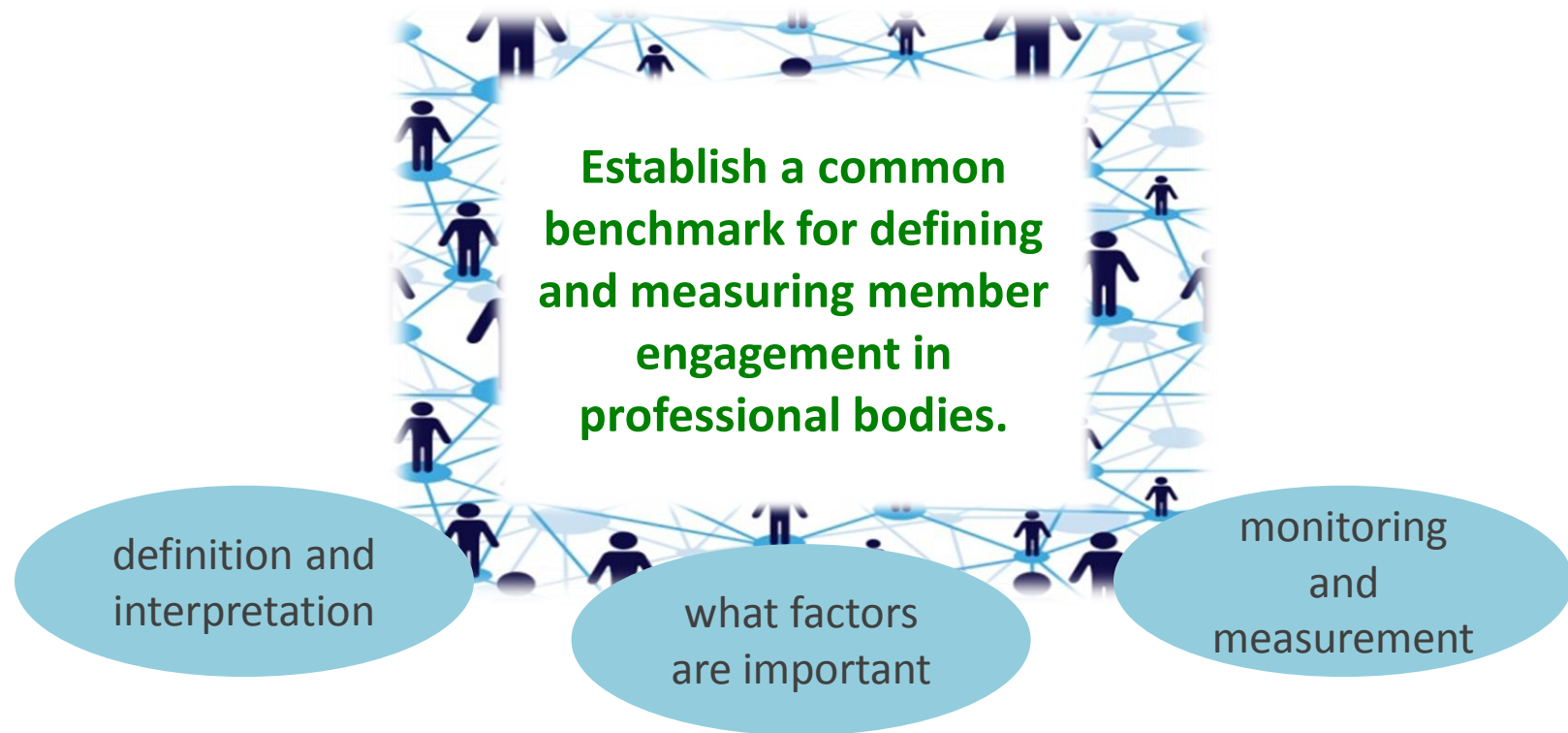# 2015 Member Engagement Survey

How will the results inform your strategy?

Some background…

Aims of the study – why do it?

Establish a common benchmark for defining and measuring member engagement in professional bodies.

definition and interpretation

what factors are important

monitoring and measurement

A valuable insight into current member engagement practices, enabling organisations to:

- assess **how they compare with others**, on individual measures and overall
- **build evidence** to support member engagement strategies and programme

How it began – the first Member Engagement Survey for professional bodies

2013

- **29 professional membership bodies** participated April-June 2013
- Survey covered a range of questions under four main headings of the Forrester model of customer engagement: **involvement**, **interaction**, **intimacy** and **influence**
- Output included overview of results - presented at MemCom 2014, and a **report** describing the key findings
- Working group was convened in Nov 2013 to look at **development of a scoring model**
  - enable benchmarking between organisations, overall and within subgroups
  - enable individual organisations to track progress over time

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Developments: the 2015 Survey

- **Mix of closed and open questions**
  - Forrester model headings; questions updated using learning from last survey
  - data collected via online survey
- Scoring model - **Member Engagement Score (MES)**
  - **MES Complete** – based on all measures (where data provided for at least 10 of the 28). To enable benchmarking against other participating organisations.
  - **MES Focus** - based only on those measures where data provided. To enable the organisation to track progress on only those measures used.
- **Analysis of responses**
  - Analysis of whole sample, plus some observations related to
    - requirement for membership in the profession
    - size (number of members)
    - sector subgroups (three possible: Accounting and Finance, Healthcare, Scientific)
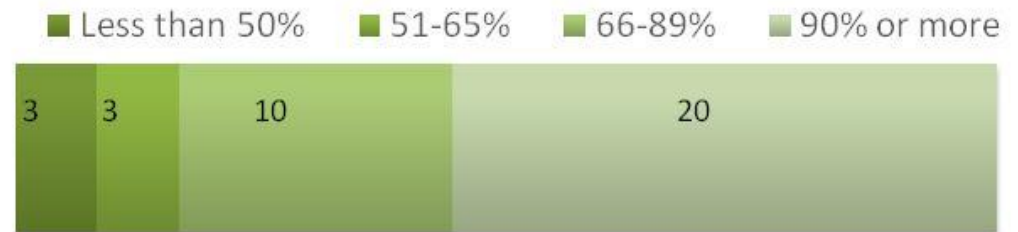
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Who took part this time?

- **36 professional membership organisations, representing a range of disciplines**
  - three subgroups for additional analysis: Accounting and Finance, Healthcare, Scientific

- **54% membership compulsory in some areas of the profession/not required but makes a significant difference to employment and advancement prospects**
  - 46% membership not required and makes a small difference or no difference

Organisation size (number of members)

50% Small < 20,000

32% Medium 20,000-80,000

19% Large > 80,000
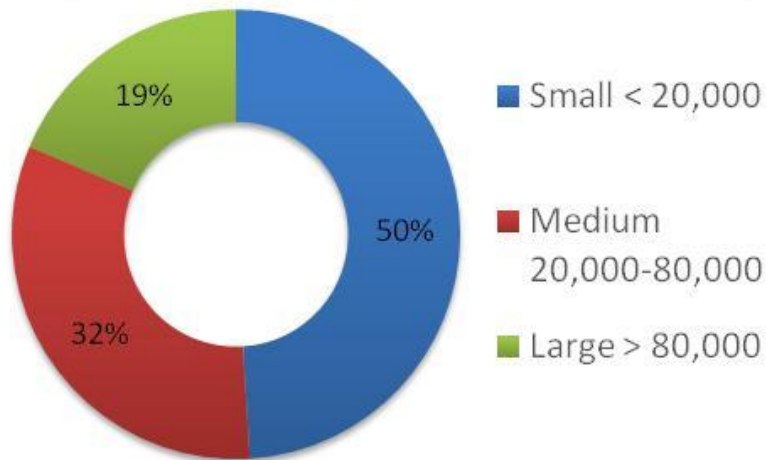
Proportion of membership that are UK members

■ Less than 50%   ■ 51-65%   ■ 66-89%   ■ 90% or more

| 3 | 3 | 10 | 20 |

What we found out...
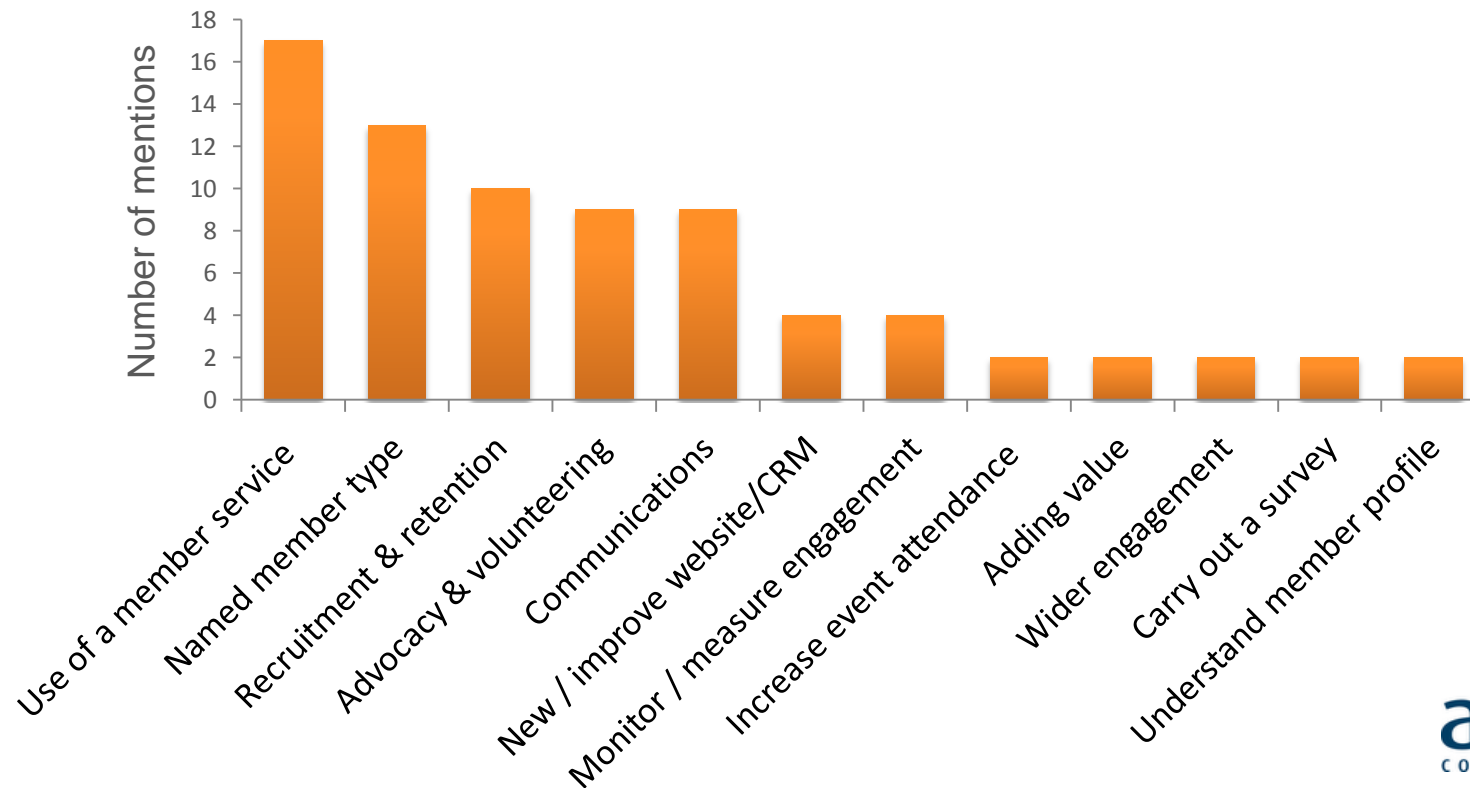
Defining Member Engagement

- Around a third currently define member engagement

- Most definitions relate to the types of engagement being actively measured or monitored

- Measurement/definition - what members are taking, rather than what they are giving

"Engagement is currently defined [as] the level of interaction members have with the organisation. But this doesn't provide any view of the value of that interaction or any understanding of whether or not those not interacting feel engaged with the organisation."

As in the 2013 study, there is a shift away from purely transactional measures

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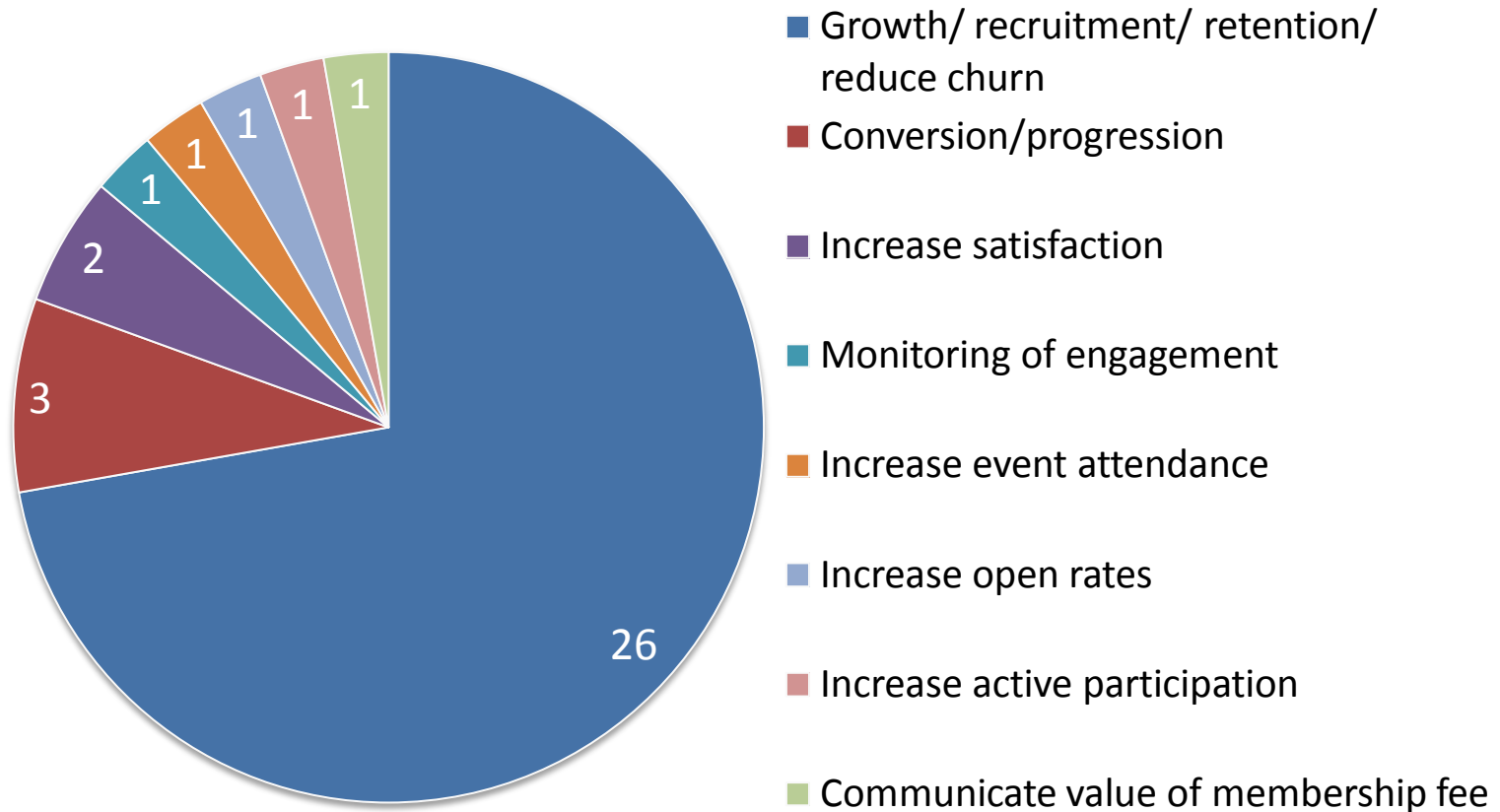COMMUNICATIONS

Priorities - focus on strategies

- Three quarters have member engagement priorities
- Strategies are focused on
  - deliverables - 'push' of benefits and services to members, including communications activities
  - improving the member offer – to increase recruitment and / or retention
- Some mentions of advocacy and volunteering as priorities

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Priorities – focus on audiences

Priorities – focus on aims

Legend:
- Growth/ recruitment/ retention/ reduce churn
- Conversion/progression
- Increase satisfaction
- Monitoring of engagement
- Increase event attendance
- Increase open rates
- Increase active participation
- Communicate value of membership fee

Pie values: 26, 3, 2, 1, 1, 1, 1, 1

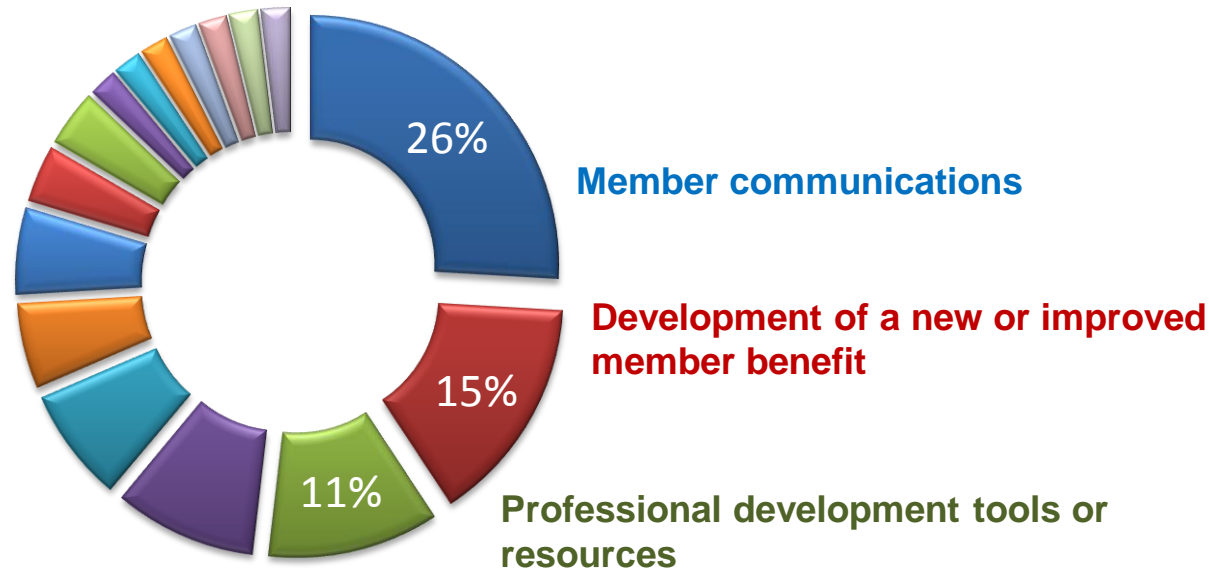## It's a numbers game
26 (out of 36) comments relate to membership growth / recruitment / retention / reducing churn.

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New initiatives for engagement

🌱 **25 organisations** described one or more successful initiatives from the past 2 years; **54 initiatives** that have led to an improvement in member engagement

26% **Member communications**

15% **Development of a new or improved member benefit**

11% **Professional development tools or resources**

🌱 36% of the initiatives were for all membership types

🌱 23% for specific member grades; 18% for other target groups of members; 9% for non-members/potential members; rest targeted to other specific audiences.

**Lots of initiatives recently.
Almost two thirds targeted to specific audiences –
including some non-members.**

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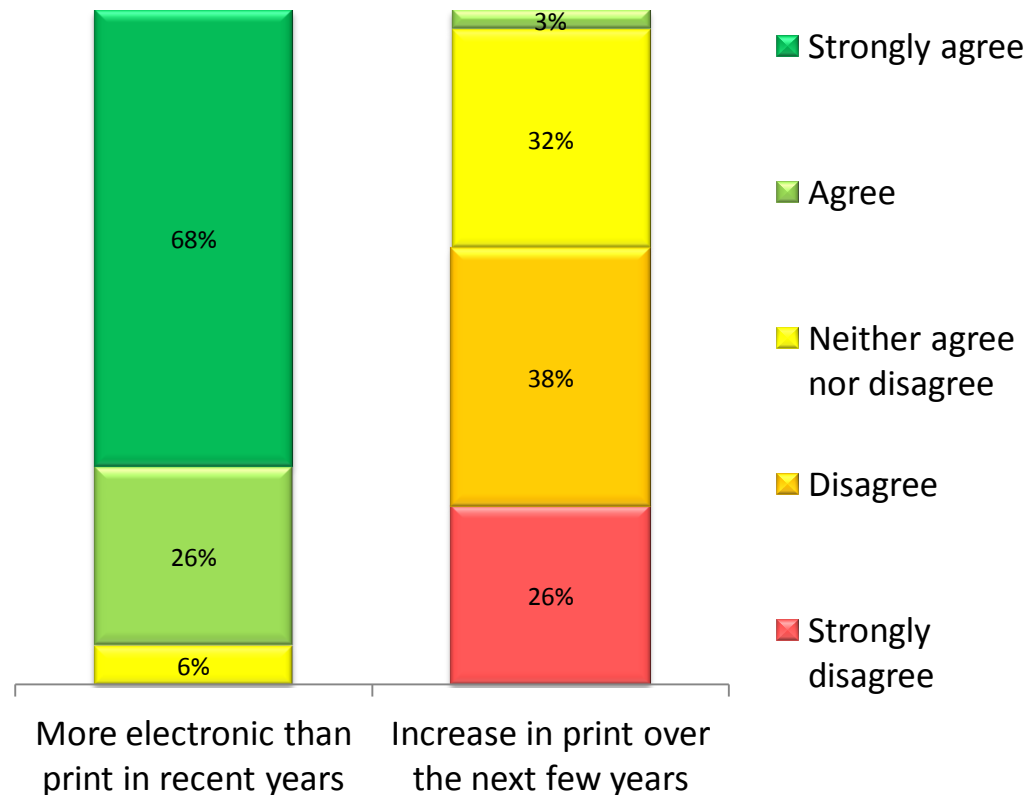COMMUNICATIONS

Advocacy and volunteering

- **14 organisations** described one or more successful initiatives from the past 2 years

- **23 have initiatives planned** for the next 12 months

- Advocacy initiatives – past and future – tend to focus on all members; volunteering initiatives are targeted to specific member sub-groups.

Significantly more activity planned around advocacy and volunteering in the coming 12 months than in the past 2 years.
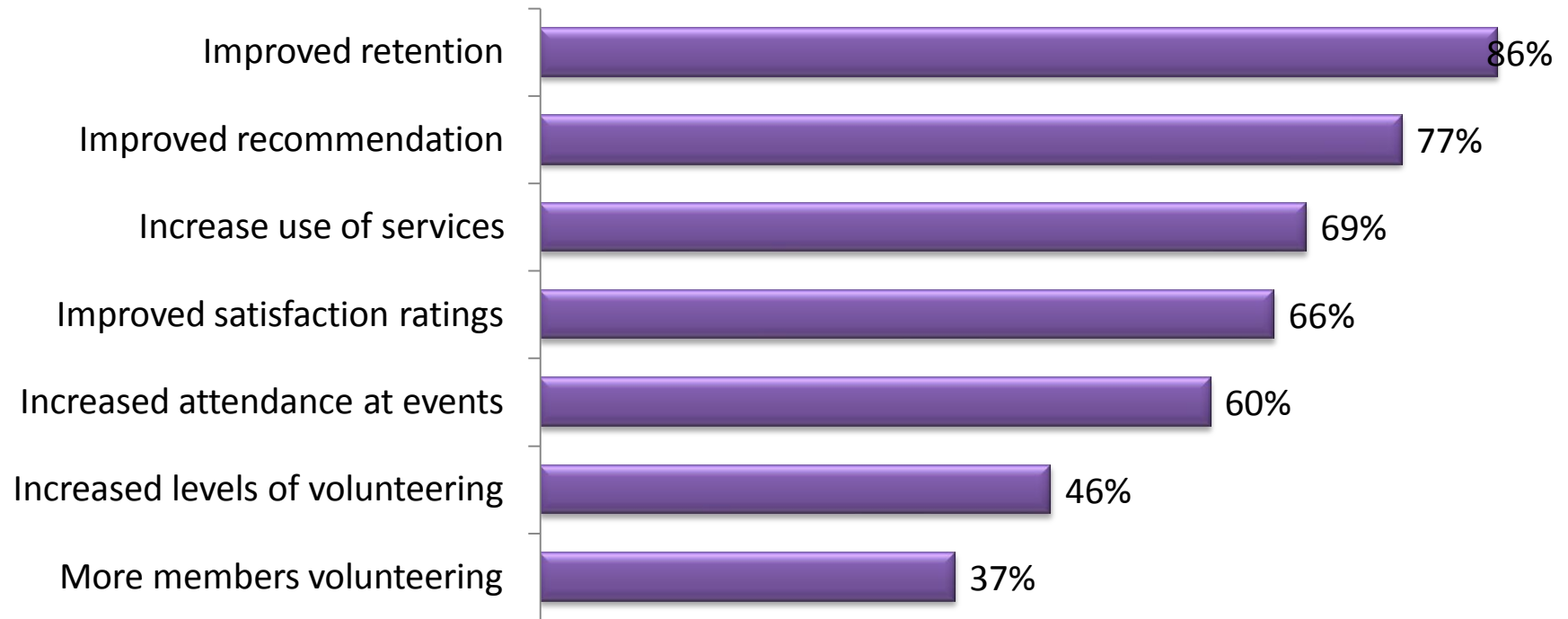

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Electronic and print communications

- General agreement that more electronic communications than print used in recent years when communicating with members.
- Two thirds disagree/disagree strongly that use of print will increase over next few years.

Legend:
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Chart values:

More electronic than print in recent years:
- 68%
- 26%
- 6%

Increase in print over the next few years:
- 3%
- 32%
- 38%
- 26%

Digital is a key element in the engagement mix.

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Benefits of member engagement

Benefit	Percentage
Improved retention	86%
Improved recommendation	77%
Increase use of services	69%
Improved satisfaction ratings	66%
Increased attendance at events	60%
Increased levels of volunteering	46%
More members volunteering	37%

Perceived benefits of improved member engagement reflect the focus of organisations' strategies and aims: membership services and membership numbers.

Measuring and monitoring engagement

- 4 organisations have a headline member engagement score
  - using affinity measures
- A further 8 can quantify member engagement
  - 7 of these use transactional measures
- One described measuring 'interactions' where a value is given to members' activities:

The step towards having a headline score involves the use of both transactional and affinity measures.

"We look at the interactions that we can measure for each member we then allocate an engagement value for each interaction. This allows us to distinguish between low value interactions such as changing member details and high value interactions such as volunteering or being a member of a committee."
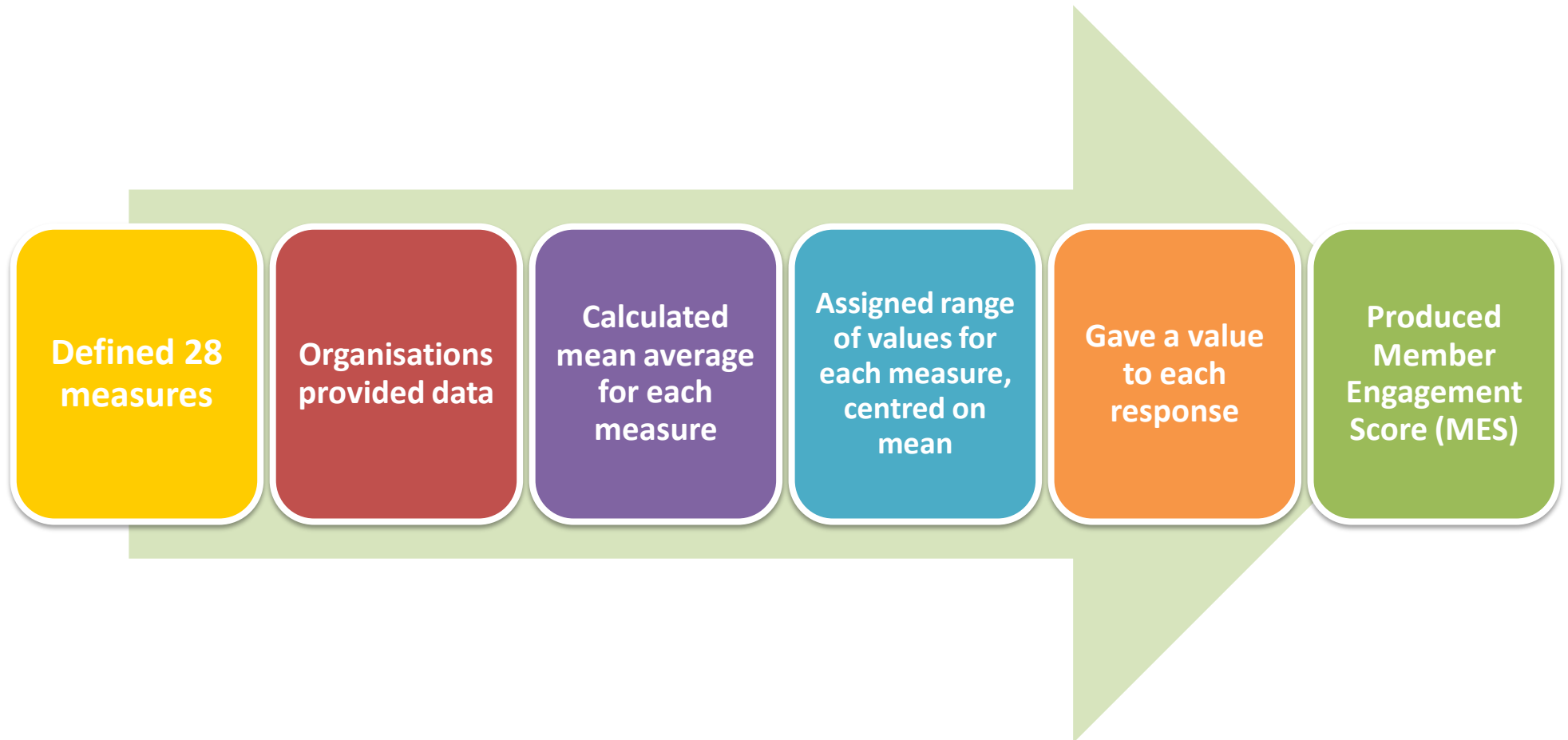
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Recommendation and NPS

% stating quite likely / likely / very likely

Mean = 66%
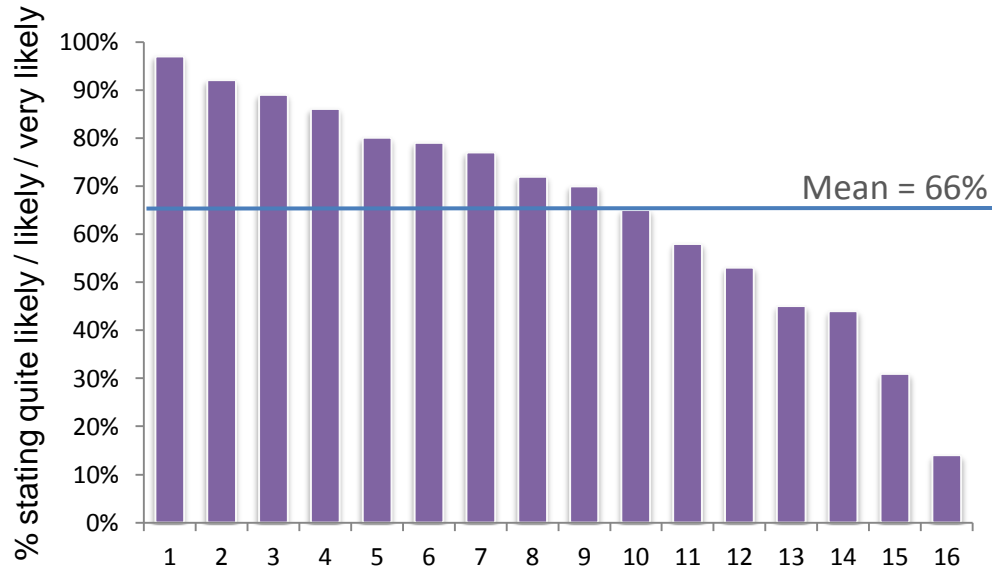
- 16 organisations gave recommendation data
- Ranged from 14% to 97%
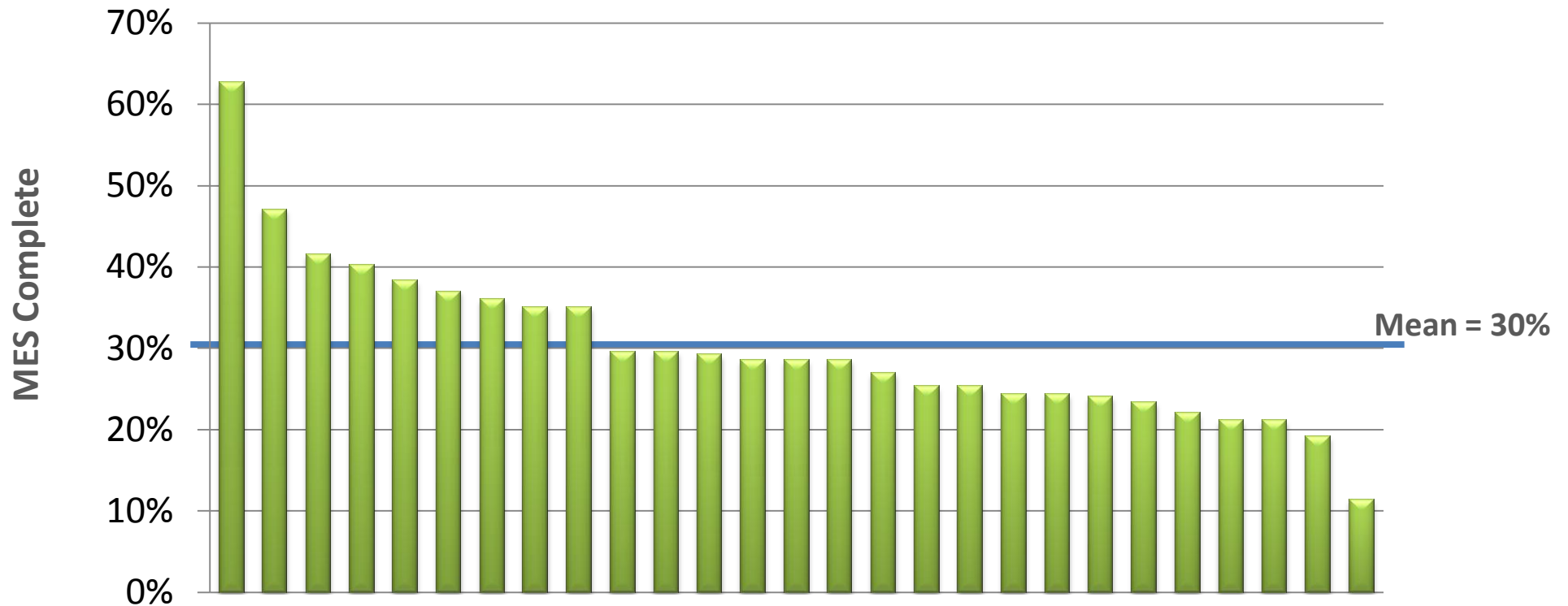- Mean average = 66%
  (2013: 12 orgs, mean = 77%)

Net Promoter Score
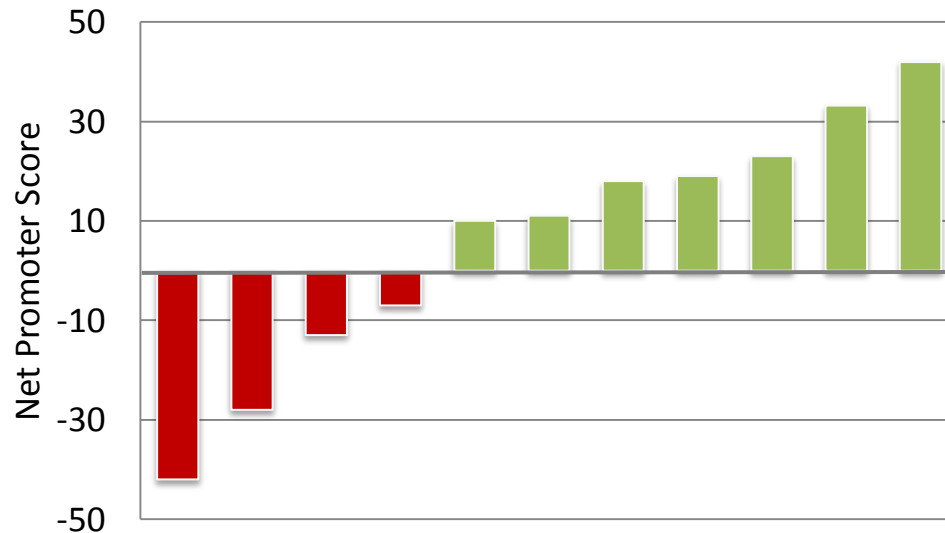
- 11 organisations gave NPS
- Ranged from -42 to +42
  (2013: 6 orgs, -13 to +29)

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Member Engagement Scores – our model

Defined 28 measures

Organisations provided data

Calculated mean average for each measure

Assigned range of values for each measure, centred on mean

Gave a value to each response

Produced Member Engagement Score (MES)

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Member Engagement Scores

27 organisations provided 10 Measures or more – MES Complete

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What measures are being used?

- 33 organisations able to provide data for Measures.
- Most frequently provided:
  - retention (30)
  - emails held (29)
- Fewer measuring **social media** interactions
- **Intimacy / Influence measures** used by quite a few
  - Many measuring satisfaction with services/ benefits/ resources (24)

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What next...?

Outputs and opportunities

- **Outputs for participants**
  - Member Engagement Scores
  - Survey report

- **Opportunities for participants***
  - Individual bespoke reports, comparing your organisation with others in a given subgroup, or with 5+ others of your choice (anonymously)
  - Meeting with key staff to discuss report and help align your strategies and plans with findings

- **Opportunities for others***
  - Your Member Engagement Score – calculated and compared with survey results
  - Copy of the survey report
  - Review of your member engagement strategies and plans

  * cost applies

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Next Member Engagement Survey 2016/17

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