

Case Study 1: Revenue Streams

The Issues

- Not enough revenue diversification
- Too heavily dependent on revenue streams
- Current programs and services not linked to what members value
- Supplier group is being underserved. Further to this, the association is not taking enough advantage of the opportunities presented by supplier group
- Disconnect with the member survey results and reality
- Cost structure is difficult for individuals whose employers are not paying member dues

Workshop Participant Suggestions for Diversifying Revenue

Increase focus on suppliers

- Better understand their needs and priorities and find ways to meet these needs (and generate revenue)
- Create a supplier speaker series whereby suppliers pay for the opportunity to speak to regular members

Research and Member Feedback

- Conduct member needs research to find out what members want and need. Generate more revenue by enhancing the value proposition/providing services that are aligned with this information
- Members are a resource: Use them to generate new ideas or improve existing ones for generating revenue

Networking Events

- Consider increasing the cost of these events and providing packages and discounts to attend multiple events

Communication

- Improve member communication and think about ways to utilise communication vehicles to generate revenue

Administration

- Provide monthly or quarterly payment options to allow members to pay over the course of the year instead of having to find one large payment

Case Study 2: Board Structure

The Issues

- Poor leadership from the executive director
- No clear roles and responsibilities
- Significant micromanagement by the board of directors
- The board is tactical instead of strategic
- The board has too many members
- There are no rules, policies and procedures
- The term limits do not allow board leadership to get anything accomplished
- No goals or unifying vision among the board

Workshop Participant Suggestions for Board Challenges

- Get outside assistance in conducting a full audit of the organization
- Create a succession policy that allows board leaders to sit for two years instead of one
- Provide board training that clarifies roles, rules and policies. Provide them with the information they need to make decisions and then empower them to act
- Gather supporters and change champions to help get everyone on board
- Provide leadership support and training for the executive director

Case Study 3: Succession Planning

The Issues

- Organization is too dependent on too few staff
- Lack of knowledge management/transfer
 - No delegation
 - No documentation of roles, responsibilities etc.
- General lack of foresight and planning

Workshop Participant Suggestions for Succession Planning Challenges

- Create role descriptions
- Have staff record/describe daily activities
- Job shadowing (although one participant noted this can be a challenge for small organizations)
- Designate accountability
- Get staff feedback before creating the succession plan
- Give accountability to board to help fill in the gaps over the short term (liaise with sponsors etc.)
- Outsource – have a list of ‘go-to’ external people or groups the organization can reach out to in the case of a sudden staffing issue