ARE ASSOCIATIONS AS AGILE AS THEY NEED TO BE?

In the fourth quarter of 2018, MCI Group ran a research study into future-proof organizations. The purpose was to find out the biggest disruptors' associations are facing and the concrete actions they are taking to shape their future.

WHAT IS CAUSING DISRUPTION IN ASSOCIATIONS?

Market disruptors causing associations to be better, faster, cheaper... and smarter

Economic and political changes 48%

offerings from the

competition

Industry disruption 34%

Alteration in member, customer needs

Difficulty engaging under 40 33%

What does disruption mean for association events?

- Bridging physical & digital through hybrid, live & social platforms
- Encouraging delegates to generate new ideas through online communities
- Being a knowledge connector through sophisticated information sharing
- Improving audience experience through data intelligence and insight

Digital transformation: 6 factors that are forcing associations to put in place more customer centric strategies

44%

A shift in members/

customers expectations

Without a digital

transformation we

cannot properly engage

members and customers.

31% Customization

> New ways of doing business

New learning formats

New engagement models

More engagement/ co-creation with members/customers

HOW ARE ASSOCIATIONS RESPONDING TO DISRUPTION?

Associations are taking concrete actions to rethink the way it's always been done and stay ahead of the game

Most common actions associations are taking:

45%

Encourage new ideas and approaches

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We have created an innovation incubator to find solutions for our members.

40%

Adoption of new programs, initiatives, tools

We have taken the risk and reimagined the annual conference format.

32%

Facilitate co-creation and collaboration with members/customers

We have started with a needs assessments survey.

32%

Encourage members/ customers to speak up, listen and act

We have created a robust digital membership directory.

11%

Appoint a Chief **Innovation Officer**

The appointment of a CIO and the investment in innovation is paying dividends for our organization.

Respondents say disruption IS NOT openly discussed at Board level

We'll engage an outside facilitator to create a playbook for foresight

HOW ASSOCIATIONS ARE SEEKING TO BE MORE AGILE

59% Associations say they have no strategy for innovation

Top 4 factors they consider for enabling innovation in organizations



Getting the leadership buy-in

Adapt business models

Increase competitiveness

Operation Develop strategic partnerships

Less micro-management and more encouraging well-measured risk taking.

Respondents say that CHANGE IS A CHITTIB **CHANGE IS A CULTURE**

Associations are rethinking the way things have always been done by empowering their community/ leadership to take innovative actions and by creating a safe environment to propose disruptive solutions.

We make the environment safe to fail if trying something innovative.

Which function has the responsibility to drive innovation or transformation

50% CEO and C-levels **30% All functions** 15% Board 5% Marketing

PANEL PROFILE:

55% Professional Societies 39% Trade Organizations 32% Have grown their total revenues

by 10 to 30% in the last two years 81% CEOs, Executive Directors and C-Level

Top 3 industries:

18% Healthcare & Lifescience 11% Science, Technology, Engineering &

Mathematics 9% Energy & Utilities

