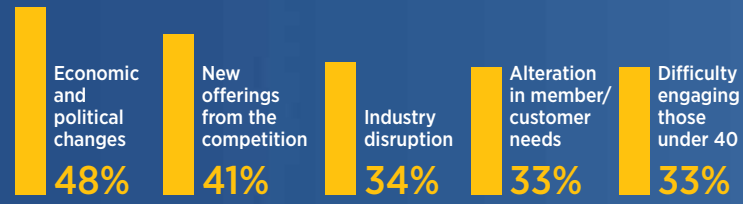


ARE ASSOCIATIONS AS AGILE AS THEY NEED TO BE?

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



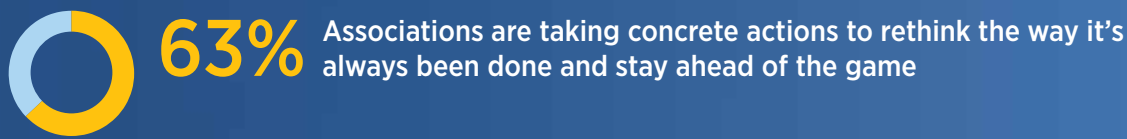
What does disruption mean for association events?

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

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



HOW ARE ASSOCIATIONS RESPONDING TO DISRUPTION?



Most common actions associations are taking:

- 45% Encourage new ideas and approaches
- 40% Adoption of new programs, initiatives, tools
- 32% Facilitate co-creation and collaboration with members/customers
- 32% Encourage members/customers to speak up, listen and act
- 11% Appoint a Chief Innovation Officer



Respondents say disruption **IS NOT** openly discussed at Board level

- We have created an innovation incubator to find solutions for our members.*
- We have taken the risk and reimagined the annual conference format.*
- We have started with a needs assessments survey.*
- We have created a robust digital membership directory.*
- The appointment of a CIO and the investment in innovation is paying dividends for our organization.*
- We'll engage an outside facilitator to create a playbook for foresight planning.*

HOW ASSOCIATIONS ARE SEEKING TO BE MORE AGILE



Top 4 factors they consider for enabling innovation in organizations

- ★★★★★ Getting the leadership buy-in
- ★★★★☆ Adapt business models
- ★★★ Increase competitiveness
- ★ Develop strategic partnerships

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



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



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



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