

# Introduction to Webinar



- ◆ Please submit questions using the chat box in the lower right-hand corner of your screen. Moderator and speaker will be informed, and speaker will answer your question either during session topics or at the Q&A
- ◆ A short report will be sent afterwards

Thank you for joining this Webinar

# Harnessing the Opportunities of Globalization



***Webinar***

**Rachel Barlow**  
**20 September 2007**



*Celebrating Forty Years of Excellence*

# The latest news



## *Did you imagine*

- ◆ 18 million toys recalled?
- ◆ Subprime mortgages to shake financial market worldwide
- ◆ China stock exchanges

# Outline



- 1. Global View: economic and political**
- 2. Your Association**
- 3. Case Studies**
- 4. Association Executive**
- 5. Tools & Tips**
- 6. Q&A**

# 1. Global View: Why?



- ◆ Globalization causes big shift
- ◆ Services industries differ from corporate /trade
- ◆ Opportunities for associations
- ◆ Choosing the right time for entering global game



# 1. Global View: How?



- ◆ Leadership divisions or factions:
- ◆ Going it alone or with counterparts:
- ◆ Risk analysis
- ◆ Role of Technology



## 2. Your association



### Membership and geographic base:

- ◆ Local-National in one country
- ◆ Regional (European, Americas etc)
- ◆ International: regional,  $\gt$  5% or more members in other countries / regions
- ◆ Global: (founding / leading) members in at least 3 regions of the world.

**Action: Check your situation; compare other actors**



## 2. Your association



### Services:

- ◆ Choice of 1 or more membership classes and dues
- ◆ Tailored or a single package for all
- ◆ Adapted for context, language, culture...
- ◆ Scope, Professional Society: certification, education, training, networking, peer review research etc
- ◆ Scope, Trade Association: sectorial standard, government relations, project research,

**Action: Identify examples for your association**



## 2. Your association



### Leadership choices and structural approach:

- ◆ Expansion: incorporate into existing structure
- ◆ Federation: structure loose contacts into collaboration
- ◆ Franchising: contract out or commercialises services
- ◆ None: stick to current; do not invest; divest

### Tips:

- ◆ Review history of association and leadership;
- ◆ Seek champions; do not go behind the backs
- ◆ Ensure to think locally, remain inside strategy



## 2. Your association



### Leadership, issues:

- ◆ Recognition of longer term commitment and investment
- ◆ Length of term: for Board, Chairs, Working Groups
- ◆ Connections: with counterparts in other regions; individually or strategically
- ◆ Decision making: about “collaboration or competition”

### Identify political or legal change factors:

- ◆ Need to change by-laws = duration of process; politics
- ◆ Incorporate in country/ region = liability; legal



# 3. Case Studies



- ◆ **Structure:** new federation (Global FM)
- ◆ **Services:** Safety, certification and training (GAMA, D&Feather, China)
- ◆ **Market Research:** for membership and chapter (CoreNet, China)
- ◆ **Return on Investment: revenue, rewards** (Prism International, Europe)
- ◆ **From EU to US and China** (Eurobat case)



A hand-painted sign on a wooden post stands in a cracked, dry, yellowish-brown landscape. The sign is dark with yellow text. In the background, there is a dark, shadowed area and some sparse, dry vegetation.

KEEP OUT  
HOT MUD

# 3. Case Study A: Structure



National professional societies in 3 continents form a new global federation

- Four objectives
- Success factors identified



# 3. Case Study A: Structure



## A new global federation. Four objectives:

- **Stakeholders Perspective** – deliver tangible outcomes that demonstrate value, meeting expectations of all stakeholders.
- **Learning and Growth Perspective** – to foster and encourage the sharing and formation of information and knowledge.
- **Internal Perspective** – to establish the federation as a self-governing body through transparent processes and procedures that help it achieve and communicate its vision and mission.
- **Financial Perspective** – to provide a fully funded financial position that achieves a sustainable organization



# 3. Case Study A: Structure



## Success factors identified:

- **In-depth study on mission:** what value can you deliver
- **Structural approach:** get formalities & procedures right so that vague commitments or individual agendas can be overcome
- **Diversify possibilities of commitment:** from founding to sustaining membership; sponsorship
- **Check your progress frequently:** scorecard; evaluations
- **Prestige and support of big member associations;** balance & establish solid Board and management



# 3. Case Study B: Services



US trade association finds that global supply raised interest in testing method, that allows market access

- ◆ Lessons / tips

# 3. Case Study B: Services



## Lessons / tips:

- ✦ **Association resources** – has proven methodology and management; will seek trainers locally
- ✦ **Can this be global?** – translations, trainers, intellectual property
- ✦ **Competitive positioning?** – who would benefit, different laws may hide elements? Is counterpart association supportive?
- ✦ **Test run** – do you try, hold an event to promote your service?
- ✦ **Financials** – who will make the investment?

**Can associations converge in a global standard?**

# 3. Case Study C: Research



Professional Services Association with HQ in US considers how to expand its membership for Chapter in China

- ◆ Market Research



# 3. Case Study C: Research



Market research is critical; hired firm.

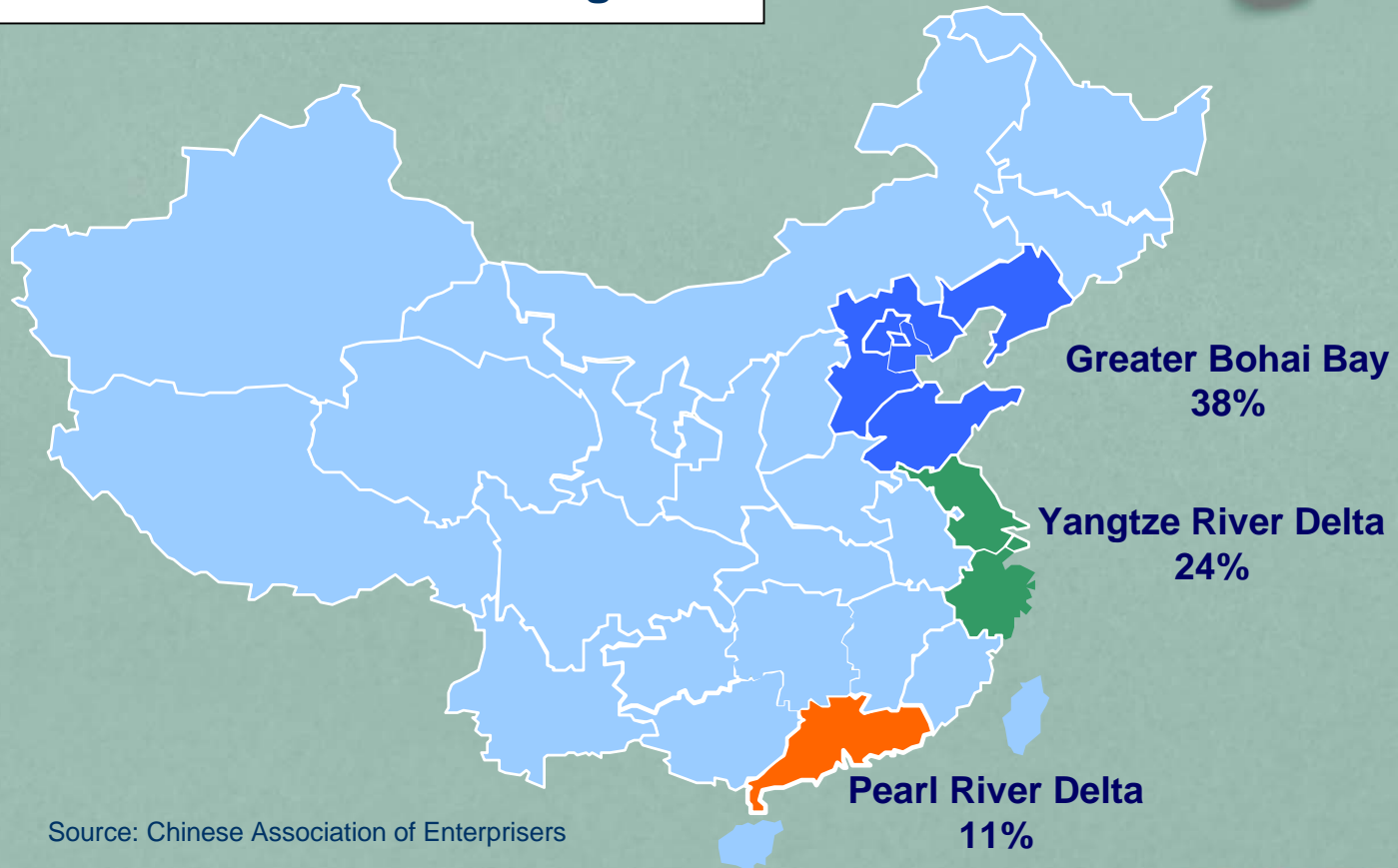
Main objective: Phase 1: Market Research:

- **Landscape in China** – where are the big companies located?
- **Which professionals to target?** – defining a new profession?
- **How to position?** – are local associations interested in collaboration?
- **Which services can we sell** – unique, does it translate, what price?
- **Events Management** – hold an initial event or trade mission to see who is interested?



# Market Overview – example key data

**73% of China's Top 500 companies  
are located in 3 economic regions.**



Source: Chinese Association of Enterprisers

# 4. Association Executive



## How about your role:

- ◆ Pro-active or following?
- ◆ How to gain insights and experience?
- ◆ Which sources of information?
- ◆ Risks and Rewards for your organisation?

**Go to 5 .....Tools and Tips**



# 5. Seven Tips & Tools



- ◆ **S**trategy: conditions, decisions, vision/mission
- ◆ **U**rgency: is it urgent or not, who drives or directs
- ◆ **R**esearch: importance, affordable options
- ◆ **P**romote: internal/ext. communication on your plan
- ◆ **R**evenue **R**oll Out: who: Reps, Member,
- ◆ **I**nvestment : ROI, keep control, survey members
- ◆ **S**ynergy: how to take benefits/services to next level
- ◆ **E**valuate: compare to starting point

# Strategy



## Status of Mission and Governance:

- Engage leadership early and profoundly
- Change / open up how new Board members can join
- “Token” international Board member is not enough
- Satisfy diverse groups / factions and agree on one agenda

## Management role

- Educate leadership *and* all staff colleagues why and how
- Gain wide support; eventually it is revenue that counts

# Research



## Find out where do you stand today:

- Benchmark against other profession (trade)
- Who are potential members, customers, suppliers?
  - Survey, Secondary sources, Simulation
- Importance of independent data gathering
  - Market Research Firms
  - Chambers of Commerce
  - Counterpart associations

# Promotion



## Communication Strategies:

- Internal Communication
  - Inform leadership regularly, accurately
  - Allow that Plan or Business Model can change
  - Allies and news reports for internal consumption
- External Communication
  - Use trade and professional media to broadcast
  - Hire and use experts (in case of standards, issues)

# Revenue Roll out



## Who in organization should be involved?

- All departments need to know, but core team is key
- Inform service providers, alliances, suppliers

## Update or change made (partial list)

- Pricing model, (un)bundle; some adjust for developed vs. developing countries
- Payment options, credit card, shipping, tax
- Currency and Payment costs
- Surplus, deficit and cashflow management

# Investment



## What will you measure?

- Membership and Services Revenues
  - Surge after good first International Conference?
  - Review all (new) Retention factors
- All financial costs and expenses
- Internalised costs / time (some Activity Based Costing)

## Allow for change

- Plan B: what happens when you need to pull out?
  - Repatriation; investment or surplus; fixed contracts

# Synergy



## How to build on initial success?

- Coherent picture
  - leadership communication
- Long term strategy for success
  - One International Conference is a success
  - Add on services
  - Keep an eye on the key retention factors

# Evaluate



## Use all tools available

- Informal evaluation (beyond measuring investment)
- Formal evaluation against (original) strategy and plan.
- Use results to adapt and strengthen globalization
  - Members
  - Media
  - Stakeholders

## Feed back into the Strategy (step 1)



# Q&A



- ◆ Any Questions or comments

# READY TO TAKE YOUR ASSOCIATION



## to the Next Level?



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