Branding and Marketing: Are You Spending Your Money in the Right Places?

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1. Introduction to HBR Article

2. A Consumer Decision Journey of Innkeeping

3. Group Discussion 1
   - Report Out

4. Trends in Association Marketing; Aligning the Contemporary Association Marketing Mix to Consumer Behaviors

5. Group Discussion 2
   - Report Out

6. Conclusions and Wrap up
Idea: Block the Traditional Customer Funnel Metaphor

For years, marketers assumed that consumers started with a large number of potential brands in mind and methodically winnowed their choices until they’d decided which one to buy. After purchase, their relationship with the brand typically focused on the use of the product or service itself.
New research shows that rather than systematically narrowing their choices, consumers add and subtract brands from a group under consideration during an extended evaluation phase. After purchase, they often enter into an open-ended relationship with the brand, sharing their experience with it online.
New Roles for Marketing

• Orchestrator
  – Many media touch points are not owned by the Association
  – Coordinate the channels
• Publisher and “content supply chain” manager
• Marketplace intelligence leader
Now: CDJ and Choosing a B&B
How Does this Relate to Societies and Associations?

- Understand the membership sale (or booth sale, journal subscription, etc.) from a consumer decision journey
  - Where does the purchaser seek info related to your mission? Example: small business tax credit
  - How do they encounter your organization?
  - Who are the influencers to learn more once they know of you?
  - Where do they evaluate, receive ROI (costs/benefits)
  - How do they buy then how do they bond, evaluate and advocate?

- Instead of allocating marketing spending across media – target stages in the decision journey
Now: CDJ and Choosing PAII – Aspiring Innkeepers

Search Engine Optimization
Affiliate Web Sites, Partners, Advocates, Ambassadors, etc.
Packaging
Now: CDJ and Coming to our Conference
Group Discussion 1 (10 Minutes)

Consider the CDJ framework:
- Where are associations the strongest?
- Where are we the weakest?
- Where should we focus in the future?
McKinley EIA Studies: 2009-2011

Quantify economic impact on:

- Budget
- Staffing
- Membership
- Conference attendance
- Advertising & sponsorship
- Marketing effectiveness
- Use of reserves
Execs Still Concerned with Nascent Recovery

Considering the current economic situation, how concerned are you with the following issues?
(% Somewhat or Very Concerned)

- Membership recruitment: 78%
- Membership retention: 77%
- Sponsorship: 76%
- Annual meeting attendance: 69%
- Attendance at other educational events: 68%
- Advertising: 59%
- Product sales: 50%
- Volunteer participation: 42%
# Marketing Effectiveness

**How effective were each of the following methods in helping your association achieve its goals in 2010?**

2011 Mean Scores (5 point scale)

<table>
<thead>
<tr>
<th>Method</th>
<th>Score</th>
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<tbody>
<tr>
<td>Database marketing</td>
<td>3.75</td>
</tr>
<tr>
<td>Direct mail</td>
<td>3.73</td>
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<tr>
<td>Event marketing/trade shows</td>
<td>3.72</td>
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<td>Telemarketing</td>
<td>3.72</td>
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<tr>
<td>Brand management</td>
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<td>Public relations</td>
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<tr>
<td>Promotional pricing/discounts</td>
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<td>Market research</td>
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<tr>
<td>Print advertising</td>
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<tr>
<td>Online media</td>
<td>3.46</td>
</tr>
<tr>
<td>Member get a member program</td>
<td>3.35</td>
</tr>
</tbody>
</table>
How membership looks to some…

Pay us in advance so that you’ll have lots more to read and the ability to pay us again for access things that may or may not be relevant for you…

...because it’s the “right thing to do” and you’ll feel guilty if you don’t.
Experiential Membership Marketing

- Effective product drivers
- Lead to positive experiences and word of mouth
- That ultimately lead to higher levels of engagement (for some)
Assumptions Worth Challenging

- More data = data driven
- Sending e-mail is cheap
- Your website should be the destination
- It’s less expensive to keep a member than to get a new one
• What have you experimented with relative to adapting your marketing mix?
• What have you seen in terms of successes? Failures?
• What are your near-term plans?