



2022 ASSOCIATION TRENDS STUDY

The Future-Focused Member Experience

Why the powerful connection between innovative technology and member loyalty remains critical to modern associations

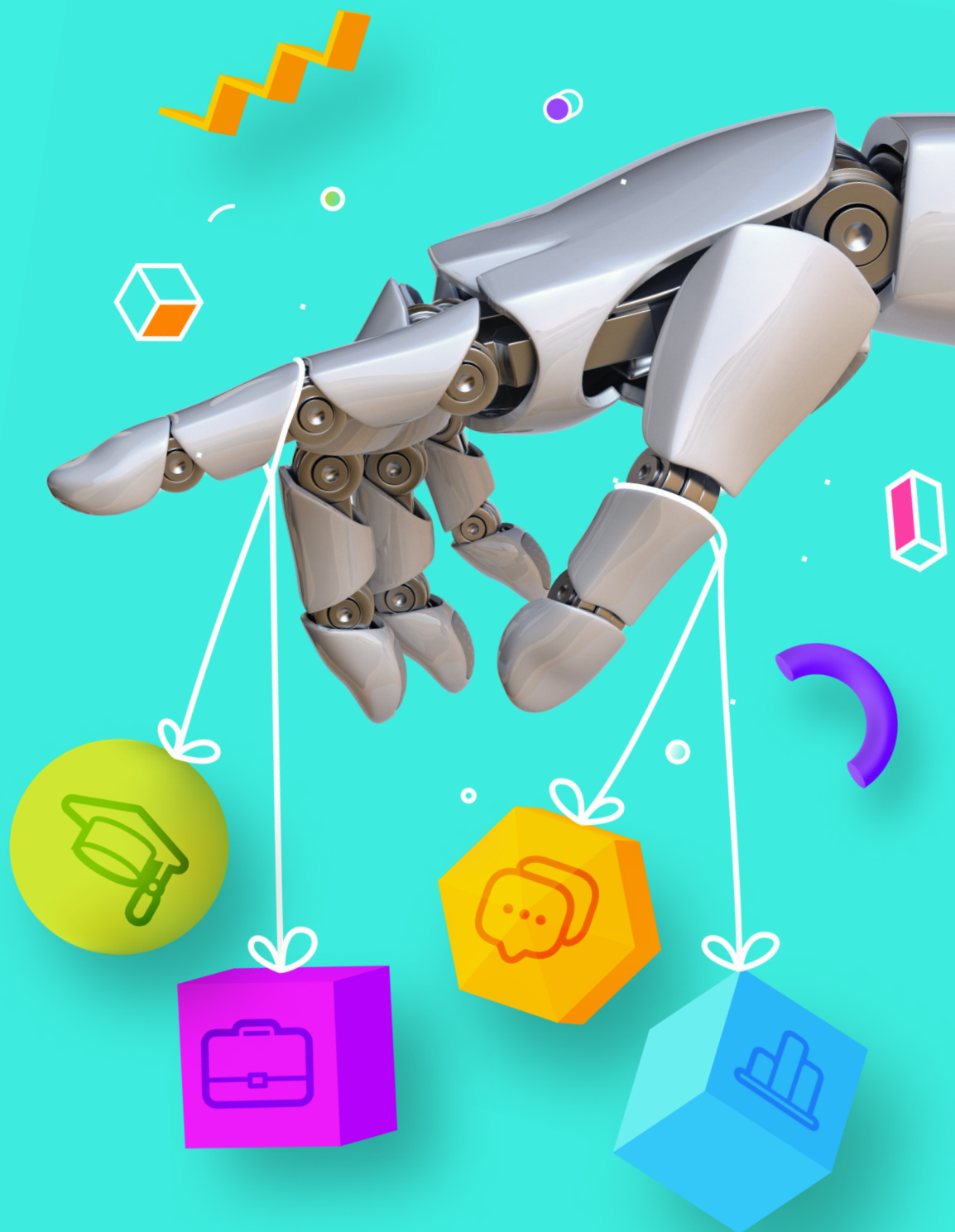




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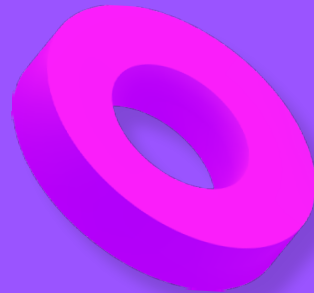
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Surveys conducted by: **Edge Research**

INTRODUCTION

Why care about this study?



After more than two years of upheavals and evolutions in how we work, interact, and live, the dust finally appears to be settling. Many associations are now considering how to meet today's digital demands. They're thinking about what members want in the post-pandemic world and what it will take – especially from a technology standpoint – to continue providing a great member experience (MX).

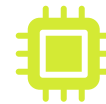
For the past five years, Community Brands has conducted surveys uncovering insights into association members' and professionals' attitudes and behaviors with technology. This year's study further illuminates how technology affects member sentiments and loyalty, answering questions about what trends will impact the future of associations, including:



How have attitudes and outlooks toward technology changed in the past few years?



How do members' viewpoints about their association's technology affect their loyalty to the organization?



How technologically prepared for the future are associations?



What does it take in today's environment to provide greater member value and a more positive MX?



How can associations prepare for the future needs of members?

Let's look at the findings.

A few notes about this study: Parallel surveys were conducted with more than 1,000 members of professional membership organizations in the United States and more than 300 professionals who work at those organizations (referred to in this report as "Members" and "Pros," respectively). The online surveys took place between April 4, 2022 and April 28, 2022. In this report, "small organizations" refers to organizations with annual revenue of less than \$5 million. "Large organizations" refers to organizations with annual revenue of \$5 million or greater. Due to rounding, not all percentage totals in this report equal 100 percent.

PART 1

Digital Transformation



Key findings



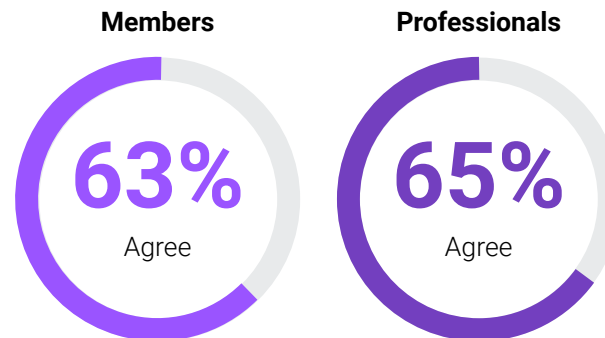
1 Attitudes and behaviors toward technology indicate the time for digital transformation is now.

Community Brands has tracked Member and Pro attitudes and behaviors toward technology for the last five years. This year's survey suggests some positive trends, including:

- A strong belief in the importance of digital transformation
- An improvement in Pros' evaluations of their organization's use of technology
- A projected increase (and slightly greater flexibility) in technology budgets
- Upticks in usage of many tech tools

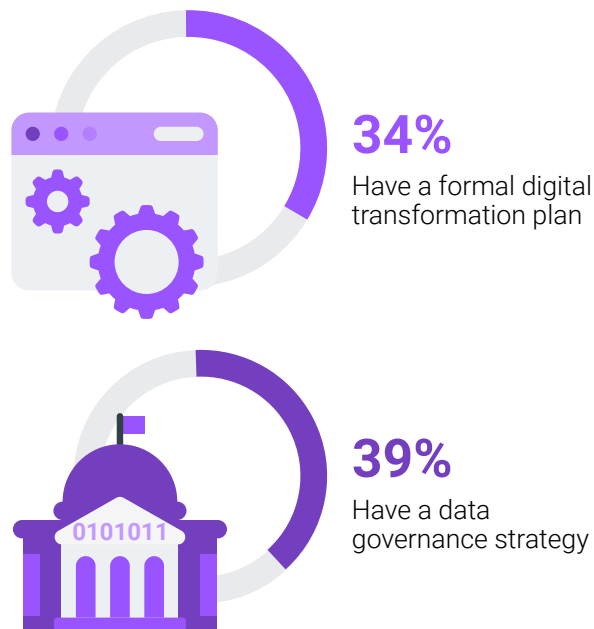


“Professional membership/ trade organizations that don’t transform technologically within the next few years won’t survive”



2 Professional organizations still have work to do to be technologically prepared.

While numbers have improved slightly, less than 20 percent of Pros say they are “very prepared” technologically for the future. Only one-third of Pros say their organization has a formal digital transformation plan and four in ten have a data governance plan. And although Pros say data analytics is a high priority for their organization, their confidence in the state of their member data remains weak.

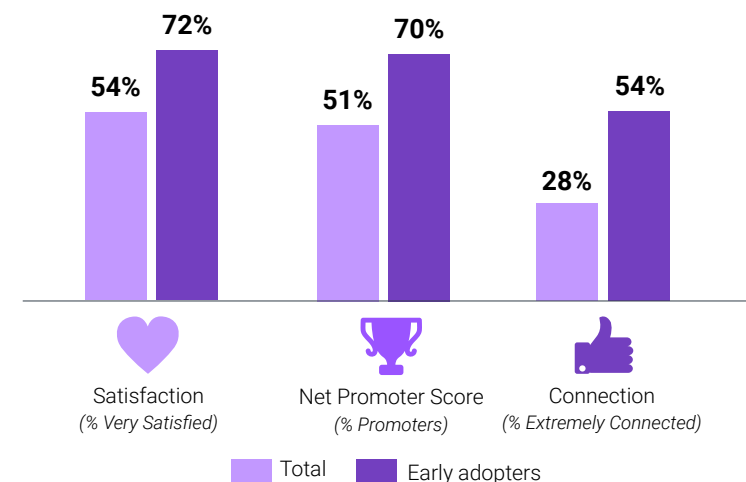


3 The link between technology and member loyalty remains strong.

As in studies from previous years, there remains a strong correlation between technology and member loyalty. Members who view their professional organization as an early adopter of technology are more satisfied and connected with the organization, more likely to renew, and more likely to promote the organization.

Members continue to give their organization higher ratings than Pros in most technology areas. However, there are a few exceptions: Members give lower scores than Pros on security, webinars, and in-person conferences. Members rank online job boards as a priority but give their organization a weaker score in this area.

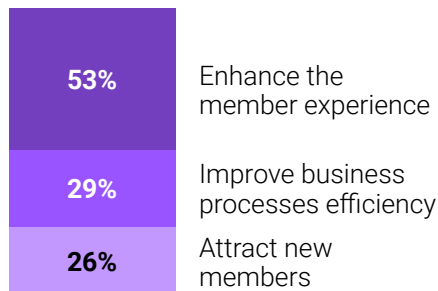
The connection between technology and Member loyalty



4 Improving the member experience is the number one goal for organizations.

The top goal for Pros when it comes to technology is to improve the MX – it ranks significantly higher than other variables impacting the bottom line, such as increasing acquisition or boosting revenue. This goal is also reflected in the upward trends in tool usage: More Pros are using email marketing, content management systems (CMS), job boards, and e-commerce platforms than reported last year.

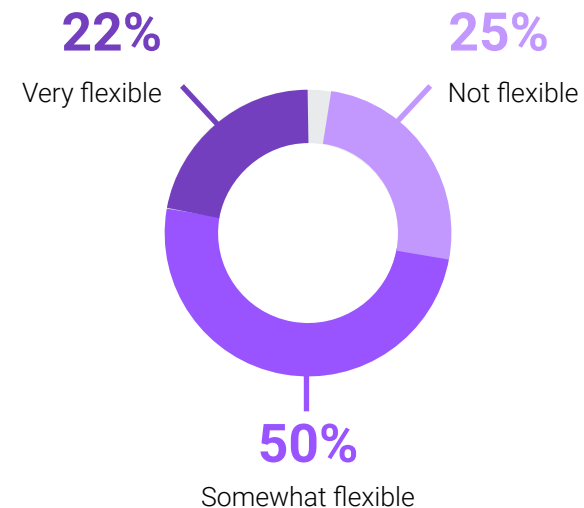
Importance of each to the organization (Pro viewpoint)



5 Technology purchasing decisions are complex but becoming more flexible for organizations.

Technology purchasing decisions are becoming more flexible for organizations. However, Pros are juggling multiple considerations, including member and staff experience with technology, ability to customize the technology, customer support from the technology provider, executive buy-in, and cost. Those that feel more prepared for the future are more likely to have flexible budgets and IT involvement in these decisions.

Technology purchasing decisions



The technology mindset of members and association professionals

A decorative graphic consisting of a 3D cube with orange and white faces, a small white dot, a small purple dot, and several other small white dots scattered around the text.

Digital transformation

Members and Pros were asked if they agree or disagree with statements about technology and professional membership organizations.

Majorities of Members and Pros agree that organizations must transform technologically to survive, and that technology is transforming their organization for the better.

Half of Pros agree that not keeping up with the pace of technology is holding their organization back.

Their viewpoints about technology and organizations

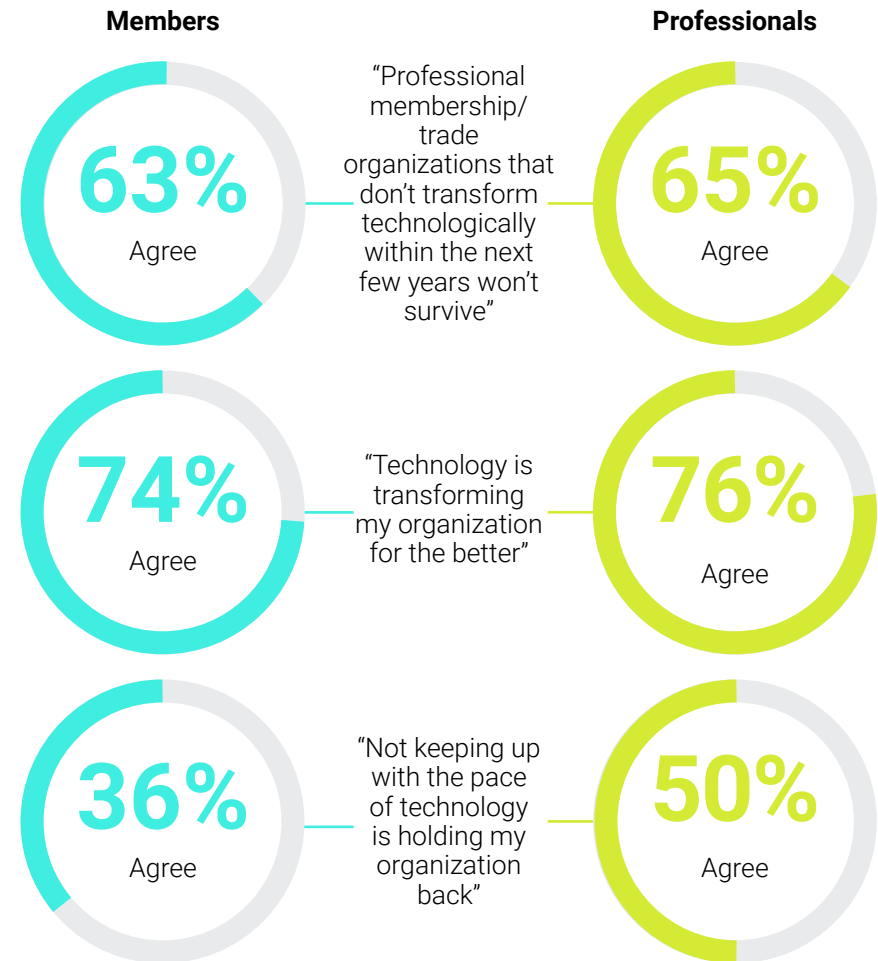


Figure 1. Question asked: How much do you agree or disagree with each of the following statements?

Member use of technology

Most Members view technology as a positive force in their lives.

However, 22 percent say it has had a negative impact, indicating the importance of thoughtful use of technology by professional organizations. Personal adoption of technology is mixed.

Member use of technology



70%

Say technology has transformed their life for the better

22%

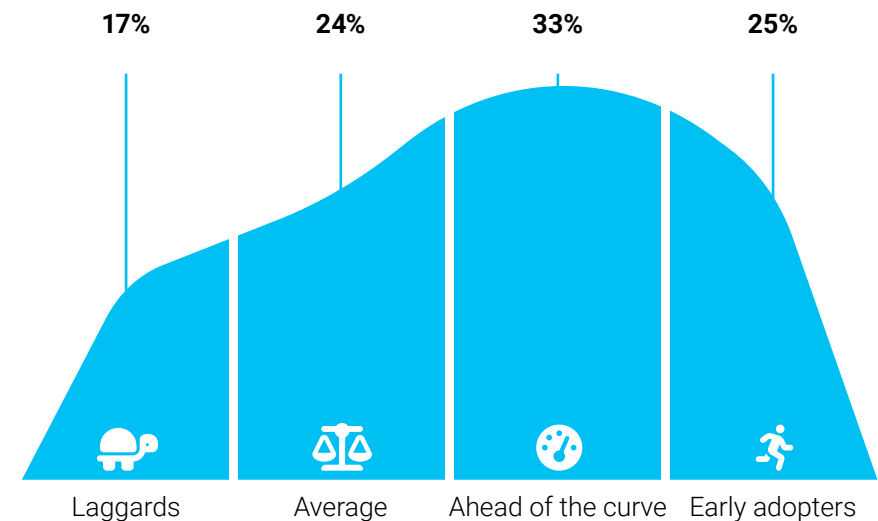
Say it has had a negative impact on their life (and they skew younger!)

Who's an early adopter?

Member groups who are more likely to be early adopters of technology include:

- Hispanic (35%)
- Millennials (35%)
- African American (33%)
- Men (32%)
- Southern U.S. (30%)

Personal technology adoption



Figures 2 and 3. Questions asked: Please indicate how much you agree or disagree with the following statements: | Thinking about the adoption of new technologies, which of the following statements best describes YOU personally?

Member perceptions of organizations' technology

While the majority of Members see their primary professional membership organization as ahead of the curve technologically, only a quarter rate their organization as an “early adopter” and “excellent” in its use of technology as it relates to the MX.

Organization's technology adoption (Member viewpoint)

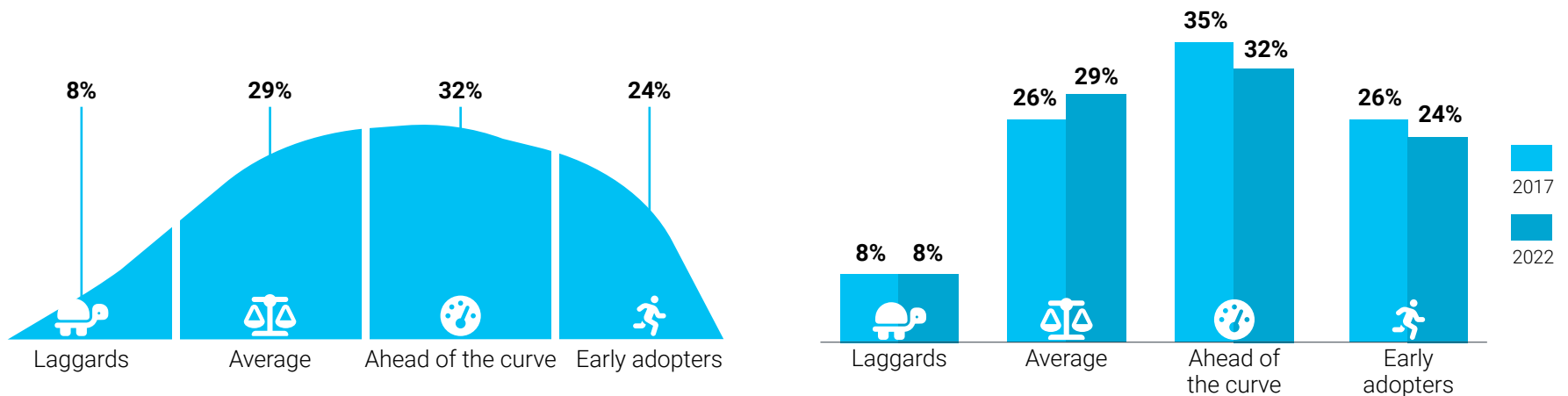


Figure 4. Question asked: Now thinking about YOUR PROFESSIONAL MEMBERSHIP ORGANIZATION, how would you describe its adoption of new technologies?

Organization's use of technology (Member viewpoint)

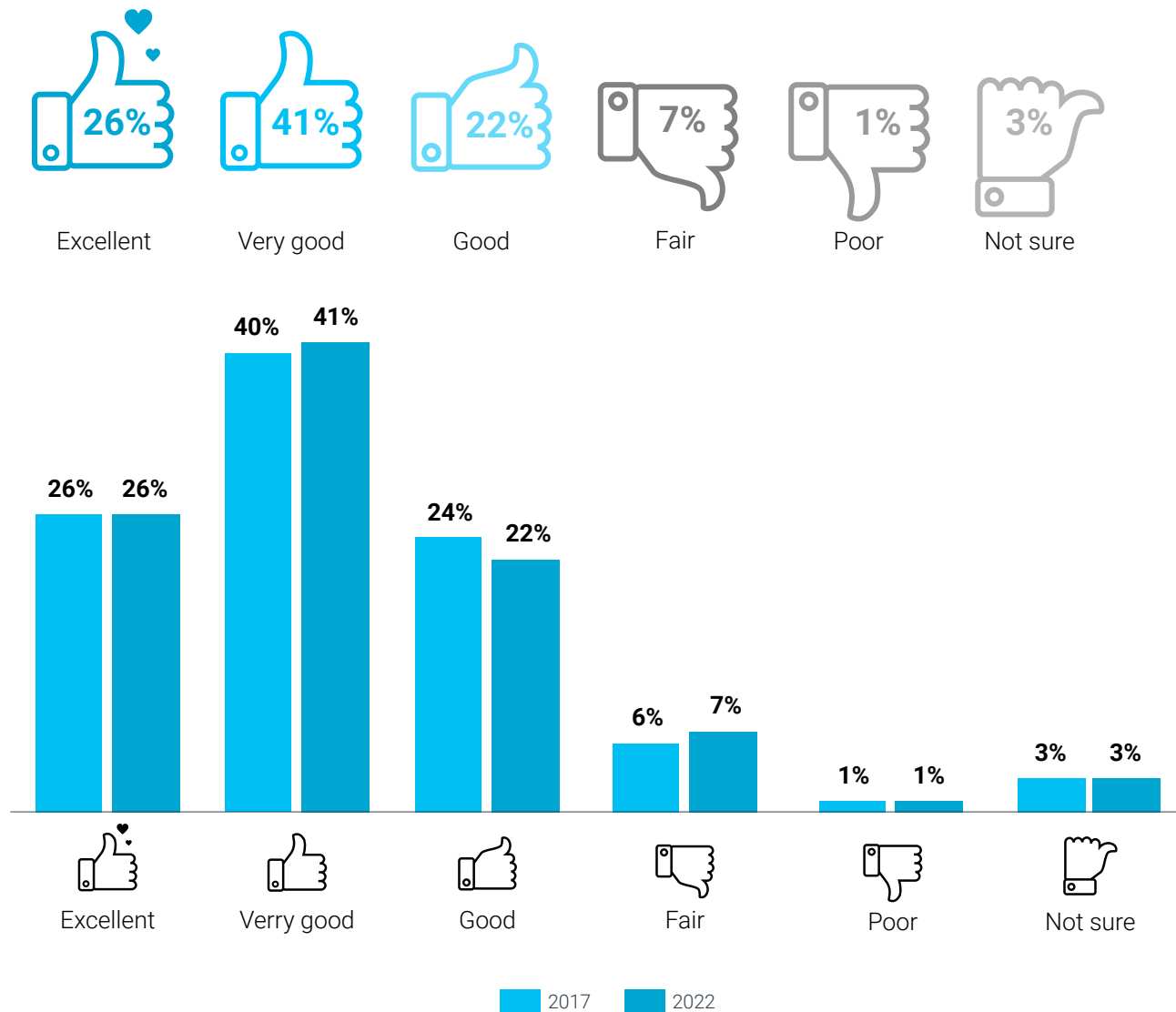
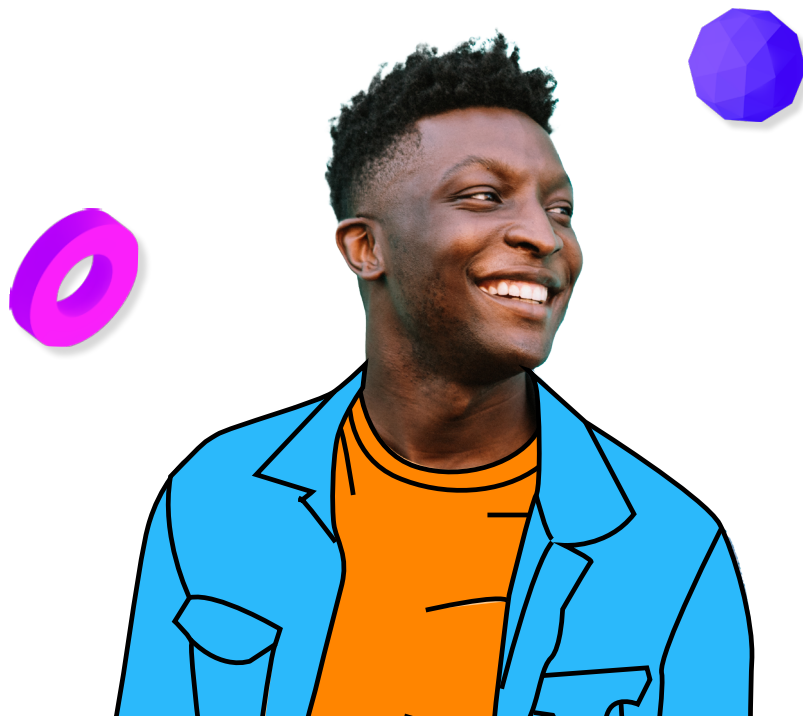


Figure 5. Question asked: How would you rate your professional membership organization's overall use of technology as it relates to the member experience?

As in studies from previous years, there remains a strong correlation between technology and member loyalty.

Members who view their organization as an early adopter of technology are more satisfied, more connected, more likely to renew, and more likely to promote their organization.



The connection between Member perceptions of technology and Member loyalty

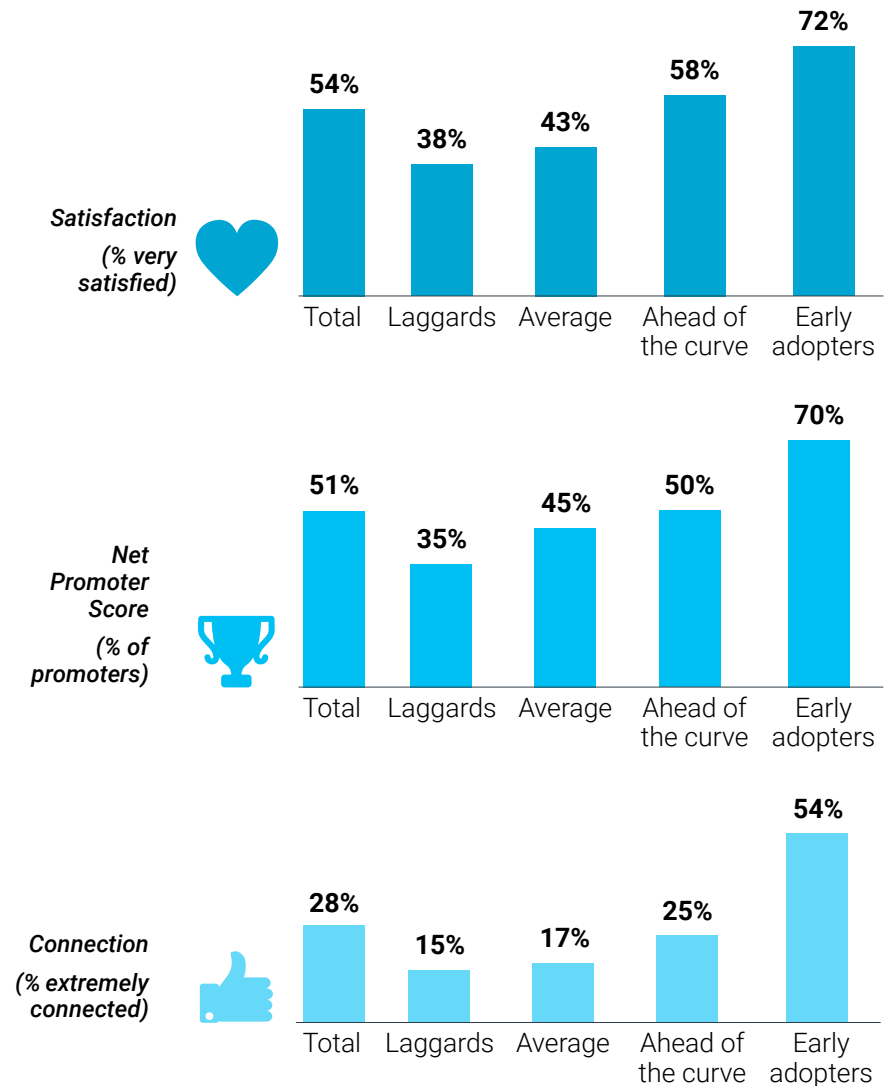
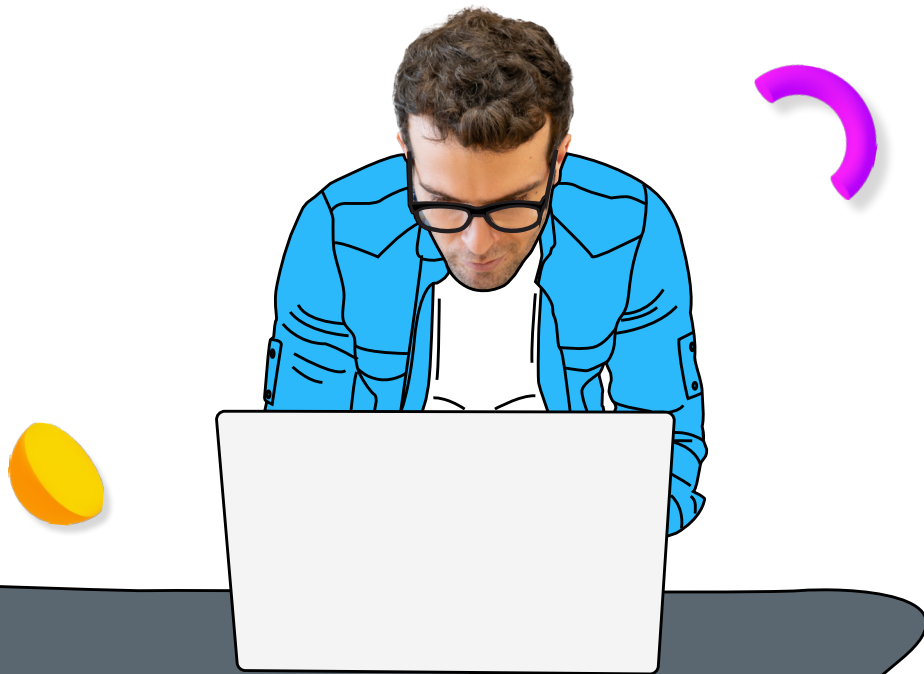


Figure 6. Questions asked: Overall, how satisfied are you with your membership in this professional membership organization? | How likely are you to recommend this professional membership organization? Use a 10-point scale where 10 means you are extremely likely to recommend and 0 means you are not at all likely to recommend the organization. | On a scale of 1 to 5, where 5 means extremely connected and 1 means not connected at all, how connected do you feel to this professional membership organization and the work that it does?

Pros' views of technology adoption at their organization

Pros are more critical of their organization's use of technology. However, their views have improved slightly over the past five years.



Organization's technology adoption (Pro viewpoint)

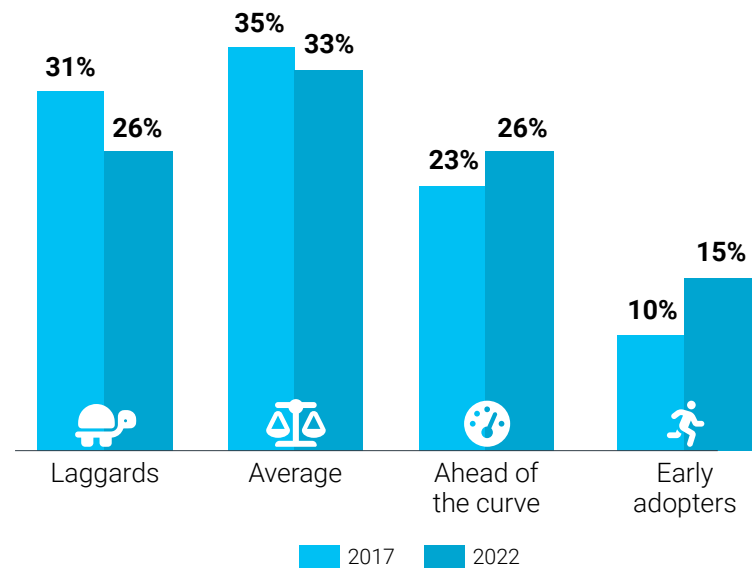
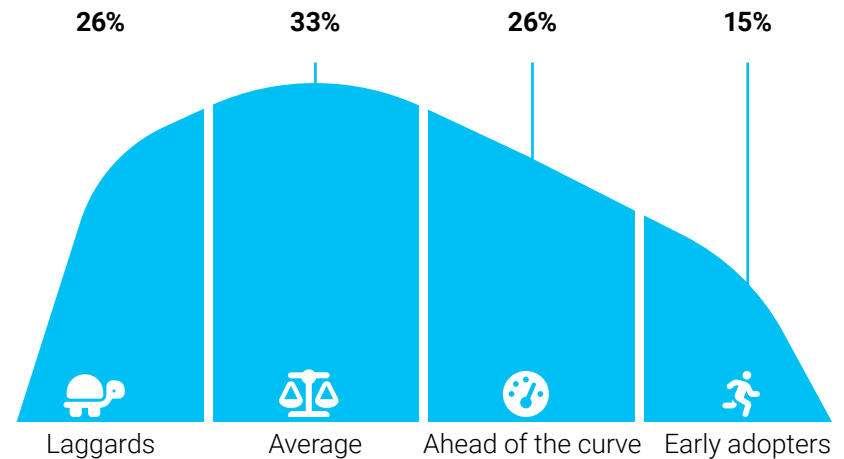


Figure 7. Question asked: Thinking about the professional membership/trade organization where you work, how would you describe its adoption of new technologies?

Organization's use of technology (Pro viewpoint)

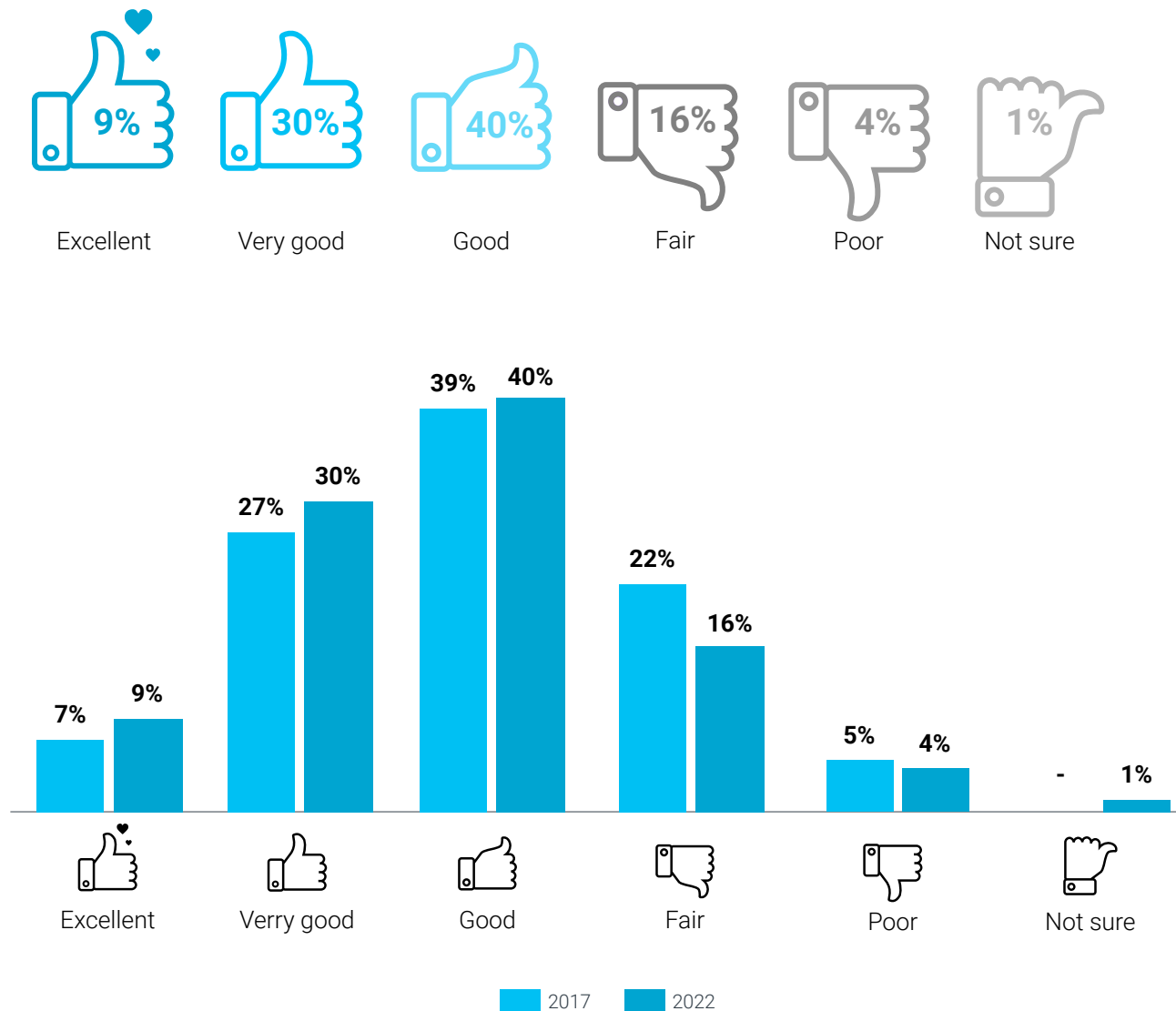


Figure 8. Question asked: How would you rate your professional membership/trade organization's overall use of technology?

How Members and Pros rate technology usage

Members continue to rate their organization higher in most technology areas compared to Pros. However, there are a few exceptions: Members give lower scores than Pros on security, webinars, and in-person conferences. Members rate online job boards as a priority but give their organization a weaker score in this area.

While Members' evaluations of their organization's technology remain strong, they have remained flat from five years ago.

This lack of movement indicates an opportunity for organizations to improve their use of technology to create a more positive MX.

Regarding online professional development and continuing education, Pros' evaluations have caught up with Member perceptions, which indicates improvement.



Excellent/Very good use of technology (rank ordered by Member perceptions)

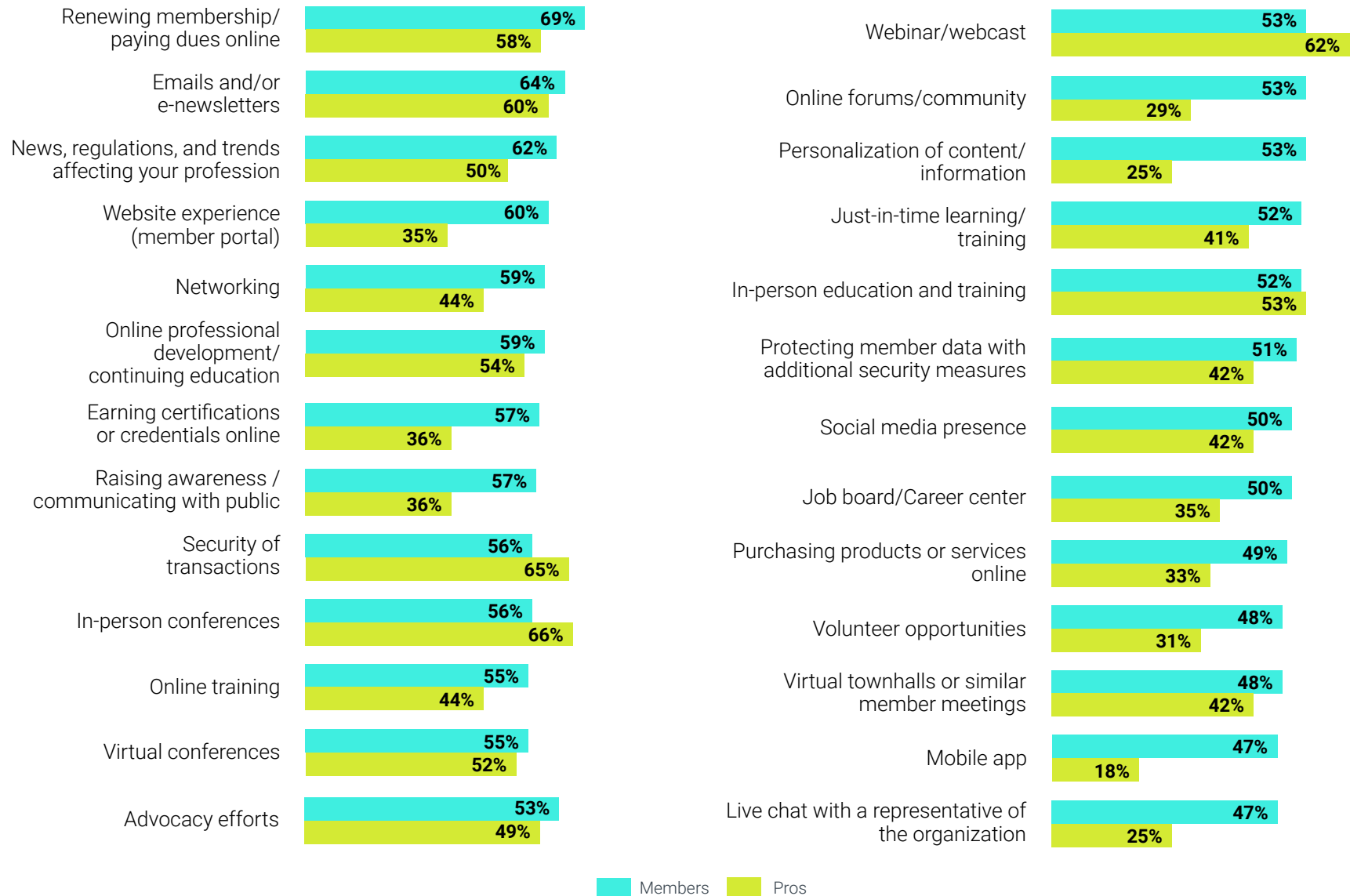
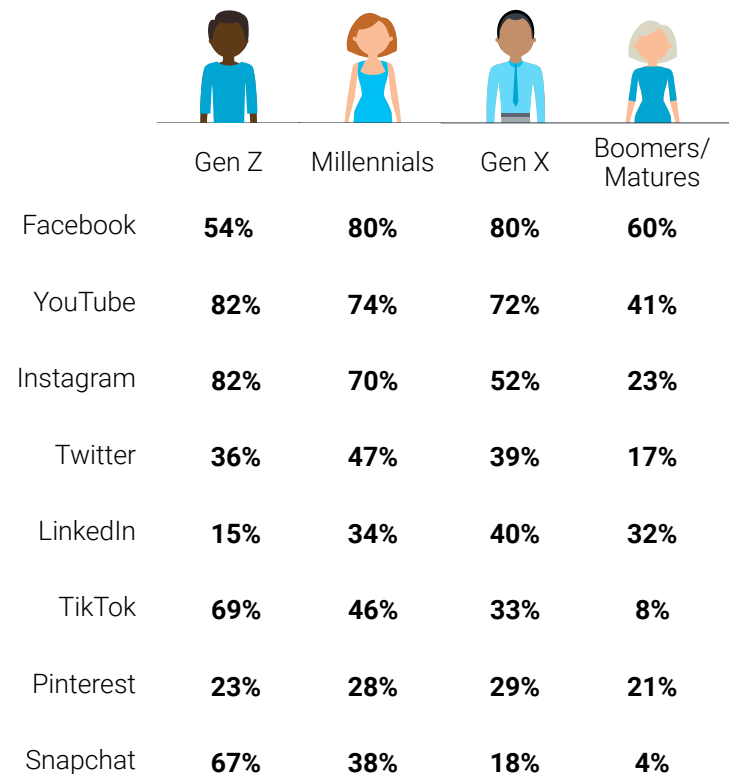
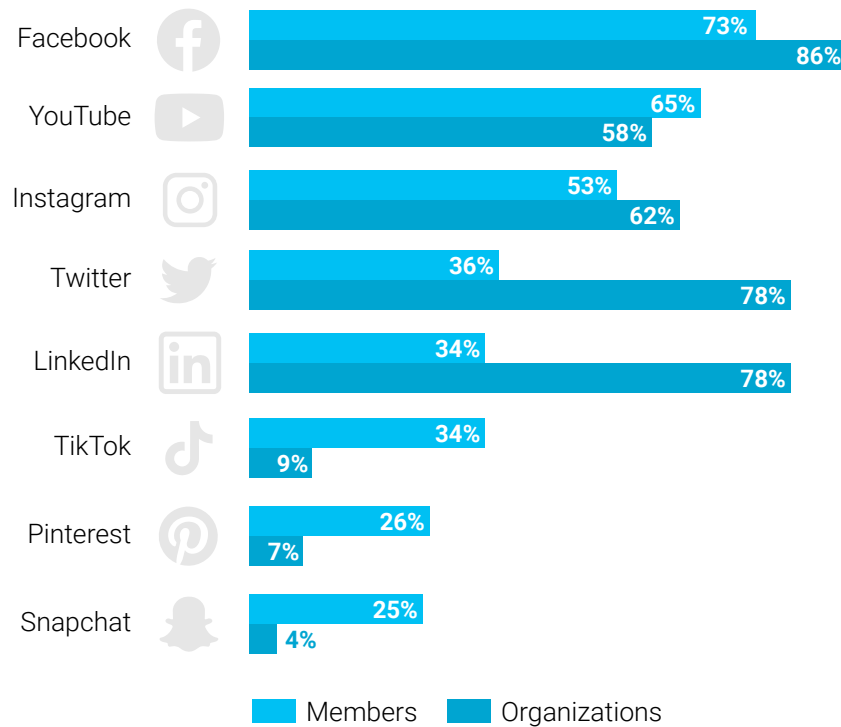


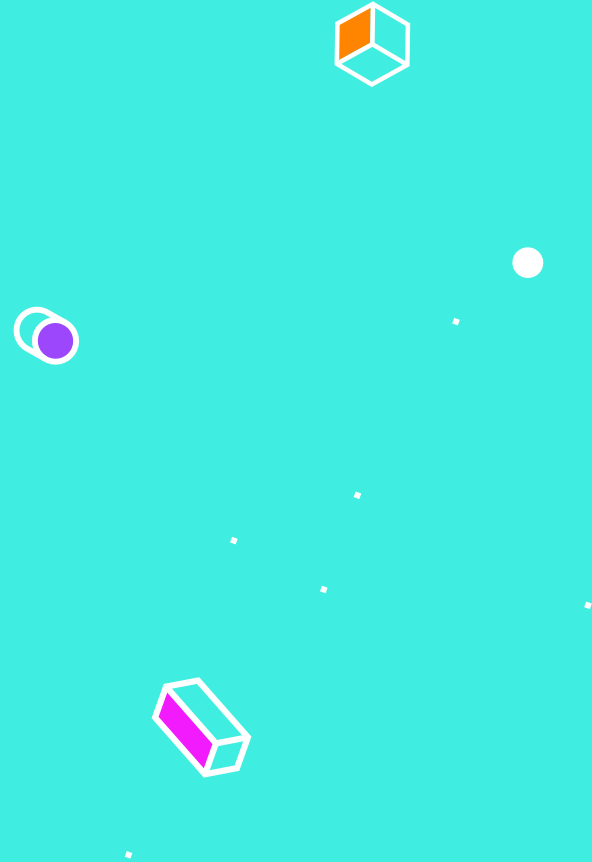
Figure 9. Questions asked: Here are some specific ways that professional membership organizations might use technology to connect and provide benefits and services to members. How would you rate your organization on each? | Here are some specific ways that professional membership/trade organizations might use technology to connect and provide benefits and services to members. How would you rate your organization on each?

How are members using social media?

Facebook is still the number one social media platform used by Members and is also the number one platform used by organizations to reach members. For Gen Z, Millennials, and Gen X, YouTube and Instagram rank as important forms of social media.



Priorities and outlooks of association professionals



Priorities and goals

When it comes to priorities, Pros are focused on improving the MX and building trust with members and the community.

Fifty-nine percent of Pros see upgrading and/or integrating new technology as a priority.

However, technology is a higher priority for large organizations than for small organizations:

- Increasing memberships and building trust with both members and the community rated significantly higher for **small** organizations.
- Upgrading and/or integrating new technology and enabling greater staff productivity rated significantly higher for **large** organizations.
- Driving innovation, and expanding regionally, nationally, and/or internationally, rated significantly higher for organizations that are **early adopters of technology**.

Importance of each to the organization (top priority / important)

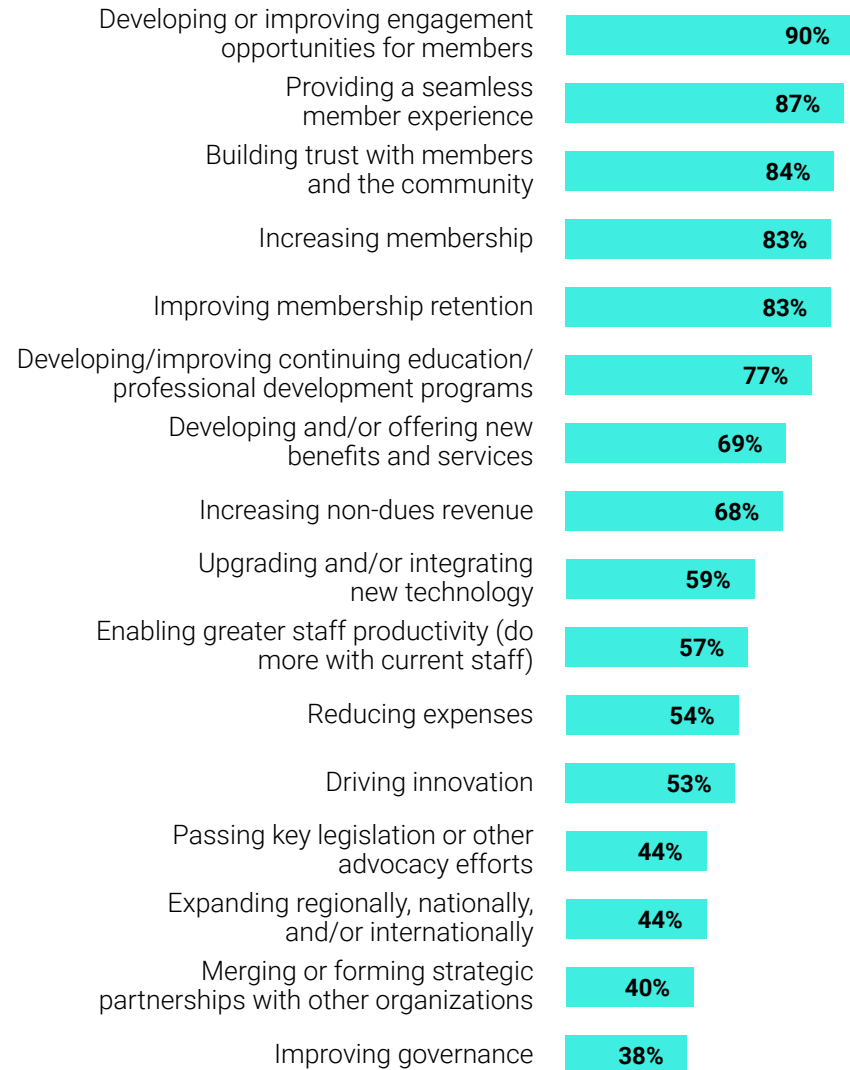


Figure 10. Question asked: How important are each of the following to you as you think about your role at your organization?

It follows that the number one business goal for Pros when it comes to technology is to enhance the MX – it ranks significantly higher than other variables impacting the bottom line, including increasing member acquisition and growing revenue.

As in previous research (in the 2019 study, this question was asked only of IT Pros), technology's role in member retention is significantly more important than in member acquisition (27 points higher) and revenue growth (35 points higher).

Most important business objectives for IT to address

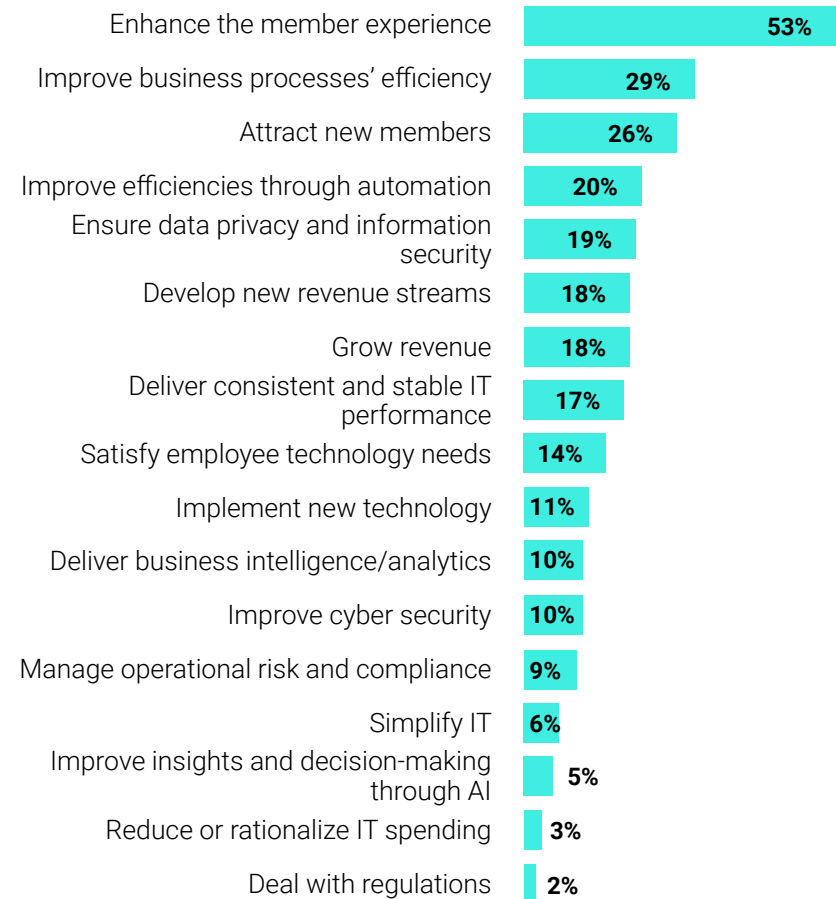
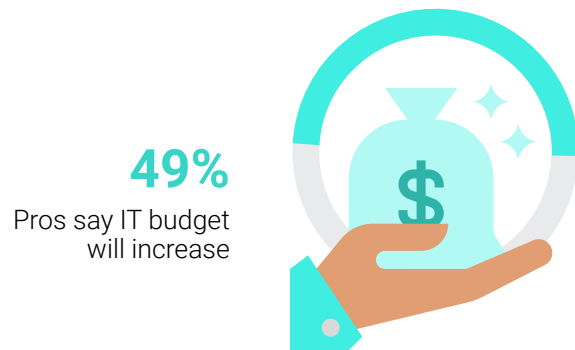


Figure 11. Question asked: What are the MOST IMPORTANT business objectives that your leadership is looking for IT to address? Please select up to three.

Technology and solution investment

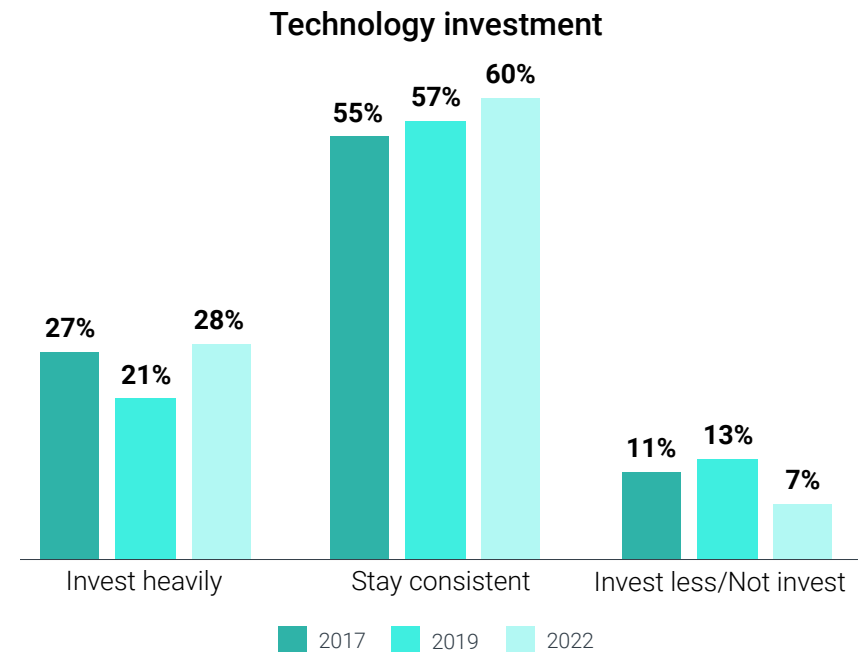
About half of Pros say their IT budgets will increase over the next year.

The percentage of those who say they will invest heavily in technology has increased since the 2019 study, while the percentage of those who say they will invest less or not at all has decreased.



Organizations who say their IT budget will increase

- 72% Technologically prepared for the future
- 65% Flexible technology budget
- 60% Early adopters of technology
- 68% Large organizations
- 61% More than 21 staff members
- 55% IT Pros



Figures 12 and 13. Questions asked: Over the next year, do you expect your IT budget to... | Which of the following best describes your organization's plans for the next 12 months with regard to technology?

When making technology purchases, Pros have multiple considerations beyond cost.

In keeping with their MX priority, more than half of Pros say their top technology purchasing priority is the ability to impact the MX.

Other key technological considerations include the ability for members and staff to use new technology, the ability to customize solutions, and customer support from technology providers.

Organizations more likely to invest heavily

45%	Technologically prepared for the future
43%	Flexible technology budget
33%	Large organizations

Purchasing priorities



Figure 14. Question asked: How important are each of the following when it comes to purchasing new technology?

Majorities of both small and large organizations have invested in remote work technology and cloud solutions. Outside of those two areas, technology investments vary by the size of the organization.

Technology that supports personalization is one area in which few organizations have already invested, but the largest percentage say they plan to invest in the future.

The use of mobile app solutions has seen a decline. Technologies that are typically used by more corporate organizations – such as robotic process automation, augmented reality/virtual reality, and blockchain – have not seen significant changes in investments.



Technology investments

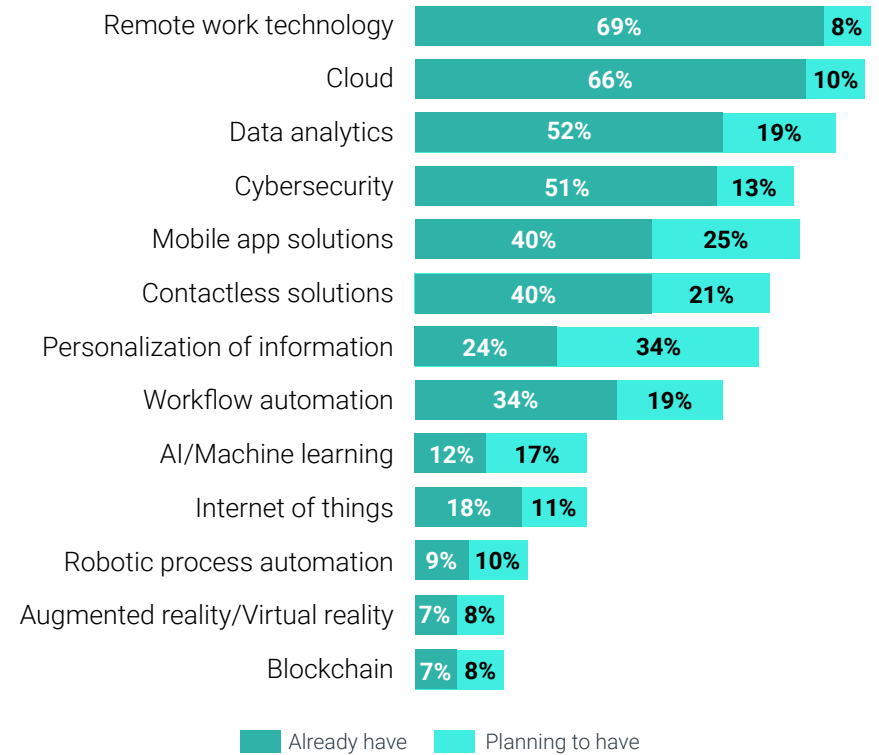


Figure 15. Question asked: Have you invested in any of the following technologies?

Technology preparedness

While numbers have improved slightly, less than 20 percent of Pros say they are “very prepared” technologically for the future.

Organizations that feel more prepared are early adopters, large organizations, and those with more than 21 staff members.

How technologically prepared Pros feel for the future

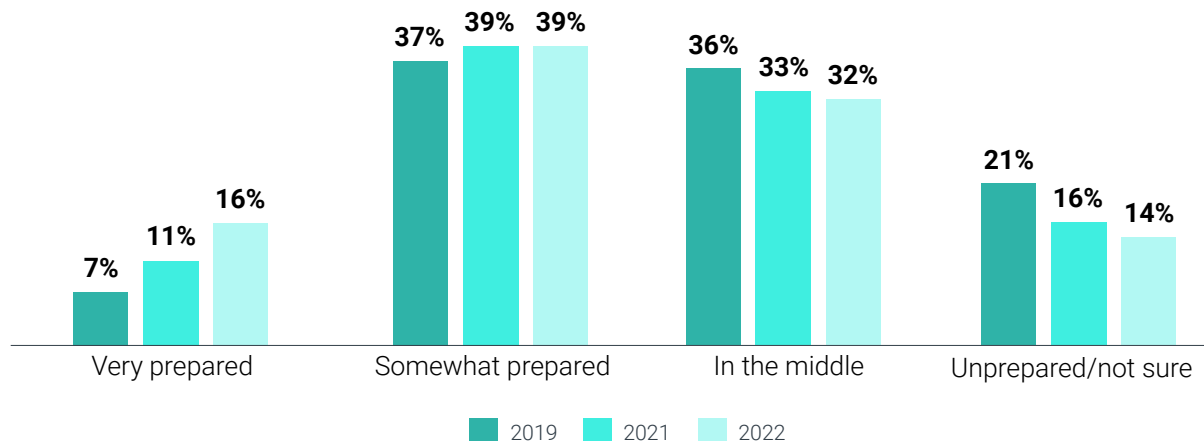
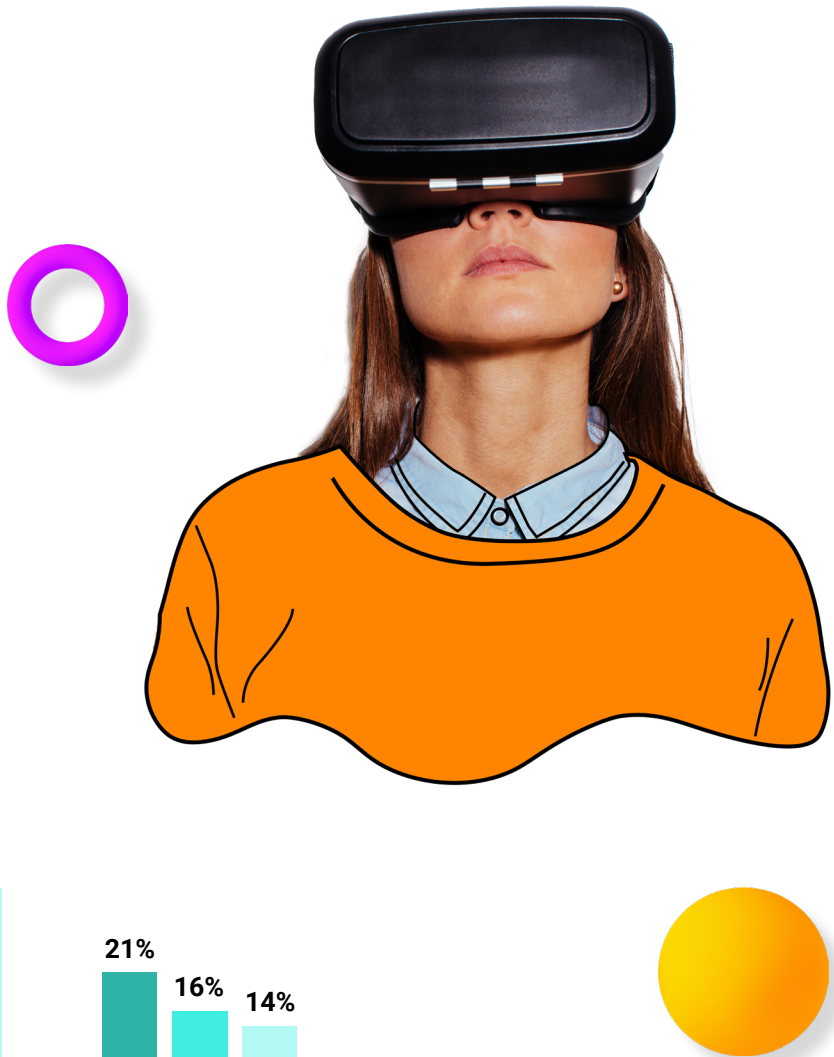
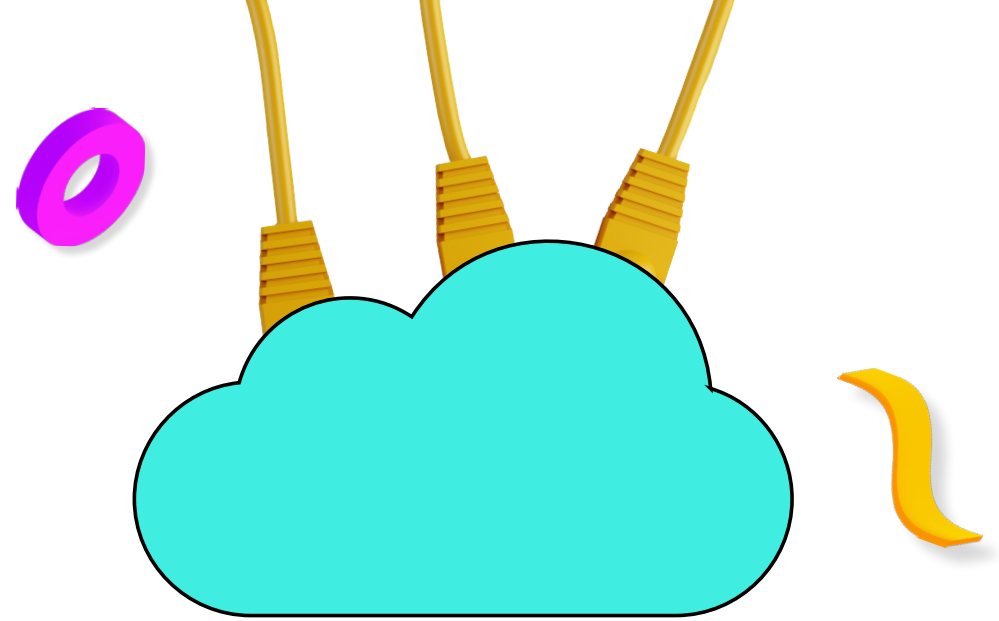


Figure 16. Question asked: When it comes to technology, how prepared do you feel your organization is for the future?

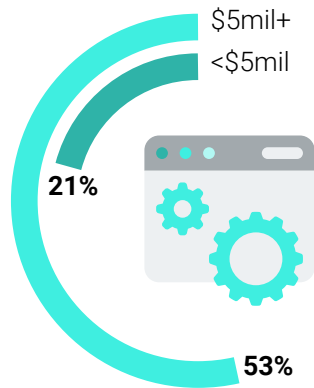


Only one-third of Pros say their organization has a formal digital transformation plan, and four in ten a data governance plan.

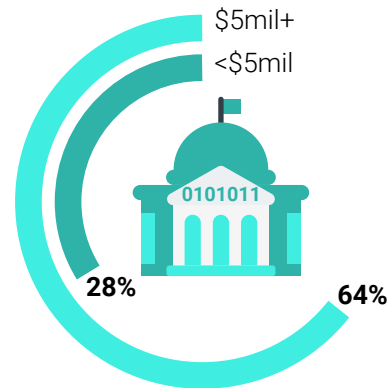
And although Pros say data analytics is a high priority for their organization, their confidence in the state of their member data remains weak. In these areas and others, small organizations are less technologically prepared than larger ones.



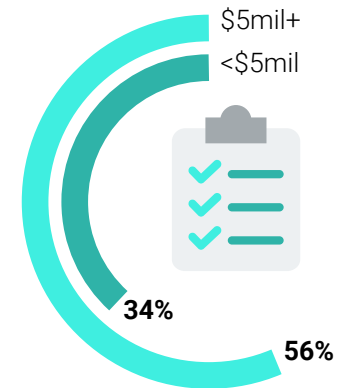
Have a formal digital transformation plan



Have a data governance strategy?



Very compliant with data regulations



Figures 17, 18, and 19. Questions asked: Do you currently have a formal digital transformation plan/vision/strategy? | Do you currently have a data governance strategy? | To what extent do you feel your organization is compliant with data regulations?

Technology decision-making

According to Pros, technology purchasing decisions are becoming more flexible for their organization.

There is a strong correlation between flexibility, technology adoption, and preparedness.

Most organizations say their Executive Director/CEO is a primary tech decision-maker (67%), followed by a third who say their board is involved in decisions (37%). However, those who say their board is involved are more likely to be technology laggards. A quarter say IT is involved in technology decisions (23%), and those tend to be larger organizations who feel more prepared for the future.

Technology purchasing decisions

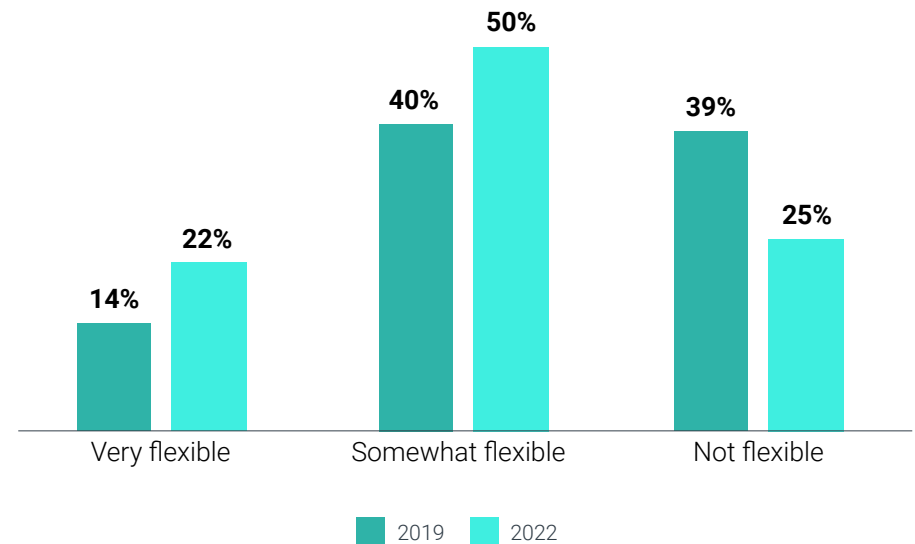
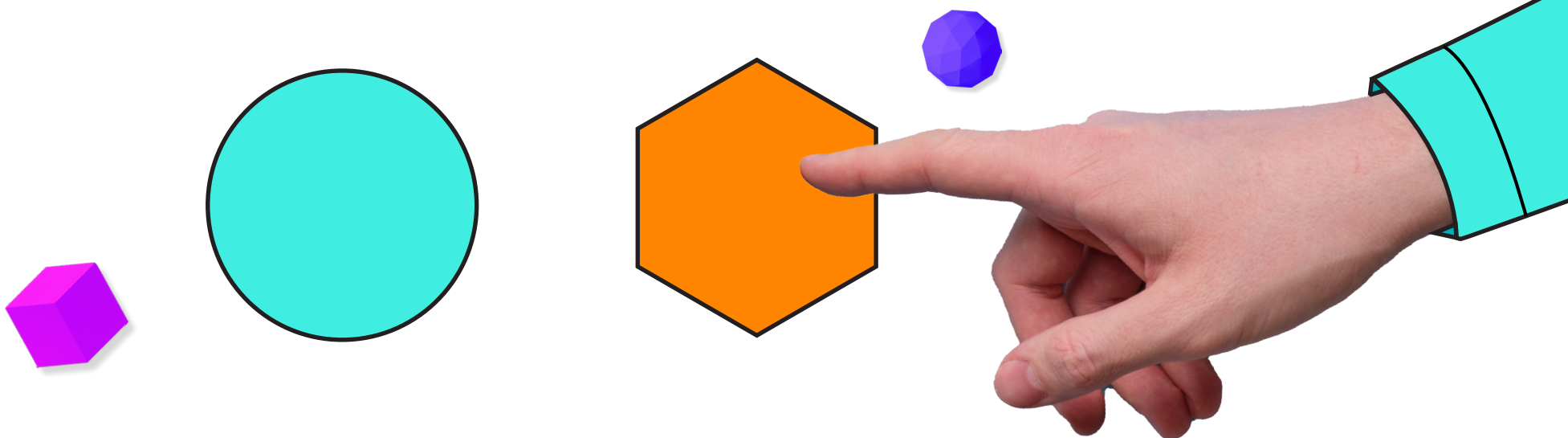


Figure 20. Question asked: How flexible is your professional membership/trade organization when it comes to making decisions about technology purchases and/or changes? Please select the answer that best fits your organization.



Associations' technology usage



Tools

After a dip last year, Pros say their usage of most tools is either back to, or higher, than previous levels.

Tool usage by organization size is fairly consistent, but there are a few tools that large organizations use significantly more than small ones, including e-commerce platforms, learning management systems (LMS), mobile apps, and analytics tools.

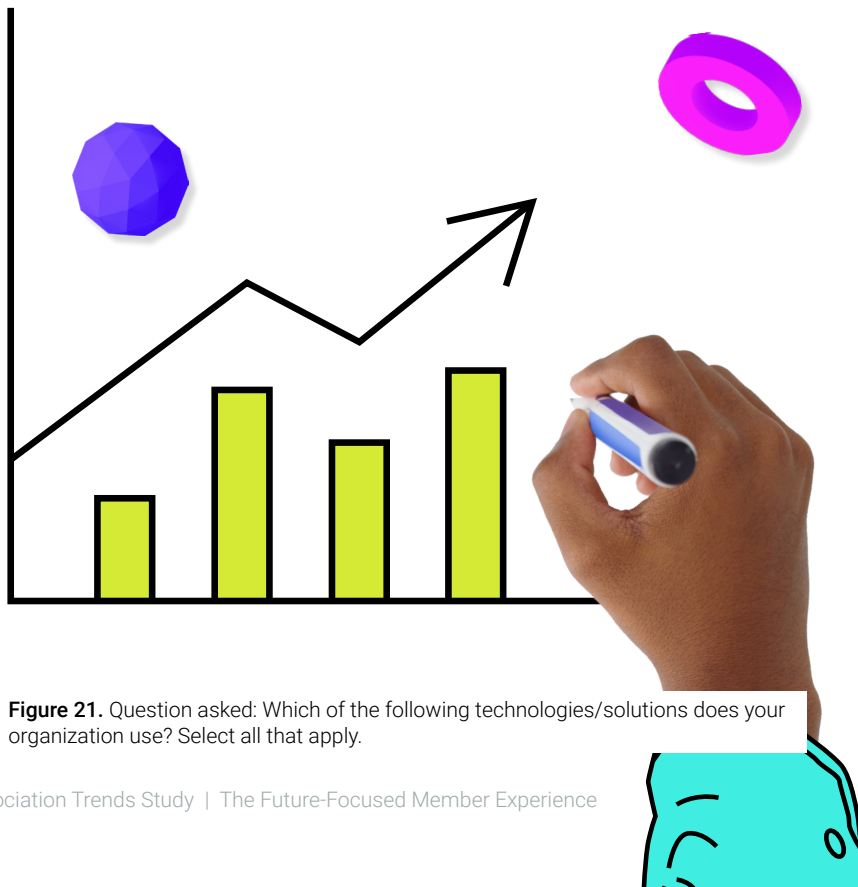


Figure 21. Question asked: Which of the following technologies/solutions does your organization use? Select all that apply.



Spending

Pros indicate that in the next 12 months, their organization is most likely to increase spending on analytics, association management software (AMS), event-related tools, LMS, and mobile technologies. Large organizations are more likely than small organizations to invest in analytics and business intelligence tools.

Notably, changes from 2021 represent a shift from virtual to in-person tools: Pros say they will spend even more than last year on event tools, while fewer say they will spend more on webcasts and virtual event platforms.

Plan on spending more (among Pros using)



Figure 22. Question asked: In the next 12 months, will your organization spend more, less, or the same on each of the technologies/solutions it uses?

Member data

While study findings suggest that data analytics is becoming a higher priority for organizations, only a third of Pros describe their organization's data as excellent or very good.

Large organizations are more likely than small organizations to describe their member data as excellent or very good.

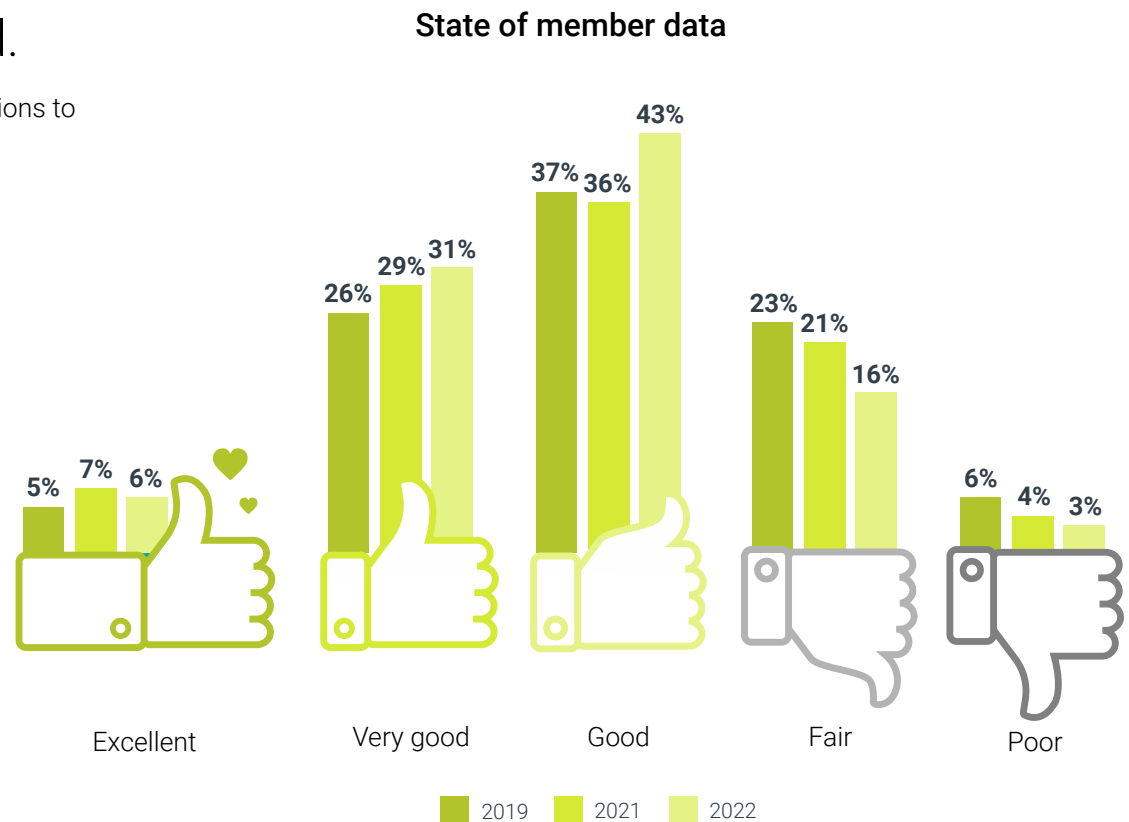
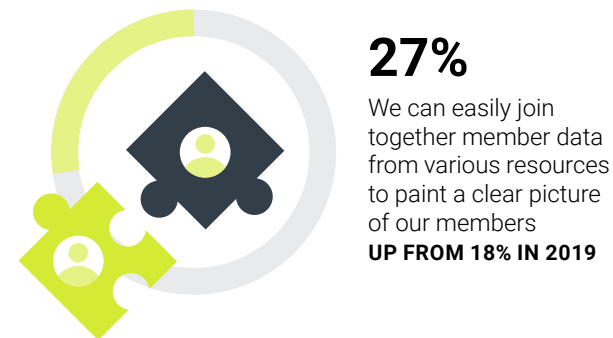
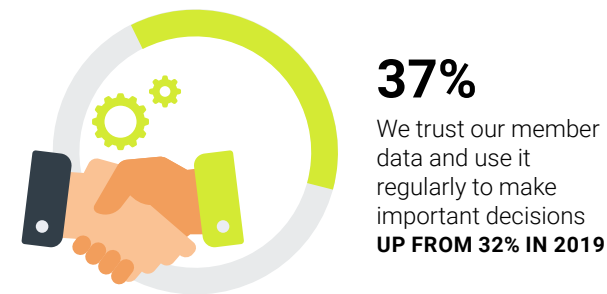
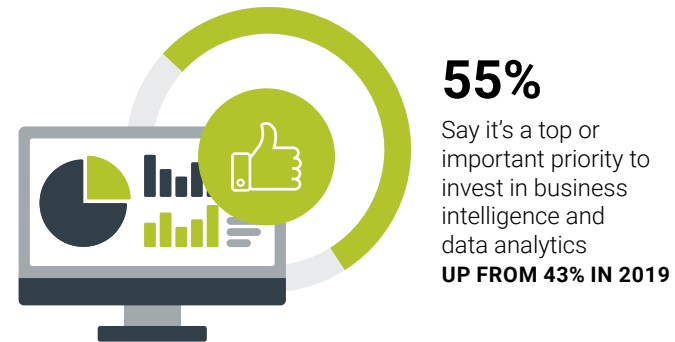


Figure 23. Question asked: How would you describe the state of your member data today?

One notable change: 55 percent of Pros say it's a top or important priority to invest in business intelligence and data analytics (up from 43 percent in 2019).

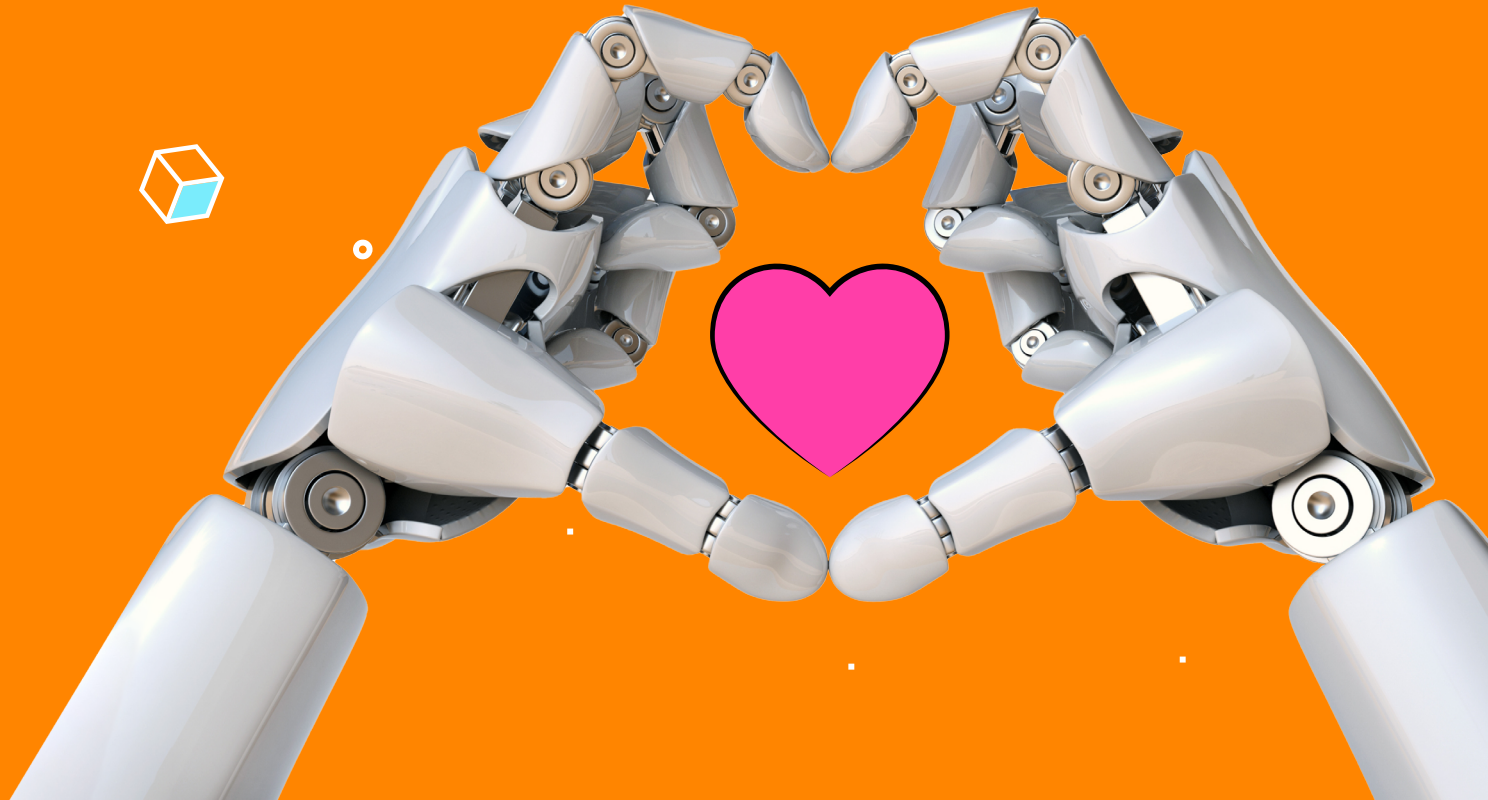
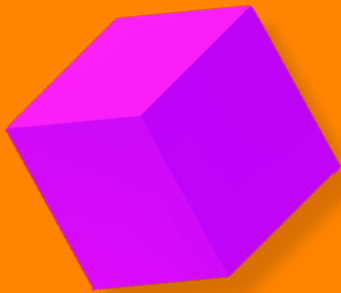
Also, the ability to easily join together member data from various resources to paint a clear picture of members saw a significant increase from 2019.



Figures 24, 25, and 26. Questions asked: Some professional membership/trade organizations are investing in and prioritizing business intelligence and data science/ analytics. How important is this for your organization? How well do each of the following describe technology at your organization?

PART 2

Member engagement & loyalty trends



Key findings



1 Member loyalty has softened – slightly.

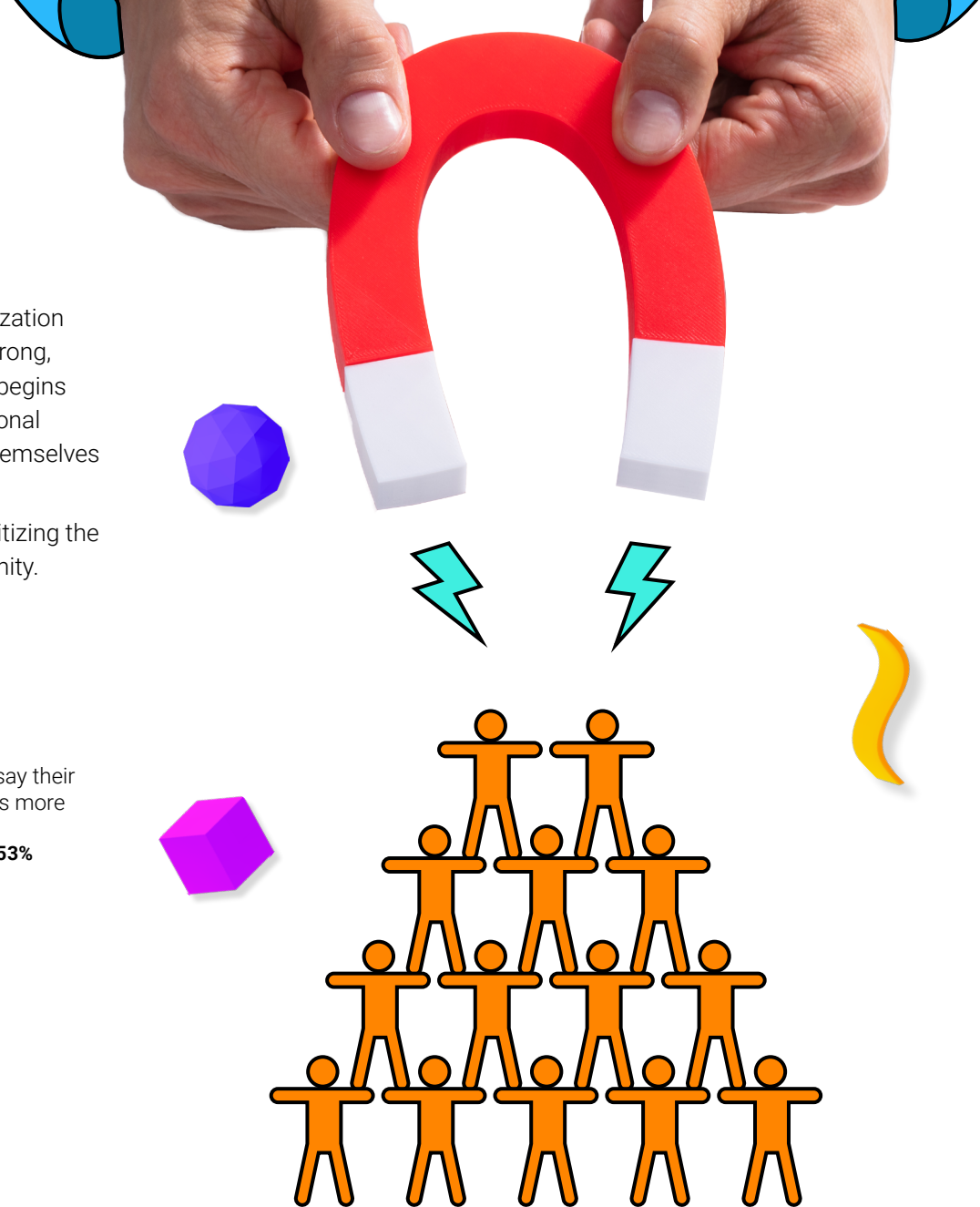
During the pandemic, Members looked to their organization as a beacon in uncertain times. While loyalty is still strong, it has softened a bit. This suggests that as the world begins to emerge from the effects of the pandemic, professional membership organizations must continue to prove themselves and not just go back to business as usual.

The good news is that Pros say they are already prioritizing the MX and building trust with members and the community.



48%

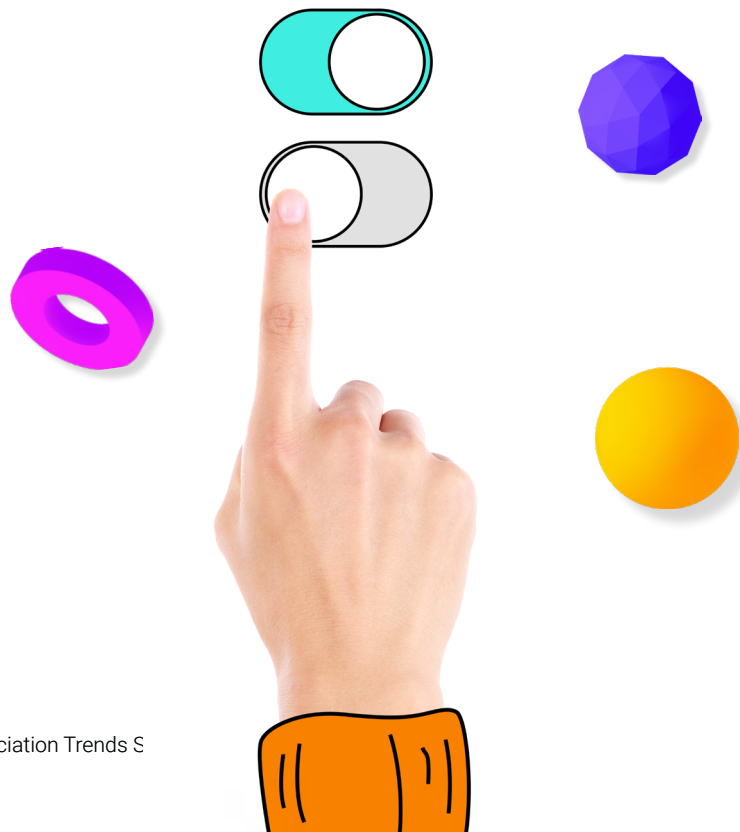
Of members say their organization is more important
**DOWN FROM 53%
IN 2021**



2 Member priorities are shifting.

In 2021, Members focused on bigger picture areas that involved understanding and protecting their industry. This year's data suggests a shift in Member priorities: Tangible benefits that impact an individual's personal career – including certifications, job opportunities, and help with career advancement – have risen in importance. These were once top priorities for Members early in their career, but today they are also critical for mid-careerists.

Pros continue to underestimate the importance of job opportunities and help with career advancement, indicating a strong opportunity for organizations to invest in and elevate these benefits in their value proposition.



Top most important benefits (% very important)



3 Virtual is here to stay.

Pros continue to show enthusiasm for getting back to in-person events while Members still indicate a preference for mostly virtual.

In 2021, younger generations slightly shifted the overall preference toward in-person engagement, but expectations did not reflect reality: Members report engaging mostly virtually in the past 12 months.

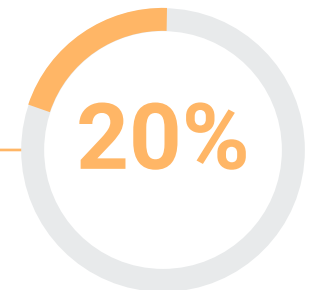
This year's findings also indicate a higher than 2021 preference for in-person events, but that shift is now driven more by older Members. Nearly half of Members report planning to engage mostly virtually, and a quarter of Members plan to engage through a combination of in-person and virtual. Over the next year, 74 percent of Members plan to engage with organizations virtually.

This past year

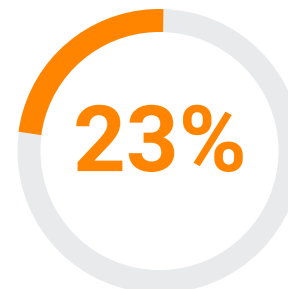


Mostly in person

Plans for next year

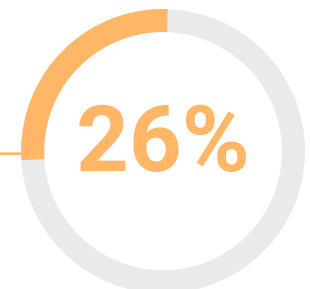


This past year



Even mix

Plans for next year

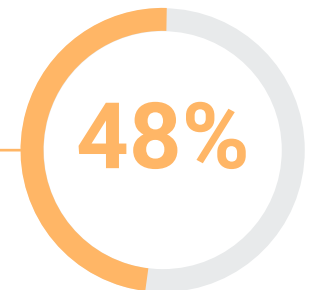


This past year



Mostly virtual

Plans for next year



Member sentiments, loyalty, and priorities.



Member sentiments and loyalty

About half of Members (48 percent) say their organization is more important than in the past, down from 53 percent in the 2021 study.

Meanwhile, Pros are more likely to believe their organization has grown in importance to members (60 percent) – highlighting another gap in Member views versus Pro views.

Importance of organization to Members compared to a year ago (Member viewpoints)

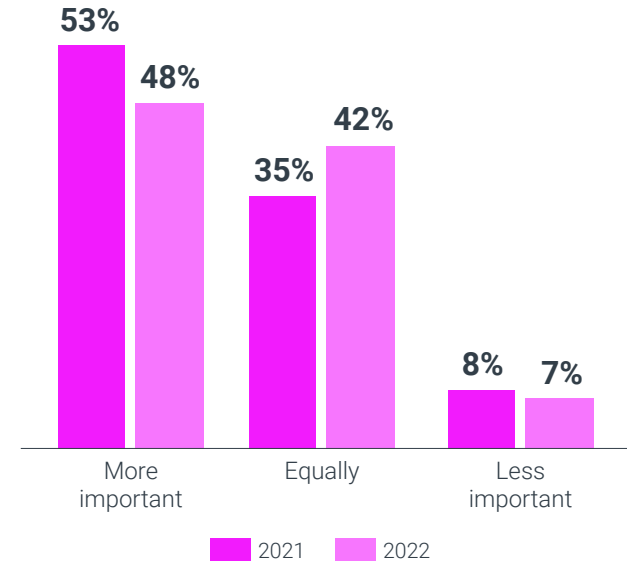
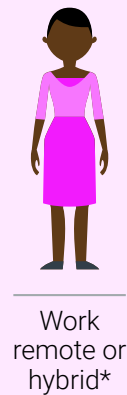
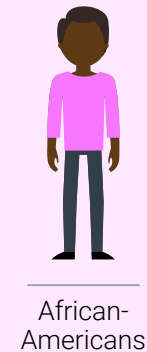
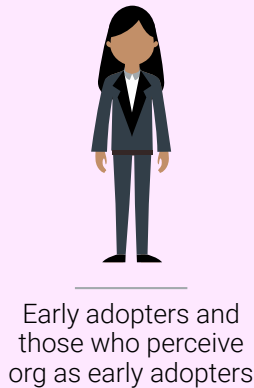
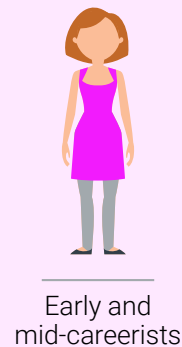
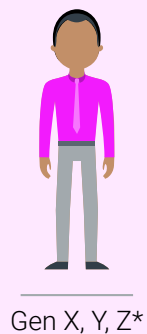


Figure 27. Question asked: How important do you feel your professional membership organization is now, compared to a year ago?

Groups who say organization is much more important:

*New in 2022



As in previous studies, Members were asked to evaluate their primary professional membership organization on multiple loyalty metrics. Overall, scores remain strong across four key brand indicators: Net Promoter Score, Connection, Likelihood to renew, and Satisfaction.

However, some scores have softened slightly from last year, suggesting an opportunity for organizations to strengthen their member value propositions to keep members engaged and loyal.

Member loyalty metrics over time

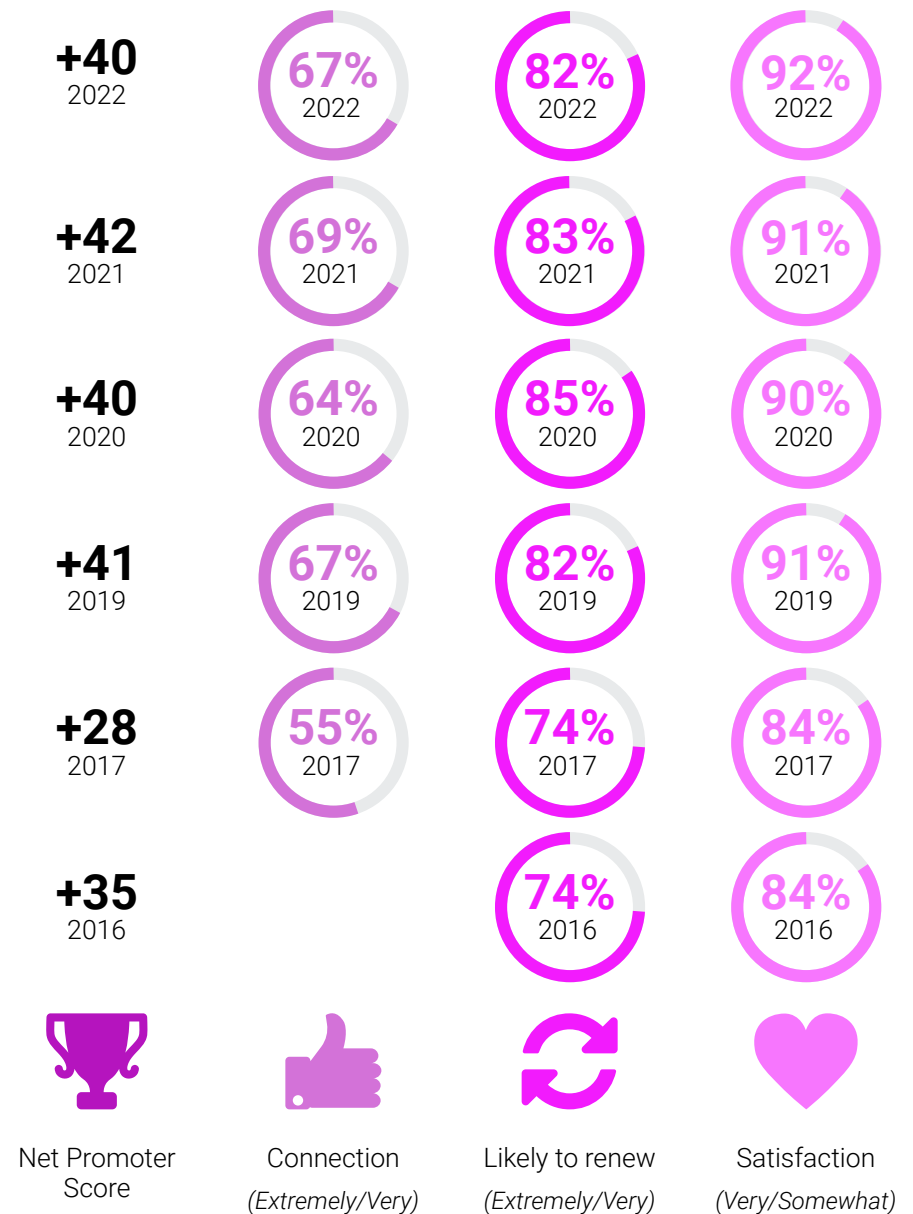


Figure 28. Questions asked: Overall, how satisfied are you with your membership in this professional membership organization? | How likely are you to recommend this professional membership organization? Use a 10-point scale where 10 means you are extremely likely to recommend and 0 means you are not likely to recommend the organization. | On a scale of 1 to 5, where 5 means extremely connected and 1 means not connected at all, how connected do you feel to this professional membership organization and the work that it does? | How likely are you to renew your membership in this professional membership organization after your current membership expires?

What members value today

During the past two years, Members focused more on their industry's big picture – with benefits such as industry news and information, fueling industry growth, and the reputation/status that comes with membership seeing the biggest gains in importance.

This year, Member responses suggest they have shifted their focus to more personal tangible benefits, including certifications/credentials, targeted content, job opportunities, and help with career advancement.

Pros align with Members when it comes to some areas. However, Pros underestimate the value of job opportunities, career advancement, certification, and training, while overestimating the value of representing interests, targeted content, and industry-specific information. The disconnects suggest an opportunity for Pros to realign their efforts in these areas.

**Top 12 most important benefits
(current Member and Pro viewpoints)**

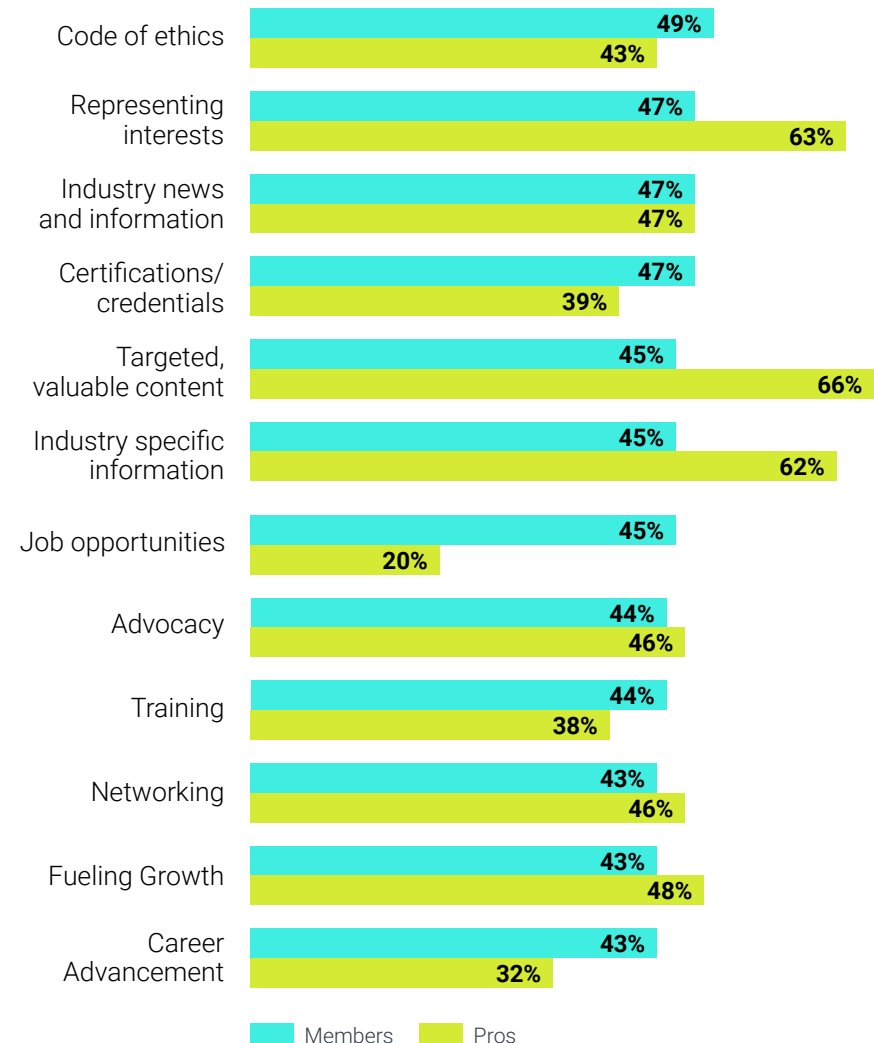


Figure 29. Questions asked: Below is a list of benefits that being a member of a professional membership organization might provide. For each, please indicate how important that benefit is to you. | Below is a list of benefits that a professional membership/trade organization might provide to its members. For each, please indicate how important you feel that benefit is to your organization's members. Would you say it is...

Why do they join?

This study's findings show that overall, the top reasons for Members to join an organization continue to be networking, job opportunities, certifications, career advancement, and training.

Job opportunities and career advancement are stronger motivations for early and mid-careerists to join, while industry news and code of ethics are more attractive to those late in their career.

For reference, the 2019 study shows that the largest number of Members join a professional organization early in their career – within five years of employment. About one-third join before employment. Few join later in their career.

- | | | | |
|---|--------------------------------|----|-------------------------------|
| 1 | Networking | 6 | Socializing |
| 2 | Job opportunities | 7 | Representing interests |
| 3 | Certifications/
credentials | 8 | Industry news and information |
| 4 | Career advancement | 9 | Code of ethics |
| 5 | Training | 10 | Mentoring |

Second-tier benefits remain somewhat consistent from past years, with a few exceptions:

Members are less focused than they were in 2021 on raising awareness for their industry, the organization gathering their feedback, and the reputation/status that comes with membership.

Meanwhile, Pros continue to overvalue the importance of meetings/conferences.

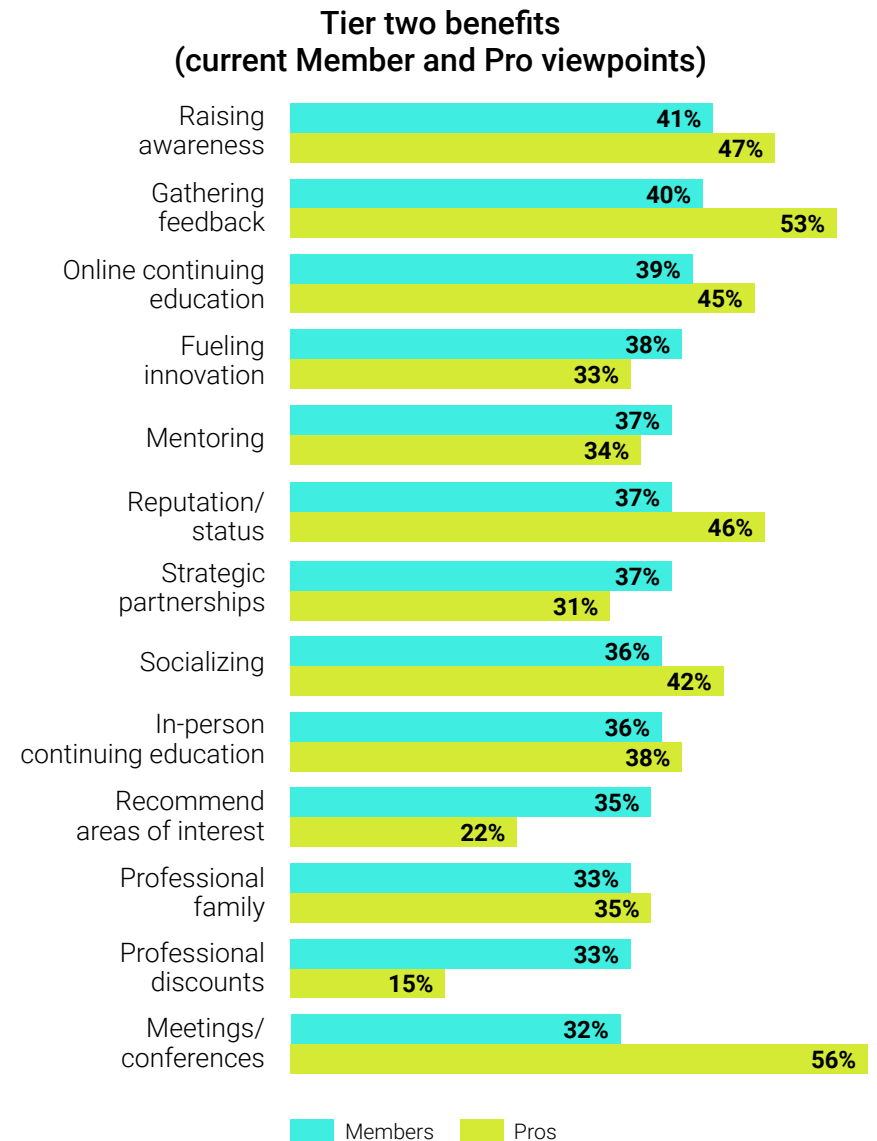


Figure 30. Questions asked: Below is a list of benefits that being a member of a professional membership organization might provide. For each, please indicate how important that benefit is to you. | Below is a list of benefits that a professional membership/trade organization might provide to its members. For each, please indicate how important you feel that benefit is to your organization's members. Would you say it is...

Audience drill-down: career stage

A deeper look shows that some Member priorities differ, and have shifted from last year, based on career stage.

Early and mid-careerists are now more focused on tangible benefits, including job opportunities and help with career advancement. The shift to more interest in job opportunities and career advancement from mid-careerists has been a big change from previous studies. Priorities have remained steady for those late in their careers, who are more interested in code of ethics and industry news and information.



Figure 31. Question asked: Below is a list of benefits that being a member of a professional membership organization might provide. For each, please indicate how important that benefit is to you.

Benefit drill-down: in-person engagement

The 2021 study showed a slight shift in Member interest toward future in-person engagement, which was driven mostly by younger generations.

However, in the 2022 study, Members report engaging mostly virtually.

The 2022 study also still shows a slight shift toward future in-person engagement, but this time, it's driven by older Members.

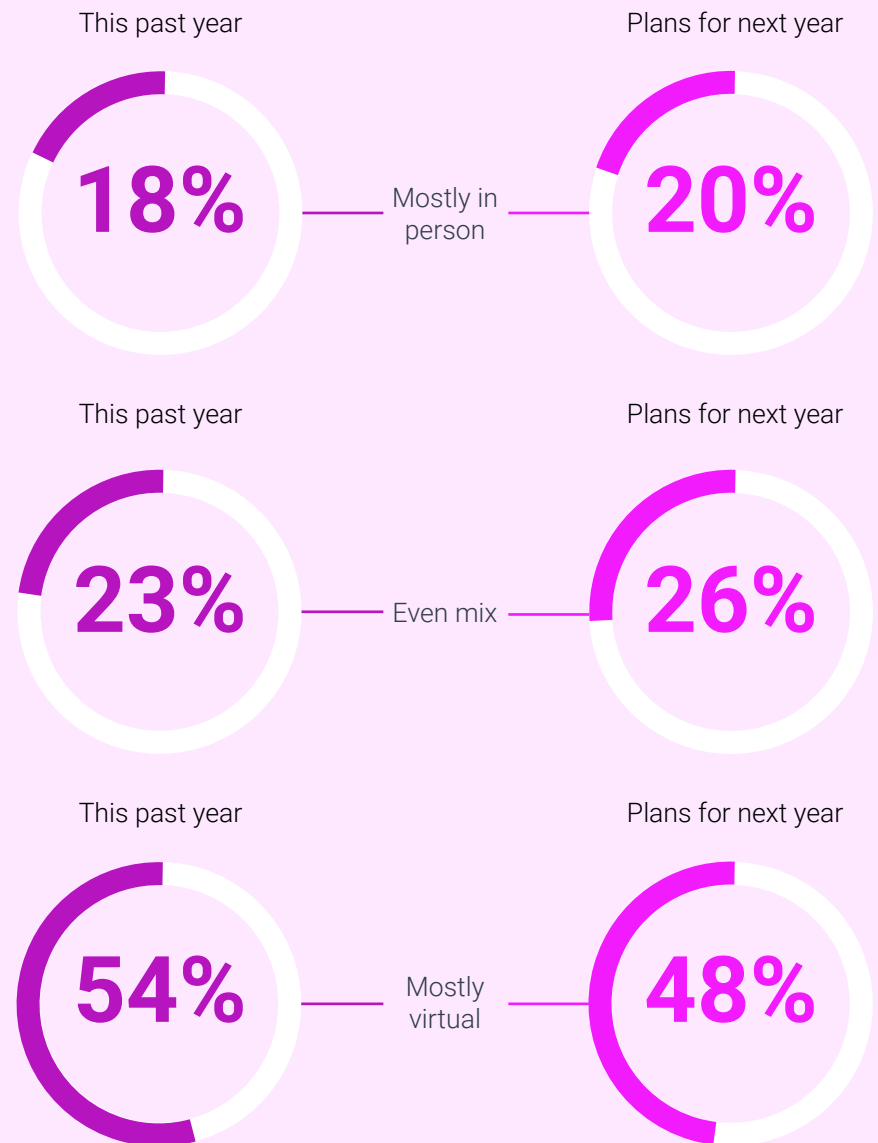
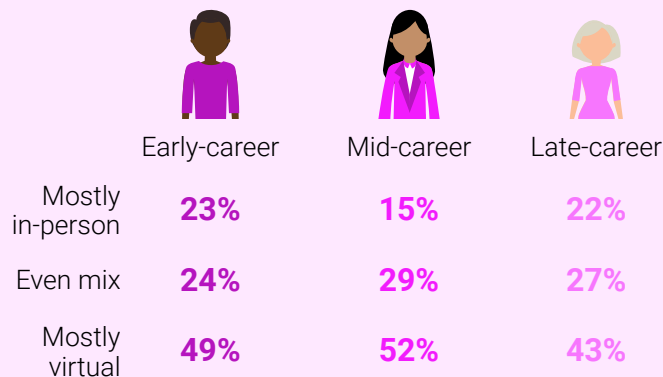


Figure 32. Questions asked: How do you typically engage with your professional membership organization? | How do you think you will engage with your professional membership organization in the next 12 months?

Member benefit gap analysis

Pulling multiple data points together provides a gap analysis around member benefits that shows where organizations are strong, where they have work to do, what benefits need to be maintained, and what areas are less important.

The 2022 analysis shows that organizations are doing well in several areas that are important to Members, including code of ethics, industry news and trends, and certifications. Meanwhile, organizations have room for improvement in key areas like providing career advancement and job opportunities.

BENEFIT GAP ANALYSIS

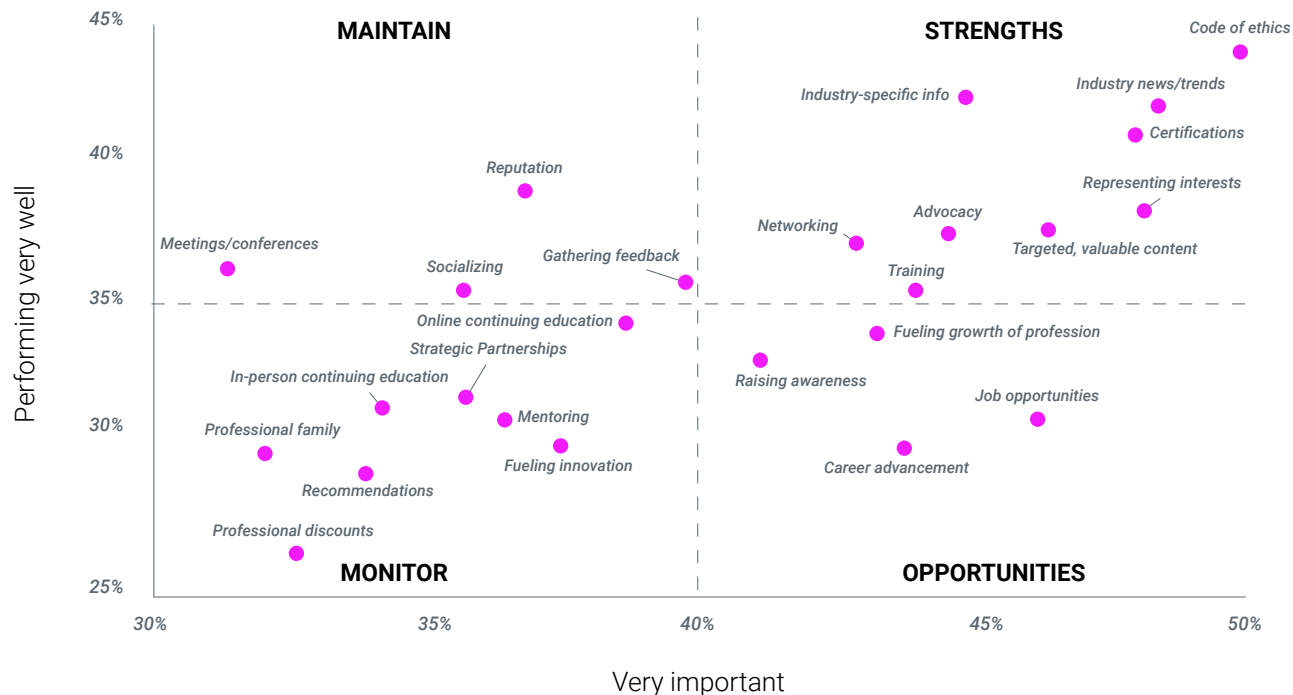
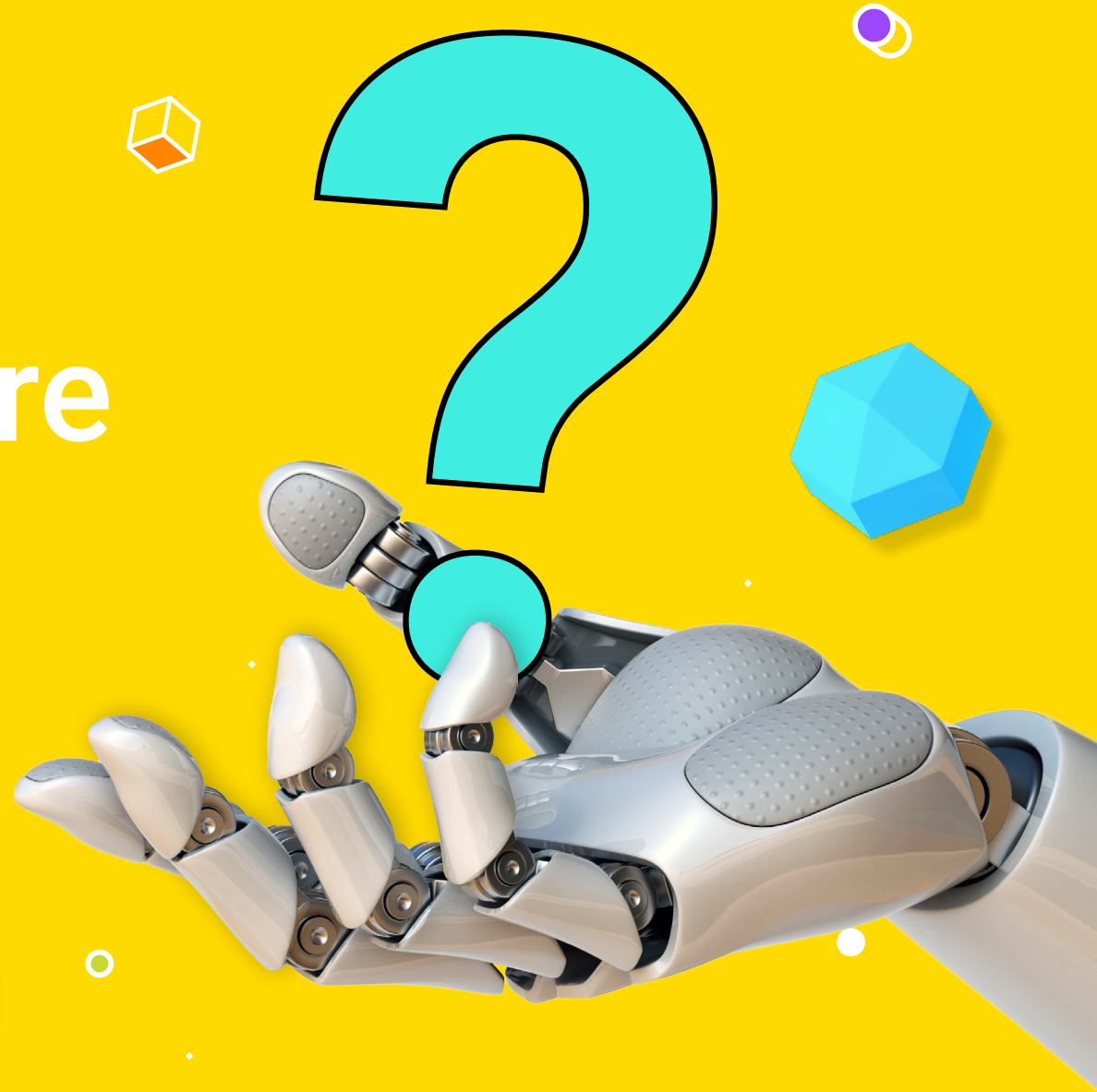


Figure 33. Questions asked: Below is a list of benefits that being a member of a professional membership organization might provide. For each, please indicate how important that benefit is to you. | How well is your primary professional membership organization doing in each of the following areas? If your organization does not offer the benefit below, select "NA."

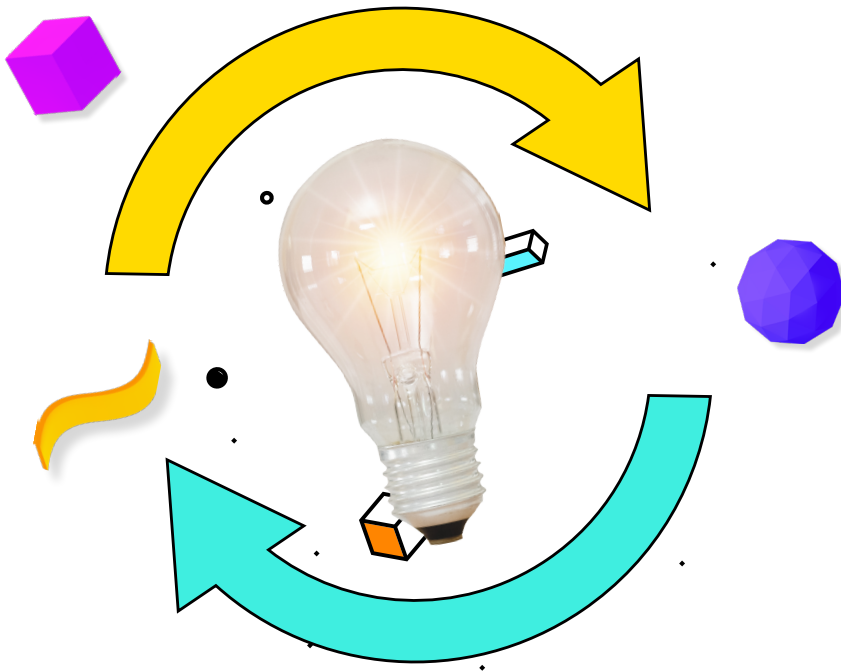
Where to go from here



This study's findings suggest that technology holds an important role in an organization's ability to provide a great member experience (MX) and retain life-long members.

While member sentiments and loyalty for their professional membership organization remain strong and positive, member values continue to shift as our world evolves. The ability to adapt to the changing environment is key to long-term success.

Here are six ways to use the data and findings from this study to better align your organization's efforts with what members value most:



1 Rethink your value proposition

Findings from this study indicate that member loyalty may be softening from the highs seen during the pandemic. When asked “why should I join?” or “why should I renew?” A well-defined value proposition will close the deal.

Set aside time to review your value proposition to ensure it is still relevant to today's members. Successful associations go beyond a laundry list of what's included with a membership. Instead, they share a vision of how membership will improve a member's career and life.

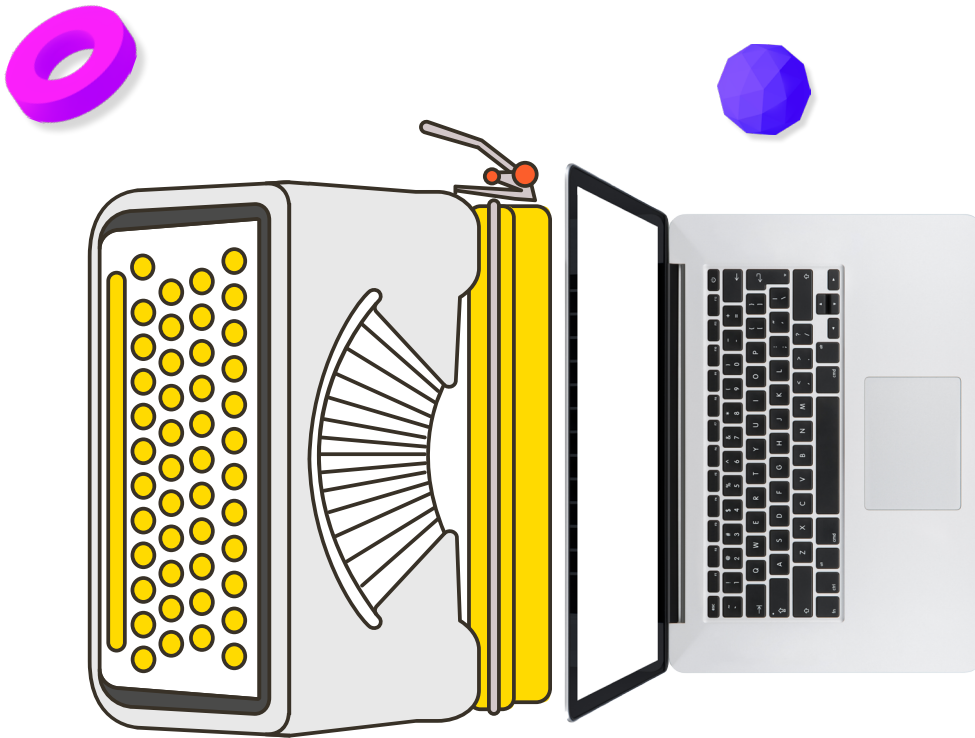
At the same time, there has been a shift in member priorities – from the broader industry to more personal benefits. Reassess your member benefits and engagement opportunities to ensure they continue to provide the value that members seek. During your assessment, consider not only which programs and services should be expanded, but also which should be discontinued. The expansion or discontinuation of programs and services enables you to communicate your plans and reaffirm your value proposition.

2 Evolve your use of technology – now!

Less than 20 percent of Pros feel very technologically prepared for the future. Meanwhile, Members who view their organization as an early adopter of technology continue to be more satisfied, more connected, more likely to renew, and more likely to promote their organization. And while Member evaluations of their organization's technology remain strong, they have stayed flat over the past five years. Together, these findings point to a big opportunity for organizations to improve their use of technology to create a more positive and lasting MX.

Take a good look at your organization's technology strategies to make sure they align with what members value and expect. For example:

- Develop a digital transformation plan. Make sure your entire organization, including leadership and the IT team, is in sync with the priorities set forth by the plan.
- If you find yourself struggling to stay ahead of the curve, turn to your members who are early technology adopters to help you develop a technology strategy to meet your member's expectations.
- Make sure your AMS and LMS support a modern digital MX.
- Invest in an event platform that can help you deliver excellent hybrid event experiences.
- Find a strong online job board and comprehensive career center solution to help you provide members with the benefits they want most.

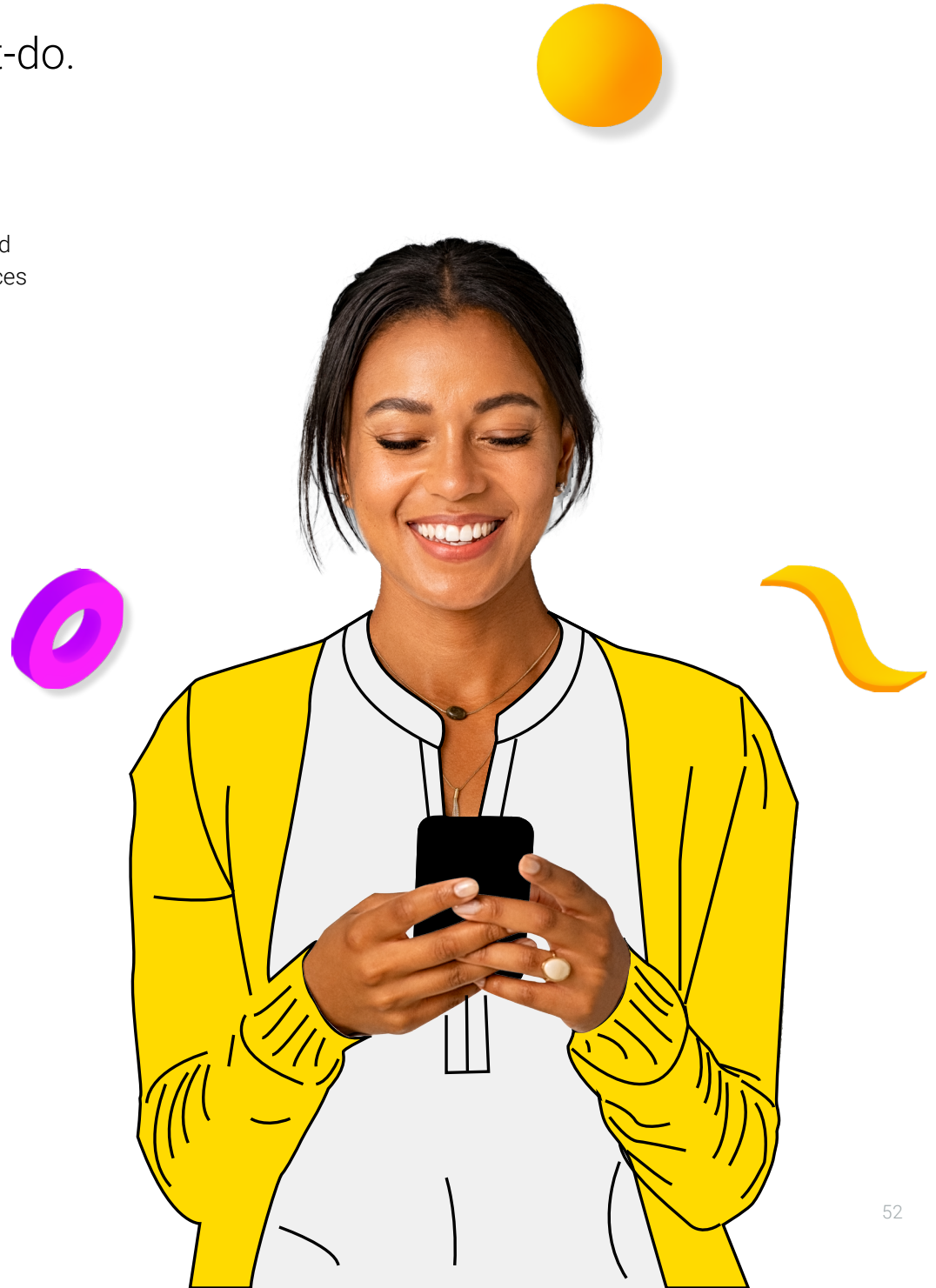


3 Consider hybrid events a must-do.

Last year's study showed a large shift in Pros' priorities to get back to in-person events. And while findings from the past two years' studies have shown slight shifts toward Member interest in in-person engagement, Pros continue to overestimate the value of in-person events and conferences to members. Pros also think these conferences are higher quality technologically than members do.

But this doesn't mean in-person events no longer have a valuable place in member engagement.

It simply means that it's time to re-evaluate and continue investing in virtual engagement. Get ready to offer top-notch hybrid event experiences for your members by putting the right tools and strategies in place to engage in-person and virtual attendees. Engage with your members to identify the value of in-person versus virtual event attendance, and then work to deliver the experience they want. This approach will help you to define what "hybrid" means for your organization.



4 Make career advancement opportunities a top priority – no excuses.

Throughout the past five years' studies, one thing remains clear: Members want job and career advancement opportunities. So, if you want to be the go-to resource for your industry or profession, you must provide members with resources to help them advance their career.

With the right technology and proven approaches, you can create an online career center that helps members achieve success in their career. Be sure to provide more than just a job board (so that members can easily search and apply for relevant opportunities), but also career advancement resources, such as career advice, with relevant articles that guide job seekers in their search; online coaching that provides job strategies and tips on resumes and interviewing; and career insights and placement services that help members secure their dream job.

5 Step up your work around member data.

Only four in ten Pros say their organization has a data governance plan. And confidence in the state of their member data remains weak. Make sure your organization's member data is strong by keeping your data clean and secure. Talk with your technology vendors to ensure they have data compliance certifications in place, and that they use best practices to prevent unauthorized access to data. Also, develop a data governance strategy that includes policies for what type of data you collect, how long you keep data, and how you use it.

Keep in mind, too, that organizations continue to recognize the importance of data analytics to better understand their members and create an amazing MX. Yet, many still do not use data analytics tools to get the job done. Start using data analytics tools to visualize your data and put it to use in new ways, such as making more informed business decisions.

Finally, be sure to use your member data to segment your audience and deliver the right message to the right people. And make sure you're targeting the right audiences through their preferred social media platforms.

6 Get your governance model in top shape.

Member sentiments and loyalty are still strong, but they do show signs of softening. Be sure to get your board on board with your strategies, including investments in technology, which study results show has a positive impact on member loyalty. Also, make sure your board reflects the diversity of your membership and remains current with member sentiments and priorities so they can help you ensure your organization stays aligned with what members want.



Put the insights from the 2022 Association Trends Study into practice.

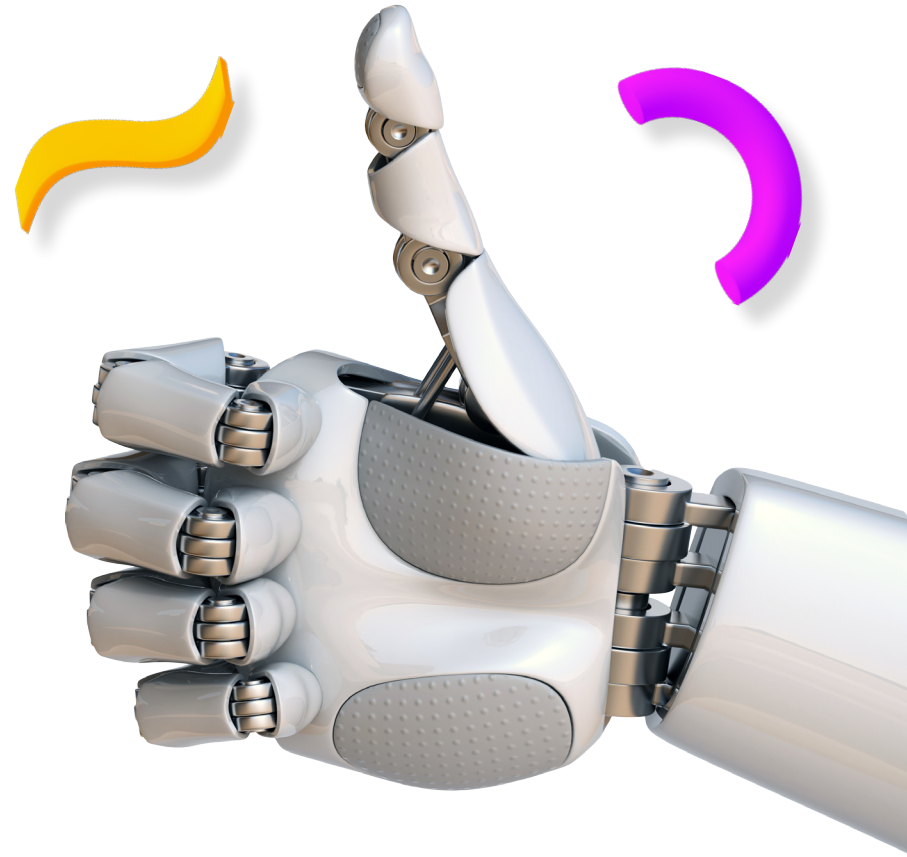
Learn how Community Brands can help your association become more technologically prepared for the future that lies ahead.

Let's chat

Research methodology Commissioned by Community Brands, Edge Research conducted an online survey of 1,010 U.S. Members who self-reported they are 18 years old or older and are currently a member of a professional membership organization. Survey respondents were recruited through an online non-probability sample, meaning findings are not projectable to the larger population of members. The term "Members" refers specifically to those who were surveyed. Quotas were set so the survey is representative of key demographics. A parallel online survey was conducted among 301 professionals who work in these types of organizations. Survey respondents were recruited using Community Brands lists and online panel providers, which, too, is a nonprobability sample. The terms "Professionals" or "Pros" refers specifically to those who were surveyed. The surveys were in the field during April of 2022.



About Community Brands Community Brands helps mission-driven organizations thrive. Our software, services, and payment solutions power nonprofits, associations, and K-12 schools to engage the people they serve through programs and events; raise funds to enable their mission; and manage their financials and operations. Our family of brands are bound by a common purpose to serve the organizations that make our communities a better place to live.



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