

ARTICULATING YOUR MEMBER VALUE PROPOSITION



Developing Your Member Value Proposition (MVP)

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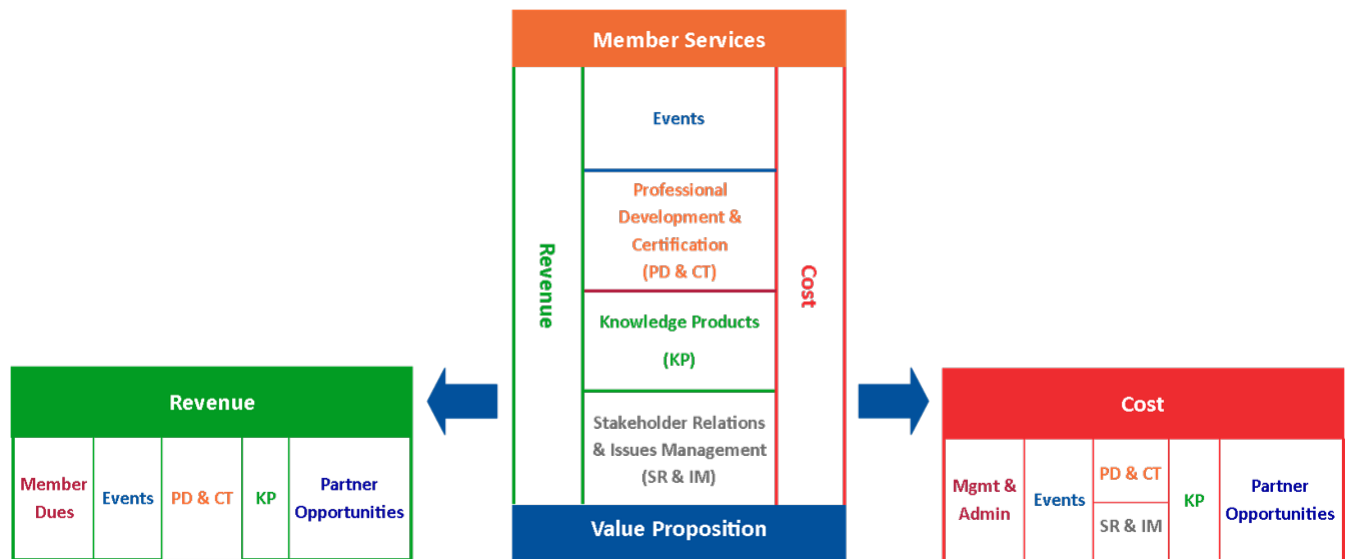
The contents of this workbook show Zzeem's approach to uncovering the member value proposition for membership associations. If you'd like [some help with your MVP](#) and some external expertise, just contact us: Erin.Roberts@zzeem.com.

Would you like to [find out more](#) about how Zzeem can help you?

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The Business Model for Membership Organizations

Revenue-Cost Model for Membership Organizations^{TM2}



$$\text{Profit} = \text{Revenue} - \text{Cost}$$

Not-for-Profit Corporation

- ☐ "Not-for-profit" is a tax structure. It is not a philosophy. It does not mean no profit.
- ☐ Revenue must exceed cost because you need some surplus for a rainy day and to invest in your future.

For Profit vs. Not-for-Profit

- ☐ For Profit: Profit is either reinvested or distributed to shareholders.
- ☐ Not-for-Profit: Profit is reinvested. i.e. more member services, "rainy day" fund.

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Sustainability Model^{TM3} for Membership Organizations

The 5 Pillars of the Sustainability Model

1. REGIONAL NETWORKS

These networks support the organization and provide grass roots level connectivity.

2. STAKEHOLDER RELATIONS & ISSUES MANAGEMENT

These activities are formidable member services. They support the visibility of the organization and the production of relevant knowledge products.

3. KNOWLEDGE PRODUCTS & COMMUNICATION

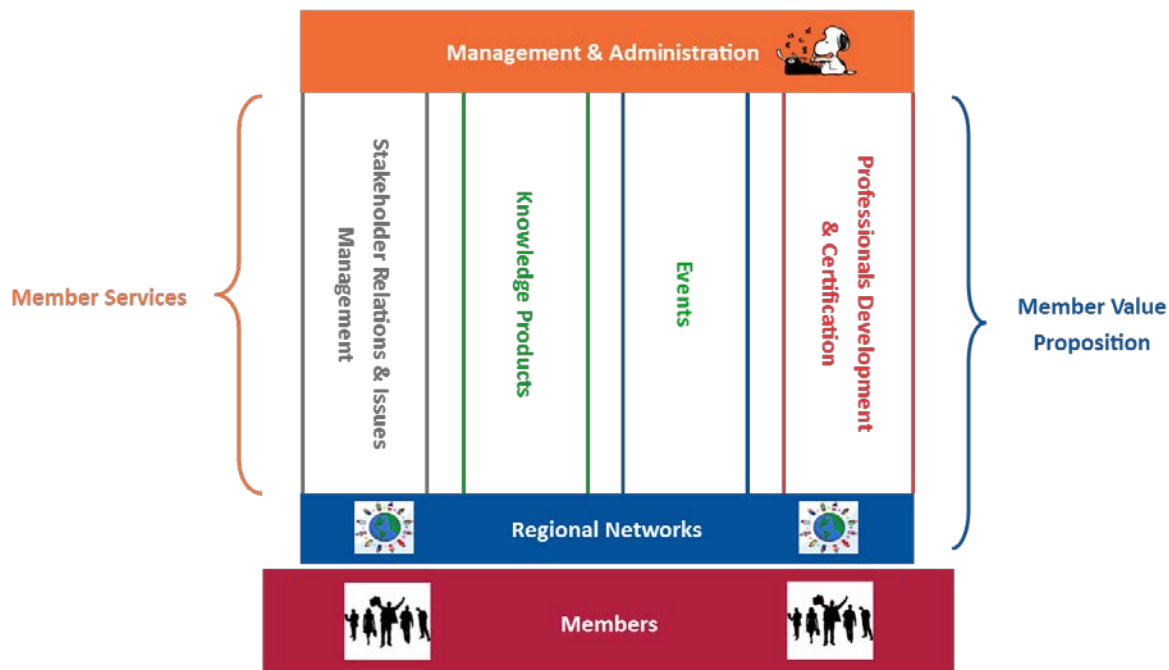
Relevant information is a valuable member service and a revenue opportunity.

4. EVENTS

Events include professional development seminars and workshops. Events keep members engaged and they are a source of revenue.

5. PROFESSIONAL DEVELOPMENT & CERTIFICATION

Professional development opportunities and certification increase credibility and member value. This is also a key revenue-generation area.



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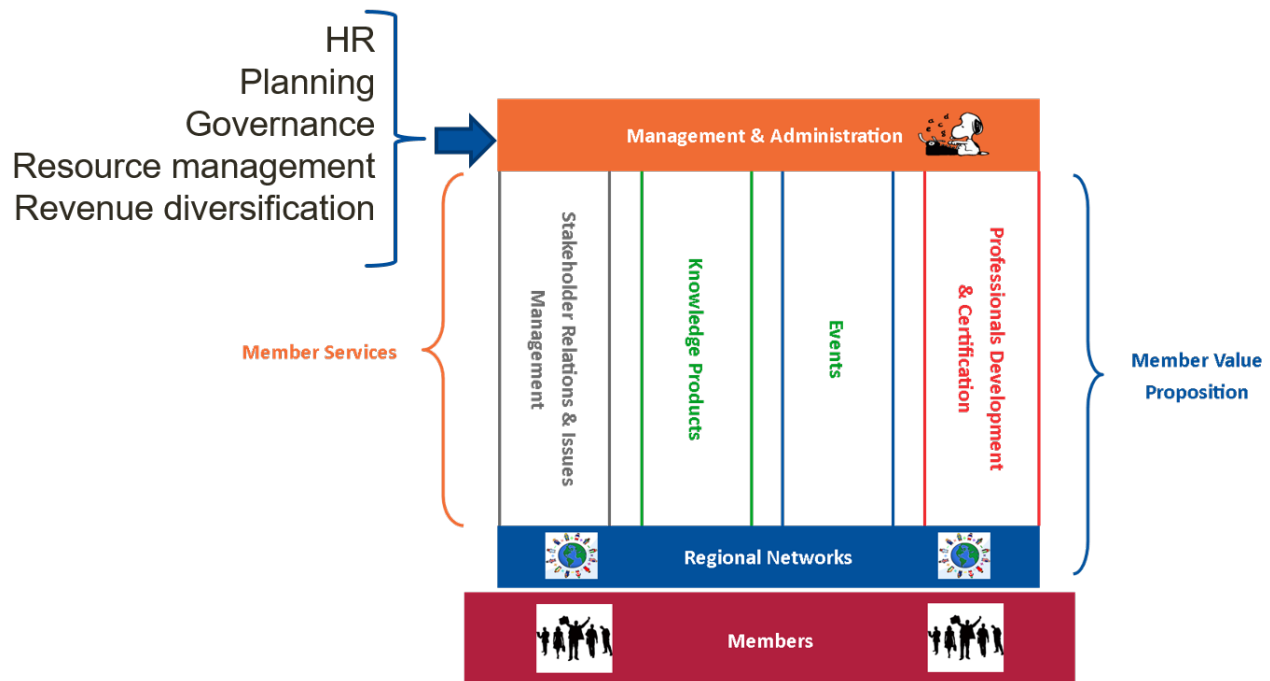
The High Performance Membership Organization™⁴

There are 8 elements to the High Performance Membership Organization:

1. Human Resource Management
2. Planning
3. Governance
4. Resource management
5. Revenue diversification
6. Member value proposition
7. Sponsor value proposition
8. Stakeholder relations and issues management

These consist of “front stage” and “back stage” elements that tie back to the Sustainability Model for membership organizations.

The Sustainable HPO™ - Back Stage



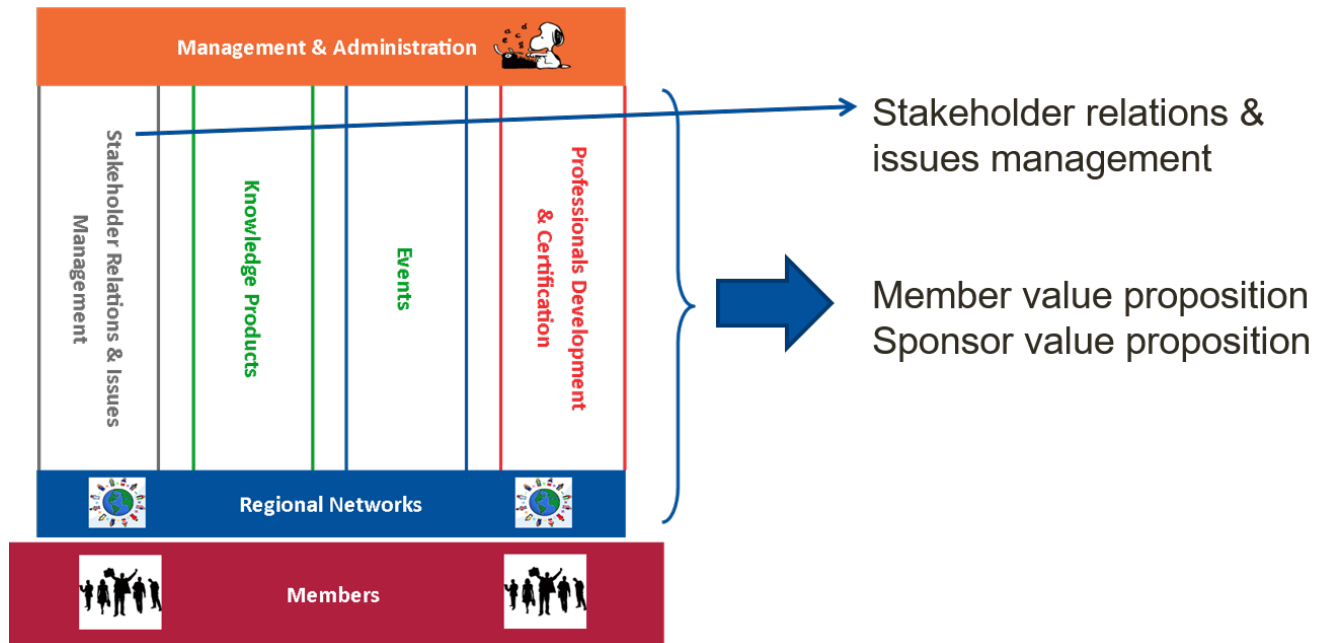
These are the internal systems and activities that support the outward-facing

⁴ The High Performance Membership Organization and the HPO are trademarks of Zzeem, Inc. All content regarding this model is the property of Zzeem, Inc. No reproduction without explicit attribution to Zzeem.

activities of the organization. The back stage of the High Performance Organization ("HPO") is invisible when it is working well and painfully visible when it is not.

The Sustainable HPO - Front Stage

These are the elements of the HPO that stakeholders see and interact with. They are highly visible and they have a direct impact on the credibility and profile of the organization.



How does the HPO model relate to the Member Value Proposition?

The Member Value Proposition (MVP) is one of the front stage elements of the HPO. This is the most basic, fundamental element of any membership organization. This is the value of being a member. It's why people want to join, and stay with your organization.

Mission, Vision, MVP

The mission, vision and member value proposition (“MVP”) are all key elements in your value delivery to your members. But for many organizations there is little or no connection between these elements.

Mission

This statement describes why we’re here, what we do and for whom. This tells prospective members right away if they have a connection with the organization. It answers 3 questions.

1. Why does our organization exist?
2. For whom?
3. To do what?

e.g. *In order to increase recognition and professionalism amongst safety training professionals in Canada, the Canadian Safety Training Professionals Association (CSTPA) provides training, certification support and employer relations advocacy to Canadian safety training professionals.*

Vision

This statement describes an ideal end state to which the organization aspires. It may be a self-referential goal (e.g. “we are the best...”) or better still, an aspiration on behalf of its members. It may be an unachievable ideal goal. It answers 2 questions.

1. What needs to change?
2. What is the dream/ideal end state? (i.e. what does success look like?)

e.g. *A thriving, respected profession where all safety training professionals are highly qualified, and highly valued by their employers.*

Member Value Proposition

This statement describes the pain or desire that the organization solves for its members – in language that speaks from the perspective of the member.

e.g. Membership in the CSTPA gives you

- ☐ Training and certification to increase your skills, professional credentials and compensation.
- ☐ Networking and support to increase your connections and achieve your career goals.
- ☐ Employer relations advocacy to help your employer recognize the value and worth of your role as a safety training professional.



helps organizations to deliver more, in a better way, to the people that they serve.

Uncovering Your MVP

Getting to the MVP statement is a process. We need to articulate the answer to five questions.

1. What do we have to offer?
2. Who are we trying to reach?
3. What is their pain (or desire)?
4. How are we solving it?
5. Why does it matter?

Once we have the answers to these questions we turn them into a statement.

Member Value Proposition Scorecard

The first step is to score your organization's value proposition. How compelling is it? Are there any areas in which you can improve your value proposition? What would make it irresistible? You'll create two profiles and combine them into your scorecard.

Your organization's value proposition is influenced by the frequency with which your organization provides relevant education, information and opportunities for members to interact with each other and engage with the organization. This is measured by your Member Engagement Profile.

If your organization has considerable recognition and credibility in your sector, then the value proposition to your members is higher. This is measured by your Credibility Profile.

VALUE PROPOSITION SCORECARD			
	METRIC	POSSIBLE SCORE	ACTUAL SCORE
	Member Engagement Profile	12	7
	Credibility Profile	10	4
	Total score:	22	SCORE: 11/22

Member Engagement Profile

Instructions:

List the member services that you provide in each category, then calculate your score.

1. In the first column list all of the **Professional Development** (educational) programs that your organization provides. These are programs that are at least 3 hours in duration with an instructor, or the equivalent online. If you have shorter duration educational events, count these as secondary events (see below).
 - ♦ Score = 1 point for each 3-4-hour program, 2 points for a full day, etc.
2. In the second column list the **Events** that you host each year.
 - ♦ Score = 2 points for each primary event (e.g. multi-day conference), 1 point for every 3 secondary events (e.g. networking evenings, luncheon speakers).
3. In the third column list all of the **Knowledge Products** that you provide to members. This means highly relevant, sector-specific communications or publications (e.g. sector updates, research, regulatory updates).
 - ♦ Score = 2 points for each primary publication with sector-wide recognition (e.g. journal, compensation survey), 1 point for every 3 secondary publications or communications.
4. Now total all three scores.

EXAMPLE:

MEMBER ENGAGEMENT PROFILE			
PROFESSIONAL DEVELOPMENT		EVENTS	KNOWLEDGE PRODUCTS
Professional standards (1 day)		Awards gala & AGM	Industry update (1 p.a.)
		Conference	
		Lunch & Learn (12 p.a.)	
		Debate	
SCORE: 2/4		SCORE: 4/4	SCORE: 1/4
TOTAL SCORE: 7/12			

EXERCISE:

MEMBER ENGAGEMENT PROFILE			
PROFESSIONAL DEVELOPMENT		EVENTS	KNOWLEDGE PRODUCTS
SCORE: /4		SCORE: /4	SCORE: /4
TOTAL SCORE: /12			

Credibility Profile

If your organization has considerable recognition and credibility in your sector, then the value proposition to your members is higher.

Instructions: Complete the table below and calculate your total credibility score.

1. Is your organization mentioned in the media that is viewed by your members?
 - ♦ If frequently, score = 1
2. Does your organization have any competition?
 - ♦ If zero or only one competitor, score = 1
3. Does your organization control certification in your sector?
 - ♦ If yes, score = 3
4. Does your organization play a role in the certification process? e.g. providing continuing education credits, entry level education.
 - ♦ If yes, score = 1
5. How well-known is your organization within your sector?
 - ♦ Low = 0, Medium = 2, High = 3
6. How active is your organization in advocating or advising on issues that have a direct, meaningful impact on your members?
 - ♦ If active, score = 1

EXAMPLE:

CREDIBILITY PROFILE			
METRIC	ASSESSMENT		SCORE
MEDIA ACTIVITY	FREQUENT	INFREQUENT	0/1
FEWER THAN 2 COMPETITORS?	YES	NO	1/1
CERTIFICATION GRANTOR?	YES	NO	0/3
CERTIFICATION ROLE?	YES	NO	0/1
BRAND RECOGNITION IN SECTOR	LOW	MEDIUM	HIGH
ACTIVE ISSUES MANAGEMENT?	YES	NO	0/1
TOTAL SCORE			4/10

EXERCISE:

CREDIBILITY PROFILE						
	METRIC		ASSESSMENT		SCORE	
	MEDIA ACTIVITY		FREQUENT	INFREQUENT	/1	
	FEWER THAN 2 COMPETITORS?		YES	NO	/1	
	CERTIFICATION GRANTOR?		YES	NO	/3	
	CERTIFICATION ROLE?		YES	NO	/1	
	BRAND RECOGNITION IN SECTOR		LOW	MEDIUM	HIGH	/3
	ACTIVE ISSUES MANAGEMENT?		YES	NO	/1	
	TOTAL SCORE				/10	

Member Value Proposition Scorecard

Now you can create your scorecard.

Instructions:

1. In the first table, enter the scores from the last two exercises and total them.
2. Review the results from the last two exercises. Which scores are low? List the low scoring challenges in the first column of the second table.
3. In the second table, describe your ideal future beside each challenge. If there were no obstacles, what would your future look like?

EXAMPLE:

VALUE PROPOSITION SCORECARD			
	METRIC	POSSIBLE SCORE	ACTUAL SCORE
	Member Engagement Profile	12	7
	Credibility Profile	10	4
	Total score:	22	SCORE: 11/22

VALUE PROPOSITION CHALLENGES		IDEAL FUTURE
1	Limited knowledge products	♦ Monthly sector updates
2	PD is OK but could be better	♦ 4 sector certification programs
3	No issues management services for members	♦ 4 sector-specific committees ♦ Strong relationships with regulators ♦ Industry leaders in issues management

Member Value Proposition Workshop

EXERCISE:

VALUE PROPOSITION SCORECARD			
	METRIC	POSSIBLE SCORE	ACTUAL SCORE
	Member Engagement Profile	12	
	Credibility Profile	10	
	Total score:	22	SCORE: /22

VALUE PROPOSITION CHALLENGES		IDEAL FUTURE	
1			
2			
3			

Ideal Member Description

Your ideal member is the most satisfied and easiest to serve, the most engaged and the easiest to attract. How would you describe your ideal member? What do they have in common? If your members are organizations/companies, focus on the attributes of both the organization and the individuals that approve and/or use membership.

Instructions:

1. In the first table, list the attributes of your ideal member. Then put a check mark beside the most important attributes.
2. In the second table, use the keyword prompts to turn the key attributes into a statement. Write your completed statement in the box at the bottom of the table.

EXAMPLE:

IDEAL MEMBER ATTRIBUTES			
1	Extrovert ✓	5	High professional standards ✓
2	5-15 years experience ✓	6	Works for Tier-1 consulting firm ✓
3	35-45 years old	7	Focus on tool & die firms ✓
4	university ✓	8	Senior manager or higher

IDEAL MEMBER STATEMENT
Our Ideal member is... A person... a company...an organization
who...has...doesn't have...is...isn't...wants...needs...does...doesn't...uses...
...with...and...but...because...who...has...is...isn't...wants...needs...does...doesn't...uses...
A consultant with a university degree and 5-15 years experience.
Extrovert, high professional standards, works for a Tier-1 consulting firm and focuses on tool and die manufacturers.
Our ideal member is a consultant with a university degree, early to mid-career, who is an extrovert with high professional standards. He/she works for a Tier-1 consulting firm and serves tool and die manufacturers.

Member Value Proposition Workshop

EXERCISE:

IDEAL MEMBER ATTRIBUTES			
1		5	
2		6	
3		7	
4		8	

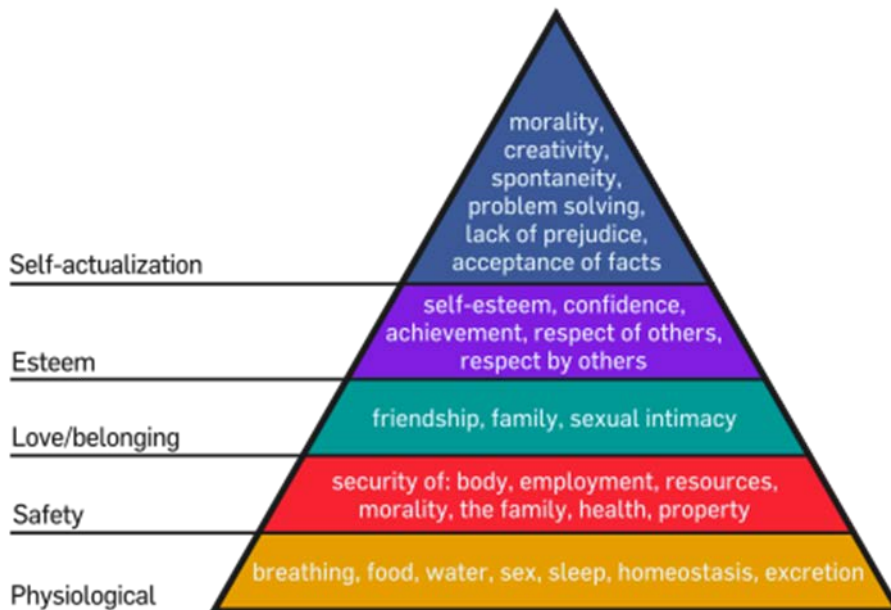
IDEAL MEMBER STATEMENT
Our Ideal member is... A person... a company...an organization
who...has...doesn't have...is...isn't...wants...needs...does...doesn't...uses...
...with...and...but...because...who...has...is...isn't...wants...needs...does...doesn't...uses...

Identifying Pain, Desire; Maslow

What keeps your Ideal Member up at night? What is their strongest pain and desire? They will be attracted to an association that can mitigate their pains and fulfill desires.

Maslow's "hierarchy of needs" has five levels and associations can appeal to four of the levels.

- Safety can be provided by an association through advocacy, resources and information. These tools can provide professional/corporate safety to members.
- Belonging can be provided through the opportunity to network and learn from other members.
- Esteem can be provided through recognition initiatives such as award programs.
- Associations can tap into the top level of the pyramid by providing leadership and volunteer opportunities and educational programs.



Identifying Pain, Desire

Instructions:

1. In the first column, list the strongest pains of your Ideal Member. In the second column list their strongest desires.

EXAMPLE:

PAIN		DESIRE	
1	Lack of recognition in workplace		Real input to mgmt. decisions
2	No time to keep on top of current trends and research		Higher level career opportunities
3	No time to keep up with CEUs		Making a positive impact
4	Competing with less qualified, lower paid semi-professionals		

EXERCISE:

PAIN		DESIRE	
1			
2			
3			
4			



helps organizations to deliver more, in a better way, to the people that they serve.

Member Value Proposition

Your member value proposition is the unique value that your organization provides to your Ideal Member. What is your current member value proposition?

The questions to ask are:

1. What gets the attention of your Ideal Member?
2. How can you present it in a way that is consistent with how your Ideal Member thinks?

Your objective is to create a value proposition statement that meets four criteria:

It is unique. It is compelling. It is inspiring. It is truthful.

Instructions:

1. On the first line write the description of the Ideal Member that you created earlier.
2. Now write the most common Pain that your Ideal Members have that your organization can solve.
3. On the third line describe the most important Action your organization takes to solve the pain.
4. On the fourth line turn it into an MVP statement.

EXAMPLE:

SOCIETY OF CONSULTANTS IN TOOL AND DIE MANUFACTURING
AUDIENCE: Our ideal member is a consultant with a university degree, early to mid-career, who is an extrovert with high professional standards. He/she works for a Tier-1 consulting firm and serves tool and die manufacturers.
PAIN: He /she is competing with other less qualified consultants who work at a lower rate. The competitors are often unprofessional and prone to error, resulting in a low public opinion of the entire profession.
SOLUTION: A powerful professional development and certification program that provides professional credibility and industry standards.
MVP STATEMENT: SCTDM helps consultants to attain a professional certification that demonstrates their competence and professional standards.

EXERCISE:

AUDIENCE:
PAIN:
ACTION:
SOLUTION:
MVP STATEMENT:

Tips

In our work with membership organizations, we have observed that these are typical attributes, pains and desires of the Ideal Member.

Typical Top Attributes of the Ideal Member

For employees in the workplace

1. Proud of/passionate about profession/industry/trade
2. Bigger picture thinker, enough experience to see beyond their personal situation
3. Understands the value for the profession/trade/industry in having a platform and a way of connecting people inside the industry

For organizations/businesses

1. Well-established and/or growing
2. Focused on keeping the business and employees ahead of the curve
3. Multiple points of contact with the association inside the member company

Second Tier Attributes

1. Optimistic
2. Life-long learner

Typical Top Pains and Desires of the Ideal Member

For organizations/businesses

1. Fear of not having enough business, desire to have more business [safety]
2. Fear of regulatory changes that will negatively impact business [safety]
3. Desire for the sector/industry/profession/trade to have greater recognition and a stronger voice with decision-makers and influencers [safety, belonging]
4. Desire to be more competitive, better [safety, esteem]

For employees in the workplace

1. Perception that they lack a voice in the workplace [safety]
2. Feeling their profession or skill set is undervalued/taken for granted/not sufficiently well recognized [safety]
3. Pay scale is lower than similar professions [safety]
4. Fear of being replaced by less qualified practitioner [safety]
5. Isolation in the workplace – not enough peers/mentors [safety, belonging]
6. Desire to be better, or fear of being wrong, making a mistake, falling behind due to lack of current information or training [safety]

Member Value Proposition Workshop

7. Desire to increase the profile/credibility/voice of their profession/industry/trade [esteem]

Second Tier Pains, Desires

1. Desire to advance knowledge, career, influence/profile [esteem, self-actualization]



helps organizations to deliver more, in a better way, to the people that they serve.

What does Zzeem do?

Leadership Support for Directors and CEO

- ❑ Shorten the Learning Curve
- ❑ Build Confidence
- ❑ Deliver on your Strategic Plan
- ❑ Accelerate Leadership Growth

High Performance Assessment

- ❑ Qualitative assessment of performance. Provides a score for each element and an action plan.
- ❑ Quantitative assessment using metrics. Measures current KPIs and sets targets.

Higher Non-Dues Revenue

- ❑ Expand Your Sources of Revenue with New Strategies and Programs
- ❑ Create a Compelling Sponsor Value Proposition
- ❑ Attract and Retain Sponsors with a Turnkey System

Powerful Member Attraction & Retention

- ❑ Create an Irresistible Member Value Proposition
- ❑ Attract, Engage and Retain Members with a Turnkey System

Operational Support

FOR ORGANIZATIONS WITH A SMALL STAFF

- ❑ Customized administrative and professional service packages that support your team, close the gaps in your staffing—delivered by a team of experts

FOR ORGANIZATIONS WITH NO STAFF

- ❑ Highly professional and utterly reliable front stage and back stage support that allows your volunteer board to focus on governance

Sustainability

- ❑ Develop a Sustainability Strategy and Action Plan

What? You would rather do it yourself?

Of course you can do it yourself...

But why? We've got the system and you've got the specialized knowledge of your organization. We put your knowledge into our system and you get results - Quickly.



What about costs?

We are so efficient and reasonably priced, you're better off giving the tedious work to us and catching up on that strategic work that you've been meaning to do but never seem to have time for.

All of our work is done on a fixed price basis so you know what it will cost before you start.

Whatever your size or budget, Zzeem has a custom, modular solution that is a perfect fit for your organization.

Here's what our clients say:

...about our consultants:

"We totally restructured our association in the past 24 months. Early in that process, I brought on Zzeem as a partner – that's how I see Zzeem, as a partner, not a service provider... Now, we could comfortably double our membership size and not add any staff or infrastructure and still be fully functional. Zzeem has the right skill set, strong organizational skills, and the background in non-profits that we need. I can honestly say there is nothing I'd ask Zzeem to do differently."

"Zzeem's quality of service is off the charts. Zzeem is a group of expert consultants dedicated to making not-for-profits thrive. The intellectual caliber of the partners enables them to give strategic advice usually not available to volunteer boards, at least not at a reasonable rate. I recommend Zzeem to any organization looking for sophisticated advice above and beyond routine service..."

...about our association management:

"Unlike most other association management providers, Zzeem has an outstanding back office with a team that's large enough to ensure nothing falls through the cracks when someone is busy or away from the office. They anticipate our needs and address them before we even have to ask...I'd recommend Zzeem to any organization looking for utterly reliable back-office support."

"Zzeem ensures that we're running our business properly in every sense of the word. They play a vital role in our strategic efforts, going far beyond what we ask of them. Zzeem is the perfect association management firm for a not-for-profit with an all-volunteer board that needs a provider truly dedicated to their success."

LET US HELP YOU TO DO MORE, IN A BETTER WAY, FOR THE PEOPLE YOU SERVE