

Including the 3rd

**Association
Leadership Summit**

UK NATIONAL Association CONGRESS



5 & 6 DECEMBER 2011, LONDON, UK

part of the ASSOCIATION CONGRESS SERIES

RAISING THE COMMERCIAL VALUE OF YOUR ORGANISATION

An association conference, which addresses the challenges of the economic environment, examining how associations can adapt to overcome those to raise the commercial value of their organisations for members and place their organisation on a sounder financial footing.

SPEAKERS INCLUDE:

Mark Boleat, Chairman of the **Association of Labour Providers**, Chairman of **UK Social Data Services** and Chairman of **Kingston Smith Association Management**

Paul Smeed, Director General, **Council of Mortgage Lenders**

Neil Skinner, Business Development Manager, **The Law Society**

Karen Doran, Director, ConsultCIH, **Chartered Institute of Housing**

Nigel Steffens, CEO, **The Federation of Screen and Digital Printers Associations**

Sharon Gunn, Executive Director, Commercial, **Institute of Chartered Accountants in England and Wales**

CONGRESS HIGHLIGHTS:

- Contribute and learn with your peers at the 3rd successful Association Leadership Summit on day one
- Learn how to successfully implement a more commercial approach on day two
- Discover how to generate and increase income in order to subsidise membership fees
- Hear from speakers who have first-hand experience of commercialising their associations
- Find out how to develop and exploit a commercial roadmap: delegates will conduct pre-event, at-event and post-event research and analysis to develop a bespoke 'Commercial Roadmap'
- Exploit a plethora of online, at-event and offline networking opportunities with other UK associations facing similar challenges
- Take advantage of an exhibition of the very latest offerings to UK associations that improve the commercial value of associations

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WHY COMMERCIALISATION AND WHAT IS IT?

Looking at what value your organisation delivers and how you can extend that value has never been more important to our associations. We define a 'commercial' approach as "Maximising value to members". It's not all about generating income: but part of it is. It's not all about reducing costs: but that's important. It's not just about offering more to members and non members; but that's certainly part of it. It's about looking at the parts of your organisations that can and do operate as a business, and seeing if they can deliver more value.

Commercial Road Map

Define and understand your total offering to members



Consider wider impacts of suggested change



Concentrate on current chargeable services and look for quick wins



Consider new services for members



Develop services for non-members

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A strategic approach to your value-added services similar to the Commercial Road Map allows you to positively affect:

- The level of your annual subscriptions
- Your number of renewing members
- Your number of returning and new members
- The services and products you charge for
- The services and products you offer as part of your member subs / fees
- Your overall efficiency
- Your ability to adapt to change
- Your ability to survive

EXAMPLE OUTCOMES FROM A COMMERCIAL APPROACH:

- £1M annual income generated from the amalgamation of member data (the income from which was used to subsidise membership fees for several years) as a service which was rated by members as 'exceptionally useful and cost effective by members'
- Outsourcing of a member journal that allowed the Institute to part fund a new library
- An events business with 50% less staff and generating 200% more income and delivering more events
- Income from non-member focused services generating over 25% of total association income
- Finding new channels for existing Intellectual Property which significantly extended the product life cycle of previously 'defunct' resources
- Efficiencies which re-allocated administrative roles to 'value-added roles' in the organisation
- An analysis of membership data focused on commercial products which allowed the membership body to deliver the services that members needed

KEY SESSION HIGHLIGHTS INCLUDE:

- **Neil Skinner**, Business Development Manager, **The Law Society** explains how one of the oldest and most well recognised membership brands in the world leverages their influence to offer significant value to members, and revenue to the Society by the use of an effective Affiliate Programme.
- **Karen Doran**, Director, ConsultCIH, **Chartered Institute of Housing** discusses how the institute has used its' knowledge and experience to enter and succeed in a saturated consultancy market; and how this may be a viable option for you.
- **Catherine Spence**, Events Manager, **Council of Mortgage Lenders** explains how they attract almost 2000 guests to their two large dinners and two large lunches with less than 20% of members paying for their own tickets.
- **Nigel Steffens**, CEO, **The Federation of Screen and Digital Printers Associations**, will present the federation case study.
- **Sharron Gunn**, Executive Director, Commercial, **Institute of Chartered Accountants in England and Wales**, will present the institute case study."
- Senior association professionals discuss how **they have leveraged their data** to provide value to members and income from members and non-members.
- So you think you've secured a great deal from a commercial venture and you are a top negotiator? Or perhaps you just want to see what other people's **Commercial Contracts look like and to benchmark yourself against them**. If so then this will be a key session for you. Using actual commercial contracts signed by associations, you will be able to see and discuss how commercial other associations are; and therefore, how commercial you really are.
- **Keynote of the Leadership Summit** - Introducing findings of the latest association governance research

FIVE WAYS THIS PROGRAMME IS UNLIKE ANY OTHER ASSOCIATION EVENT IN THE UK:

- 1** The design of the meeting is truly innovative allowing structured learning to take place alongside more 'free style' learning. The programme has been designed for you to learn from your peers as much as from the exceptional list of speakers.
- 2** Real and useful networking has been built into the programme. You will be able to discuss what speakers have said with your peers and to share your views and planned actions, not just over coffee but at the end of every session.
- 3** Each speaker has undergone a thorough and detailed session process covering: the objectives of their session, the three key messages they want to deliver and the impact they want you to make on your role and organisation.
- 4** By using facilitated sessions, short sessions, Pecha-kucha along with fireside chats and panels the programme is 'texturised' to ensure you retain the information you learn.
- 5** You will not only take away a useful tool kit from your learning but you will have helped develop it.

We think this is how every conference should be put together. And after you attend this thought leading association event you will demand this of your next conference.

WHO SHOULD ATTEND

- Heads of Associations
- Finance Directors
- Operations Directors
- Commercial Directors
- Business Development
- Head of Conferences & Events
- Head of Member Services

ABOUT THE CONGRESS CHAIRMAN

WILLIAM THOMSON

William oversees a £1.5M+ turnover department at one of the preeminent UK trade associations. His department accounts for all of the income raised by the Council of Mortgage Lenders (CML) outside of membership fees. William sees his role as "ensuring that subscriptions are increased as little as possible by increasing the value to members and proving our worth to non-members". But here's the real reason William is chairing: since 2007 the CML have managed to increase membership subscriptions by less than inflation. They have also maintained a membership rate of 95% of market participants. And all the while their commercial business has made a growing high six figure profit every year.

William is also a recognised industry association speaker, with international experience. He is a Conference Architect with over a decade of experience constructing programmes for senior professionals. Uniquely, having the chair design the content, allows him the opportunity to meet and brief every speaker on the programme. Every speaker has been chosen to ensure that your learning is structured and you take away key tools and exceptionally valuable information that will make a difference to your role and your organisations.

The 3rd Association Leadership Summit

This third Association Leadership Summit will address the challenges of leading an organisation through the changes required in order to become more commercially focused. Delegates will analyse and discuss leadership issues and the decisions that need to be made to safeguard the future of their organisations.

- 10.00 : **Registration and refreshments**
- 10.30 : **Keynote Talk: Paul Bridle**
- 11.00 : **Networking break**
- 11.30 : **Identifying and analysing the key issues facing the industry**
- 13.00 : **Lunch**
- 14.30 : **Analysing the leadership issues**
- 15.45 : **Networking break**
- 16.15 : **Analysing the leadership issues**
- 17.00 : **Drinks Reception**

TESTIMONIALS

"A well thought through event with a focused group of association professionals eager to learn what is relevant in their day to day business."

TNOC

"This was a very good networking event attended by key association executives and affiliated industry contacts."

NCE

The keynote session, by Paul Bridle, presents research into trends in association development with analysis of how they have been adapting to the challenges.

Delegates attending will be invited prior to the Summit to contribute issues around 'Raising the commercial value of their services, products and organisation'. These issues will be collated and prioritised for review by all attendees to the Summit, both present and online.

During the Summit, delegates will be seated with those of similar profile to their own, enabling them to have fruitful discussion of the issues.

Each issue will be presented to delegates, for them to submit their suggested approaches to resolving the issue on the digital tablets, and will then be discussed by the whole room. Each table will then discuss the issues and approaches relating to their particular situation. This approach will present interesting and practical feedback relating to many different types of associations.

Ultimately, the group will produce recommendations on tackling these leadership issues for the benefit of all present and the wider association community: a blueprint for Association Leadership 2012 - 2017. A report will be produced that will be provided to all delegates, and to the wider associations community.

The Summit is an interactive problem-solving exchange specially designed and facilitated for high level executives.

Keynote speaker and Faciliator: Paul Bridle



Paul has spent over two decades studying effective organizations and the people that lead them. As a result he has an overview of the issues facing organisations as well as the trends taking place. His key strength is his ability to contextualise information in a way that people can understand and use. Paul's association research makes him a valuable keynote speaker, and his understanding of leadership in organisations including associations makes him an ideal facilitator for the Summit.

In recent years Paul has produced documentaries and case studies relating to best practice in organizations and associations. He has developed materials that can be used in the development and communication with their employees.

Webcast Sponsor:

The Live Group will be webcasting the Association Leadership Summit to registered association leaders, using their technology to provide an interactive problem-solving session for virtual participants and attending delegates.

To register for this, visit www.associationcongress.com/uk

www.livegroup.co.uk



COMMERCIALISING YOUR MEMBERSHIP ORGANISATION

08.30 Registration, welcome and coffee

09.10 **Chairman's welcome**

Your current plan for adopting a commercial or a more commercial approach

William Thomson, Commercial Manager,
Council of Mortgage Lenders

09.20 **Commercial benchmarking**

'Pecha-kucha' is Japanese for 'chit-chat': 20 slides with 20 seconds on each slide and no bullets! These are the rules. It's a challenge for the speakers and fun for the audience. The opening session will include three brave souls summing up their organisation's approach to commercial services.

In these three sessions presenters will look at:

- The rationale and principles of acting commercially
- What 'commercial' means for their members
- What it is like being a commercial animal in a not-for-profit organisation
- Details of the successful services they offer

Neil Skinner, Business Development Manager,
The Law Society
Karen Doran, Director, ConsultCIH,
Chartered Institute of Housing

09.45 **How commercial is our sector? – Research overview**

Association Resource has specially commissioned research to look at the current commercial approach and rationale of Associations. The research covers the preparedness of associations as they face more difficult market challenges. The research has been structured to allow the audience to benchmark their association in terms of commercial success and the level of income in relation to fees and or subscriptions. The research will also allow different organisation's structures to be analysed and to enable delegates to conclude some findings for their own association.

Final topics to be discussed will be confirmed once the research has been completed, and will include:

- What does commercial mean for the association sector?
- Profitable products and services associations offer
- Pricing and the pricing rationale
- Percentage income from commercial business in relation to other income
- Perceived importance of commercial activities among staff and stakeholders

10.05 **Delegate discussion**

Delegates will be asked to discuss the findings in groups to allow peer learning and sharing of views on the research findings.

10.20 **Networking Break**

10.50 **Delegate discussion table mash-up**

Delegates will split for discussions around popular commercial products and services that associations offer. Each table will be facilitated by an association professional with considerable experience and success in the relevant area.

Each delegate will sit in two discussions. Following the peer learning and review of the topic, each facilitator will produce a list of tips for the association and a 'do's and don't' for each area. These will be written up and then reproduced and sent to the delegates.

Topics will include:

Dinners & Lunches	Affinity partners	Consultancy	Associate members	Conferences & Exhibitions
Catherine Spence , Events Manager, Council of Mortgage Lenders	Neil Skinner , Business Development Manager, The Law Society	Karen Doran , Director, ConsultCIH, Chartered Institute of Housing	Speaker to be confirmed	Nina Harman , Head of Conferences, Events and Exhibitions, Chartered Institute of Personnel and Development,

11.35 **Implementing change**

Many of today's sessions will be suggesting some change within your organisation and with any change comes certain challenges. How can we make sure that change sticks? How can we ensure that staff are engaged and motivated to change? Mark will discuss some of the practical challenges organisations have faced when refocusing some of their products and services.

Mark Levin, CAE, CSP, President, **BAI**

12.00 **Is your organisation lean?**

The Recruitment and Employment Confederation has grown considerably over recent years with their products and services shaped by their member's requirements. While this growth has been organic and tailored to fit their members' requirements, it has led to some inefficiencies. In this presentation you will see how the arrival of a new CEO has led to existing practices being challenged and the development of an ambitious improvement plan which led to:

- Capacity and demand being aligned
- Shorter lead-times
- Better service for members
- Delivery to promise
- Lower cost

Mark Palmer, Managing Director, **OEE**

12.30 **Delegate discussion**

12.45 **Networking lunch**

COMMERCIALISING YOUR MEMBERSHIP ORGANISATION

13.45 **Commercialising your data**

Owing to the position of associations as representational bodies, they tend to hold a tremendous amount of data on those they represent. Various associations have approached what to do with this data source in various ways. Some have opted to look at it as a commercial asset, others as sacrosanct and others somewhere in the middle.

This panel session will bring together organisations who have viewed the data in very different ways and will allow delegates to hear the rationale and the extent to which data can be used.

Richard Gott, Founder,
Memberwise

14.15 **Commercial Contracts**

In the run up to the conference, delegates will be asked to submit a commercial contract they have entered into over the last 24 months. A selection of contracts will be selected and discussed by each group. Organisations can either submit openly or can do so anonymously.

This facilitated session will allow delegates the opportunity to look under the bonnet of other associations and to benchmark their approach to commercial contracts. It will show both good and bad practices in the sector displaying really useful benchmarking and best practice.

14.45 **Breakout sessions**

What you can do with your events	Member retention	Commercialising your Intellectual Property
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15.20 **How the ICAEW met the challenges of instilling a more commercial philosophy at a 130 year old institute**

Sharron Gunn is executive director of ICAEW's new commercial division. She is currently in the process of restructuring the organisation to deliver a more commercially-focused strategy from 2012. The aim is to increase revenue streams, improve member value and exploit commercial opportunities presented by ICAEW's market-leading position.

In this session, Sharron will outline the messages she used to persuade the ICAEW that there was a need to adopt a more commercial approach. Sharron will also outline the benefits she expects to see for the ICAEW and for members and will demonstrate how other associations can follow this route map.

Sharron Gunn, Executive Director Commercial,
Institute of Chartered Accountants in England and Wales

15.50 **Networking Break**

16.20 **Don't give away the crown jewels**

In 2002 the future of FESPA looked very bleak indeed. Like many associations, they were trying to deliver value to members in what was becoming increasingly challenging times.

In 2003 FESPA embarked on a more commercial approach which culminated in allowing the association to repay member subscriptions in 2008, 2009 and 2010.

Necessity was the mother of invention and FESPA now run several high revenue exhibitions throughout the world. Nigel believes that many associations are 'giving away the crown jewels' in terms of the intellectual property they own and believes the journey he took with FESPA has very valuable lessons for every association.

Nigel will discuss the process and rationale for the association to embrace this commercial approach and how it has delivered maximum value to members.

Nigel Steffens, CEO, **The Federation of European Screen Printers Association**

16.50 **Association Fireside Chat**

The best way to know the story of any sector is to tell it through the eyes of people who have been there, done it and in some cases helped create it. With over 40 years of experience and knowledge between our two final speakers we knew better than to try and ask them to follow a brief. So we have decided to provide some comfy chairs, a pretend fireplace on stage and an eager audience.

Mark Boleat and Paul Smees first met in the association sector in 1993 when Mark hired Paul to run the life insurance work of the Association of British Insurers and they have stayed in close contact ever since.

Mark Boleat holds a portfolio of public sector, commercial and voluntary positions. He is Chairman of the Jersey Competition Regulatory Authority, Chairman of the States of Jersey Development Company, a member of the Regulatory Policy Committee, Chairman of the Association of Labour Providers, Chairman of UK Social Data Services and Chairman of Kingston Smith Association Management. However, most of his time is now spent as Deputy Chairman of the Policy and Resources Committee of the City of London.

In his association past Mark was Director General of the Building Societies Association, the Council of Mortgage Lenders and the Association of British Insurers and he set up the Trade Association Forum and subsequently persuaded the CBI to take it over.

Mark Boleat, Chairman of
Kingston Smith Association Management
Paul Smees, Director General,
Council of Mortgage Lenders

17.20 **Chairman's closing remarks**

William Thomson, Commercial Manager,
Council of Mortgage Lenders

17.30 **End of congress**

REGISTRATION DETAILS

SPECIAL RATES

Special rates are available for the following bookings:

- Book 1 delegate, get the 2nd delegate at 50% discount (booked at the same time from the same organisation)
- Attendees to previous annual congresses

Not more than one discount may be applied to a registration. Please note that registration for Monday 5th December is only open to Association employees and volunteers.

Organisation Type	Mon 5 & Tues 6	Mon 5	Tues 6
Associations	£499 + VAT	£299 + VAT	£299 + VAT
Association Management Companies	£599 + VAT	£399 + VAT	£399 + VAT
Professional Conference Organisers	NA	NA	£399 + VAT
Suppliers	Registration is not open to suppliers		

HOW TO REGISTER

Online at www.associationcongress.com/uk
Registrations for both bank payment and credit card are taken online.

For Accommodation and venue details please visit:
www.associationcongress.com/uk

FOR ENQUIRIES

email: info@associationresource.org
or telephone: +44 (0) 207 193 0418

ABOUT THE CONGRESS ORGANISER

Association Resource provides information, education and networking opportunities to professional, trade, scientific and learned Associations, Societies, Institutes, Federations, Councils, Networks, Not-for-Profit organisations and NGOs.

Association Resource provides an online portal and a fortnightly newsletter, and industry reports for its 17,000 subscribers. It organises seminars, training courses, social events and the largest association conferences in Europe. For more information visit: www.associationresource.org

