
HOW TO GROW YOUR ASSOCIATION IN EMERGING MARKETS USING STRATEGY AND TACTICS!

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WE GROW ASSOCIATIONS

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Terrance Barkan, CAE of GLOBALSTRAT, and Erik Schonher of Marketing General are leading authorities in the fields of international association strategy and membership recruitment, retention, and recovery.

We have collaborated on this white paper to jointly share the decades of experience we have working with hundreds of international associations. This white paper is designed to help demonstrate the strength of insightful strategy when it is combined with expert execution in exciting, emerging markets.

The result is a road map to the issues that associations need to master to succeed in their quest for global growth.

Sincerely,



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FORWARD

Growth is vital for organizations to stay competitive and relevant. Growth is important because with it comes fresh ideas, new resources, and the ability to change and to adapt. Growth is critical because without it, associations begin to lose people, ideas, resources, members, and a future.

For many organizations, it has become increasingly difficult to find new growth opportunities in mature and well-served markets, like North America. Most well-established associations in the United States have been operating for many years and have already attracted the bulk of the potential members readily available to them.

Where are the growth opportunities of tomorrow?

Despite the ongoing global recession and economic slowdown, there are regions and countries of the world that have continued to grow rapidly. These emerging economies represent one of the few

areas of significant growth opportunities that exist today and are forecast to remain some of the most promising growth markets over the years to come.

These growing market opportunities, however, include significant obstacles and challenges. By definition, emerging markets are not mature; they lack the structures, transparency, information, and access to prospective members that exist in more mature economies. However, for associations that have education, certification, training, networking, and related services, these same obstacles can be turned into market opportunities.

To tap into exciting, emerging market opportunities, it is important to have a road map, a plan to avoid the potholes along the way and ultimately to find your target audiences.

Fortunately, help exists in the form of specialists who have the experience, information, and resources necessary to understand the dynamics of emerging markets, what works, and how best to reach your objectives.

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1 INTRODUCTION

Recently, the population of the world passed the 7-billion-person milestone. As people the world over strive to improve their lives, careers, and businesses, trade and professional associations have an important role to play. Whether in Boston or Bangalore, the dynamics of the association “membership life cycle” apply. For associations to thrive in our highly globalized world, it is important to understand how each phase of the membership life cycle fits in the context of your international strategy and tactical growth plans.

AWARENESS...

when prospects first discover you.

If prospective members and customers do not know who you are and what your organization offers, it is impossible for them to do business with you.

Therefore, to accomplish the goal of “increasing Awareness,” we need to understand where our prospects congregate (i.e., a list of product buyers, subscribers to a magazine, visitors to a website, participants in a blog) and why they congregate there. With this information in hand, we develop and present offers to them that will entice them to engage with our association. These offers may be free information, a discount on a product, or an invitation to an exclusive event. The goal is to begin the process of exposing and educating them on the benefits of membership.

In emerging markets, new information platforms and channels, including social media, are making previously unsuccessful markets economically attractive. Combined with a continually increasing use of English in upwardly mobile populations, associations have greater access to new markets than ever before.

RECRUITMENT...

when prospects choose to try you.

Recruitment utilizes many marketing disciplines that are consistently tested to discover the best performing strategies. This merges market segmentation, creative development, and value-driven offers to maximize returns in the most cost-effective ways. Emerging markets are filled with aspiring individuals that want to better themselves and their professional prospects. Associations that offer attractive services and benefits that allow members and customers to address their local needs will find receptive audiences.

ENGAGEMENT...

when new members feel they belong with you.

Engagement is key to high retention rates and sustained membership growth. Successful engagement programs convert new members into active users of benefits and encourage involvement to build member loyalty. Engagement programs that drive local and regional results are a crucial lead-in to Renewal.

RENEWAL...

when lapsing members decide whether to keep you.

Renewal is a confirmation of the value members feel they have received from their organization. It is a vote of confidence...or no confidence. Renewals are a critically necessary foundation for organizational growth that demand close attention to process and member communications. As the needs of international members evolve, so too must the association keep pace and provide the member with a compelling reason to remain part of the organization.

REINSTATEMENT...

when former members agree to return to you.

Many associations that have faced challenges in international membership in the past have significant pools of former members. Reinstatement programs offer opportunities for lapsed members to reconsider the decision to rejoin when presented with fresh messaging and perhaps new offers. Reinstatements are a regular component of membership growth programs that every organization should have in place.

The membership life-cycle phases described above are equally valid wherever associations operate in the world. What changes from country to country, however, are the local characteristics that will have a significant influence on your implementation plans and tactics.

It is critical to pair a robust and well-thought-out, long-term strategy with effective tactics to make the day-to-day progress that will lead to your ultimate success.

2 WHY EMERGING MARKETS?

Emerging markets are defined as countries that are experiencing rapid growth, industrialization, and modernization at the same time. Examples include the well-known “BRICS”: Brazil, Russia, India, China, and South Africa, but also include other major emerging countries like Indonesia, Malaysia, Thailand, and Nigeria representing hundreds of millions of people.

The Conference Board, a global business membership and research association with offices around the world, projected that emerging economies grew on average at least 6.6% in 2011 alone, and that they will grow by 6.3% on average through 2020.

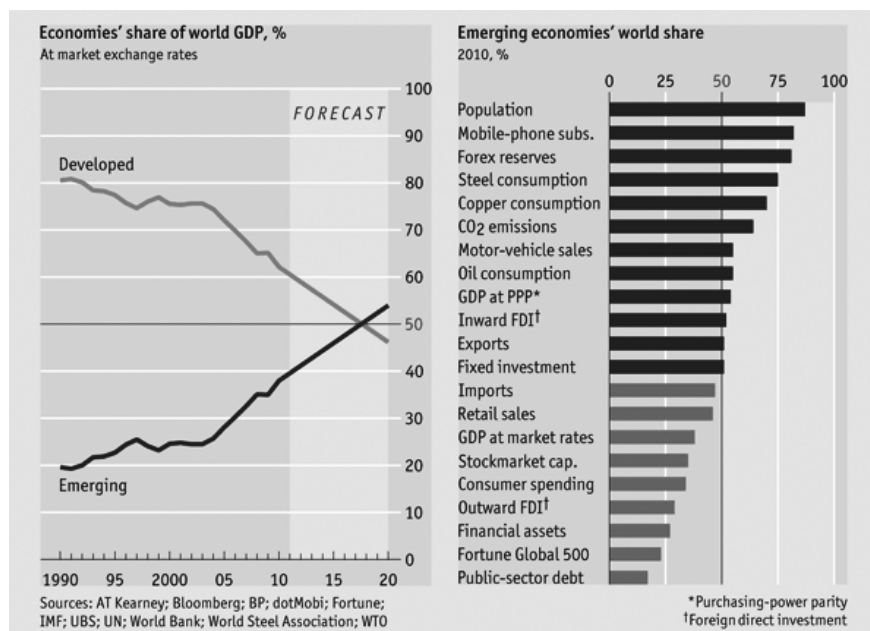
Further, they projected that emerging economies collectively added three times as much to the global GDP as the advanced economies in 2011.

The International Monetary Fund (IMF) in its recent September 2011 report likewise projected emerging economies to continue to grow on average of more than 6% annually.

According to *The Economist*, the emerging market economies of the world will be responsible for the majority of all global economic activity as soon as 2017.

Not all emerging countries are the same, of course, nor do they offer the same level of opportunity for associations. Differences from country to country, including language, culture, political stability, trade agreements, and historical trade patterns, all have a great influence on the pace of growth of individual countries.

Power Shift: Emerging Versus Developed Economies



<http://www.economist.com/blogs/dailychart/2011/08/emerging-vs-developed-economies>

The FTSE, a financial markets firm jointly owned by *The Financial Times* and the London Stock Exchange, maintains a list of “Advanced Emerging Markets” and “Secondary Emerging Markets,” taking into consideration the transparency of financial reporting and controls, economic development, and political stability. Countries that are more mature or advanced have more of the systems and structures in place that advanced economies enjoy and are therefore less risky.

As of late 2011, the “Advanced Emerging Markets” and “Secondary Emerging Markets” were listed by the FTSE as:

Advanced Emerging Economy Countries:

Brazil, the Czech Republic, Hungary, Malaysia, Mexico, Poland, South Africa, Taiwan, Turkey.

Secondary Emerging Economy Countries:

Chile, China, Colombia, Egypt, India, Indonesia, Morocco, Pakistan, Peru, Philippines, Russia, Thailand, the UAE.

Although the two largest emerging markets (India and China) receive the bulk of public attention, we see that they are actually further down the development cycle than lesser known countries like Malaysia or Turkey.

What makes India and China so appealing is the fact that they now have middle class populations that exceed the entire U.S. population and are set to continue growing with ever higher standards of living. It is this extremely large, untapped, and still growing market that presents real opportunities for trade and professional associations today.

Market Gaps and Opportunities in Emerging Countries

In their book, *Succeeding in Emerging Markets*, authors Tarun Khanna and Krishna G. Palepu point out the huge gaps in information, transparency, networks, institutions, and infrastructure that we take for granted in the most advanced economies. These gaps often include the absence of mature or effective trade and professional associations. Not only are these gaps potential obstacles, but more importantly, they are also the kinds of structural gaps that associations are especially well suited to fill.

Common Emerging Market Gaps and How Associations Can Benefit

Emerging markets are often very fragmented and include numerous small, local players. The lack of reputable major brands makes it difficult for the local market to identify quality products and services. Associations are ideally suited to provide a level of quality assurance (real or implied) through membership, credentials, standards, or certification. In addition, local participants (individuals or companies) can raise their professional profile and credibility by engaging with a well respected international association through volunteer roles, as speakers or authors, or by exhibiting at industry events.

It is especially in emerging markets, where the local participants struggle to differentiate themselves from one another, that affiliation with a prestigious association is highly sought as a real competitive advantage.

Emerging markets also suffer from a lack of readily available market data and information. Often it is difficult or impossible to know the size of markets or market segments because they are fragmented and there are no mature market data services.

Associations, by bringing market participants together, help to bring a new and much needed level of transparency. By identifying market players, measuring the size and scope of the market, and potentially conducting important market research, associations make themselves an invaluable part of the profession or industry segment that they serve.

The fragmented and chaotic nature of emerging markets makes it difficult and inefficient for buyers and sellers of services, information, and goods to come together. This applies across all sectors, whether you are in the health care arena as a professional society or you are involved as a trade association in business-to-business transactions.

Associations help to facilitate buyers and sellers in a given market to more effectively and efficiently find one another through conferences and exhibitions, membership networks or directories, or advertising and sponsorship opportunities. Associations have traditionally played the role of event organizer for industry and professional sector participants. Emerging markets often lack this facility, providing a unique opportunity for associations.

Traditionally, emerging markets are characterized by personal networks of buyers and sellers that have developed person to person over many years. These networks are neither transparent nor are they easy to access.

Associations have an opportunity to provide open and transparent platforms for buyers and sellers to find one another and to make the markets more efficient (buyers and sellers can represent professional individuals looking for new information and professional development, for example). A simple example would be an online job market that is provided as a member benefit.

The rule of law and, more importantly, the ability to enforce the laws that exist are key elements of mature economies. Emerging markets are often characterized by weak, corrupt, or bureaucratic legal systems.

Alternative dispute-resolution mechanisms, such as arbitration or mediation, are a possible solution. An example that is commonly used is the arbitration facilities of the American Arbitration Association. Binding arbitration decisions have the advantage of being enforceable in a large number of countries, making it easier to get satisfaction in a dispute.

Emerging markets typically are heavily involved in the development of new regulatory schemes to comply with free trade agreements or to gain access to Western markets. This regulatory change represents opportunities for associations to play a role as new regulations and policies are formed in these new markets. Associations can be major influencers and educators for policy makers and regulators.

3 KEY QUESTIONS FOR ASSOCIATIONS IN EMERGING MARKETS

When considering the opportunities in a particular emerging market, organizations have a number of options that they should consider regarding if and how to enter the market or whether it is worthwhile to stay:

Replicate or Adapt?

Should you replicate your domestic business model and approach, or do you need to adapt your business model for a given market? If you have to adapt, at what point do you start to lose the advantages of scale and efficiencies you have built into your current business model? The answer to this question will depend on how unique the local conditions are versus where you can find areas of commonality.

Avoid or Attack Market Voids?

Given the numerous gaps typical in an emerging market, do you try to navigate around them and avoid the obstacles, or do these voids represent opportunities that your association is well suited to fill? For example, in an area where there is a lack of information and transparency, can your association exploit this by providing the platform to address this need?

Should I Stay or Should I Go?

Many markets are simply not ready to be exploited in a sustainable or profitable manner. Associations should consider if the time is right or if it is premature to enter certain markets given the current conditions. Also, how long do you stay in a market if your strategy is not working? It is far better to recognize when you are too early and to focus on other opportunities than to expend precious resources where there is little hope of a return.

Compete or Collaborate?

Associations often opt to partner with a local association or institution when entering a new market, but does it make more sense to enter as a more direct competitor? There is no right or wrong answer to this

question, but instead, a series of trade-offs to consider. Partnering gives you access to local knowledge, but you might also be educating your future competitor. Competing on your own can lead to market dominance, but also requires more resources and entails higher risk.

Remember that collaborations require effort from both sides. If you do choose to collaborate, make sure your partners are able to deliver as promised and that they share similar objectives and motivation.

Leading With Membership?

As membership-based organizations, it is logical that most associations would lead with membership as their primary product or service in a new market. However intuitive or logical that this might seem, it is often the wrong approach when entering a new international market where the association does not yet have a minimum, critical mass of members.

First of all, membership is almost always a bundle of services and benefits, many of which are either nonexistent in an international market or are viewed as less relevant or valuable compared to the view of your traditional members in your home market.

Secondly, membership fees often do not cover the full cost of delivering membership benefits, with the difference usually coming from live events, sponsorships, trade shows, or other sources of revenue that provide net surpluses. International membership services are almost always more expensive to deliver, requiring an even higher level of income from other sources to offset the costs.

Often, it is wiser for an association not to lead with membership, but instead to promote and deliver a product, service, or event that a.) can be delivered profitably and b.) will establish a positive brand perception with the participants and prospects in the target market.

4 WHY A STRATEGY IS SO IMPORTANT

Over the years, many associations have developed their international membership in an ad hoc fashion. Volunteers or board members may have planted a flag in a certain country or region at one time. Participation at an international conference may have raised awareness of the association in a certain part of the world.

International members may have attended an annual conference and decided to join to get a reduced participation fee. Increasingly, due to the Internet and social networks, international members are finding the association and deciding to join on their own.

Eventually, the number of international members grows to a point where they are too many to ignore and the potential for further growth (with a little effort) becomes compelling. It is usually at this point when an association determines it is time to have an “international strategy.”

If professionally and thoughtfully developed, an international strategy can set the association on course for significant long-term growth.

Putting the “I” in International

The last 20 years have seen the emergence of global associations that have experienced truly explosive growth. Organizations like the Project Management Institute (PMI), the Society of Human Resource Management (SHRM), the Institute of

Electrical and Electronics Engineers (IEEE), the Society of Petroleum Engineers (SPE), or the Chartered Financial Analyst (CFA) Institute are examples of organizations that now have significant international operations. In some cases, the majority of their members and revenues are now generated outside the United States.

The key to success for each of these organizations has been the development and implementation of clear strategies that focus on the market-driven opportunities that exist throughout the world. By becoming truly global, these organizations have also been far better positioned to weather the turbulent economic conditions that have buffeted the U.S. over the past few years.

In the near future, it will be even more important for many associations to develop a significant international position (with events, education, credentials, and membership) to remain competitive. The same international growth opportunities that exist in emerging markets are attracting competition from new and existing international associations from Europe, as well as from private sector companies.

The question is not therefore, “Should my organization pursue international markets?” but “What will be the outcome if we do not?” Already, competition for international markets and the future of the particular profession or industry are being fiercely fought in sectors like technology, science, medicine, and finance.

5 HOW TO PENETRATE AN INTERNATIONAL MARKET

So, what tactics can we employ to drive awareness and member acquisition in these emerging markets?

While here in the United States we have well defined channels through which we market (lists, publications, telephone numbers, etc.), this is an unusually difficult question for some emerging countries as the ability to target prospects and deliver a compelling message to join or buy may be limited or nonexistent due to privacy laws and/or economic conditions.

Awareness

Awareness is developed through targeted messaging and multichannel brand-recognition strategies. Go-to-market research and tactical analysis frame awareness campaigns that build recognition and generate new relationships through information exchange and lead generations.

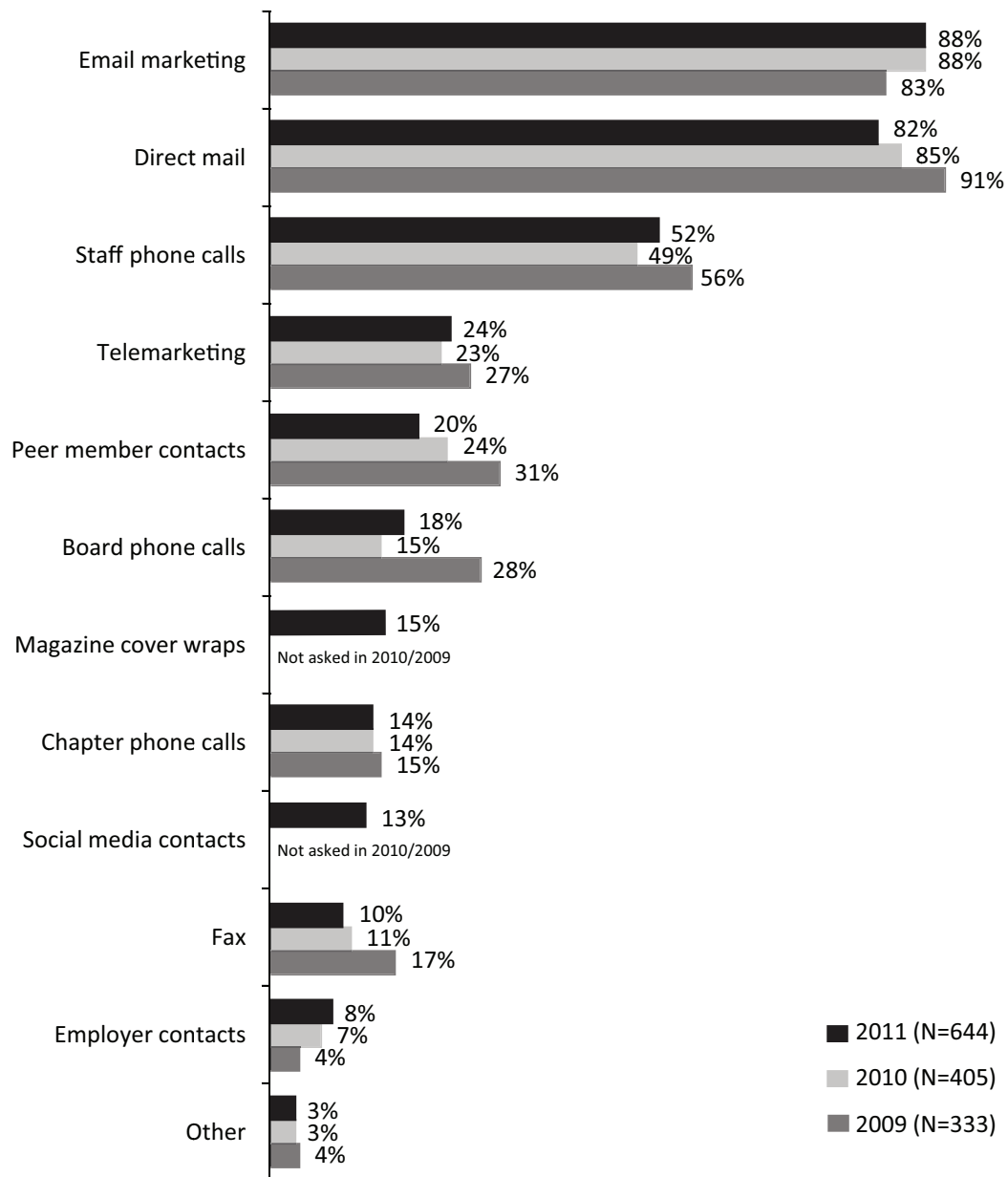
In developing your awareness campaigns, the channels most commonly used are:

- **Word-of-mouth**
- **Advertising in targeted publications and other media (but difficult to track)**
- **Direct mail**
- **Email**
- **Web advertising**
- **Social media**

To take stock in the lessons we've learned in domestic membership marketing, as reported in the *2011 Membership Marketing Benchmarking Report*, email continues to be an effective tool in building prospect awareness (as well as engagement and renewals).

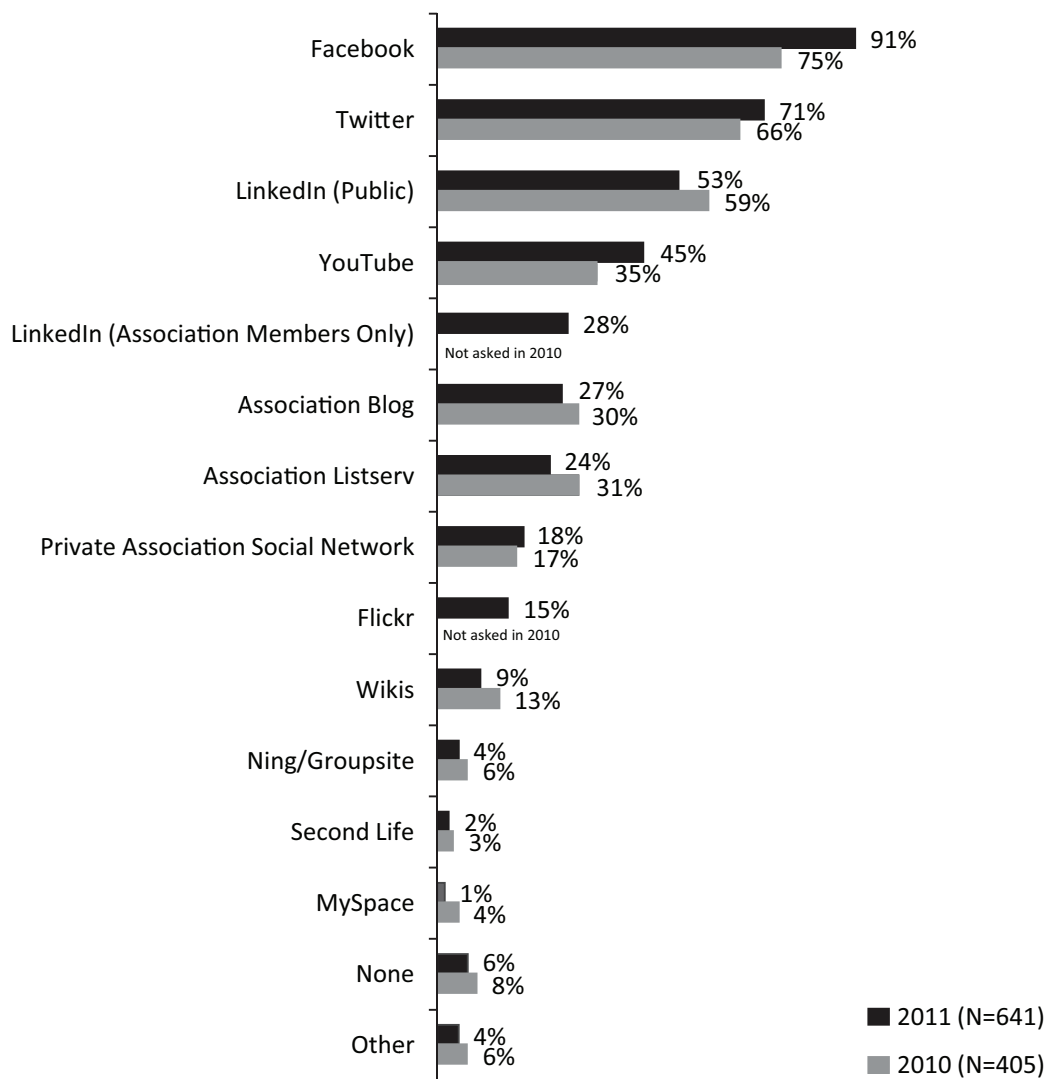
Additionally, the use of social media as a membership marketing tool is rapidly expanding.

Which of the following marketing channels do you use for membership renewals?*



* 2011 Membership Marketing Benchmarking Report

Which social media does your organization officially use?*



* 2011 Membership Marketing Benchmarking Report

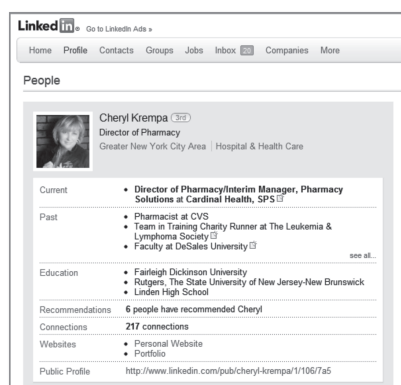
The Use of Online Media to Drive Awareness

In designing an online strategy that drives awareness, many associations have found success by following this strategy:

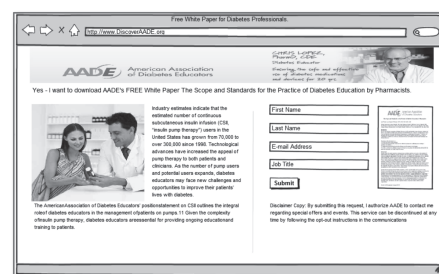
1. Identify where your prospects congregate on the web (define their online behavior), such as:
 - a. Product searches
 - b. Events
 - c. Social media
 - d. Professional groups and forums
2. Develop a Special Offer that requires their providing two or three elements of contact information (we at MGI call this “content for contact”). The goal is to have your prospective members self-identify themselves. These special offers include:
 - a. Free white paper
 - b. Free limited membership
 - c. Free product
 - d. Trial membership
3. Select the online media that delivers your offer to where your prospects congregate:
 - a. Paid search
 - b. Co-registration
 - c. Blogs
 - d. Social media channels and groups
 - e. Sponsored links
 - f. Articles placed in key publications
4. Develop a “Lead Conversion Program” to systematically move these prospects to members and/or product buyers. This is typically a three-to five-email promotion that contains messaging particular to the prospect (dependent upon the content of the free offer downloaded, for example), further educating them and letting them personally experience how they can, and will, benefit from joining and/or purchasing products from the association.

Online Lead Generation

1 Targeting Ad Placement.



2 Data Capture on Microsite.



3 Cultivation email campaign with enrollment offers.

Recruitment

As hard as we try, we can never make a prospect join or buy from us. It has to be the prospect's choice. Therefore, we need to feel confident that what we have to offer is of interest to our target market.

The key to a successful recruitment strategy is understanding this and realizing the importance of being able to track and continually test messaging, creative, offers, sources, timing, and channels to improve your results.

- **Messaging...**evolves from the Unique Selling Proposition (USP) and an organization's indispensability—the one thing it does better than anybody else—with copy that is benefit, and not feature, oriented.
- **Creative...**design is intended to drive interest and promote receptivity to the messaging. It is the most fickle ingredient in membership acquisition and relies particularly on testing to get it right.
- **The Offer...**seeks to strike the optimum balance between what prospects will give up and what they will receive in exchange for being members. It's often the final and most critical hurdle in the prospects' decision process.
- **Sources...**identify the prospects. Whether they are lists, publications, conferences, websites, search engines, blogs, or social

media platforms, each one must be tracked through the process of awareness and acquisition so you know which ones provide the greatest ROI.

- **Timing...**makes sure that the offer is delivered when the prospect is most open to receiving and acting on it is critical. This may be a function of season, budget, or simply the economy.
- **Channels...**while last on this list, may actually be one of the first concerns you have, especially in marketing membership to emerging countries. In fact, it will not only impact how you market, but also what you market to these prospective members. Direct mail is the work horse of membership marketing in the United States. However, due to laws regarding privacy, addresses that use formats that the average CRM is not equipped to handle, or a lack of lists of your prospects in the country, direct mail may simply not be an option as a channel to communicate with your prospects and members. That means if your value proposition involves printed newsletters delivered weekly, you may need to reevaluate how you will present it in your offer.

In establishing your strategy, we continually find that the use of multiple channels outperforms the use of a single channel. For example, if you are able to use direct mail, display advertisements, and email,

make sure that you are able to match delivery of the direct mail piece with insertion of the advertisement and follow up the direct mail piece with a multiple-step email campaign.

Almost every sale is the result of multiple exposures of an organization or product to a specific prospect. When marketing your organization in a new market, it is important to maintain thoughtful and consistent long-term marketing campaigns to drive measurable results.

Engagement

The key to a healthy association is a sustainable membership effort, i.e., the ability to engage your members so that they are continually enjoying the benefits of membership. This requires not only the development of those programs and products that the members want, but also effectively communicating so that your members know that they exist and how the members can benefit from using them.

Unfortunately, while most associations do a wonderful job in providing quality products and services, they do a comparatively poor job informing their members that these products and services exist and how to take advantage of them.

Basic design of a Member Engagement Program

In addition to the basic products and services that are the cornerstones of your association's value proposition (an annual conference, monthly

publications, quarterly email updates, etc.), you need a communication strategy that is designed to help your members understand what is available and how to best access these products and services.

Based on human behavior, we know that this information needs to be presented repeatedly in a variety of contexts to be retained. In addition, your membership, in and of itself, is a compilation of several different markets (new members vs. renewed members; senior executives vs. junior executives; individuals just starting in a career vs. those about to retire). Each of these niche markets contained within your membership may require its own engagement program. While this should be a goal as your membership grows and diversifies, to begin, you may simply want to start with the basic programs suggested below.

The goal of all engagement programs is to help facilitate the member's participation in the association. Ideally, monthly contact should be made with the goal of driving action on the part of the member. This may be a click-through to the website, a phone call to the association or another member, the purchase of a book/product, or even the simple answering of a one-question survey. As with everything we do in membership marketing, we want the results to be quantifiable so we can measure them and act upon the results.

While the use of multiple channels is strongly recommended, in the following examples we are only using electronic media as the channel since they will normally be the primary channel used by most associations in the implementation of this type of program.

NEW MEMBERS

MONTH	CHANNEL AND MESSAGE
1	Email a welcome letter and send new member kit (electronic and/or print).
2	A welcome call or personal email (from board member or leadership).
3	Email citing three member benefits and where to find more information.
4	Email citing volunteer opportunities and how to get involved.
5	Email citing member benefits and where to find more information.
6	Survey member engagement and satisfaction (send a thank you upon receipt of the completed survey).
7	Email citing three products and where to find out more about them AND response to a survey.
8	Email citing three to five resources that could benefit the member.
9	Email citing new resources to be available in the next year (in preparation for the first renewal offer).
10	Email promoting one or two programs in the next membership year as well as one or two benefits they can access right away.
11	Email promoting one or two programs in the next membership year as well as one or two benefits they can access right away.
12	Email promoting one or two programs in the next membership year as well as one or two benefits they can access right away.

RENEWED MEMBERS

MONTH CHANNEL AND MESSAGE

- 1 Email a “thank you for renewing letter” in which you’ll also present how their membership dues will be used to support major initiatives of the association (education, training, etc.) and an updated membership packet.

Email a thank you letter from the programming/education director and present new programs for the coming year.
- 3 Email citing three member benefits (based upon previous years’ participation) and links to the website where they can learn more about them.
- 5 Email citing three member benefits (based upon previous years’ participation) and links to the website where they can learn more about them.
- 6 Survey engagement and satisfaction. Send thank you with receipt of completed survey.
- 8 Email professional update providing links to sources that they might find interesting given their participation during the previous year.
- 10 Email citing three benefits (based upon previous years’ participation) and links to the website where they can learn more about them.
- 11 Email promoting one or two programs in the next membership year as well as one or two benefits they can access right away.
- 12 Email promoting one or two programs in the next membership year as well as one or two benefits they can access right away.

Renewal

As cited by the *2011 Membership Marketing Benchmarking Survey*, an effective renewal program usually commences 90 days prior to expiration and consists of between five and seven efforts distributed through multiple channels. While these are typically mail and email, many organizations are beginning to use fax as well as wrapping the final issue of the association's publication with a renewal notice.

Additionally, telemarketing is often used to increase the impact of the renewal series. Given the cost, it is usually used during one of the last two or three efforts. Moving forward, the ever-increasing use of personal websites and social media within the association's firewall may provide yet another channel to deliver the renewal message.

Like any other marketing effort, you need to utilize those channels that the members will be most receptive to in communicating with the association. Therefore, if they have an online membership, the use of mail may be limited to only one or two efforts.

Depending on the type of organization and the nature of your membership, you may want to send the renewal notice to more than one person. Some individual member associations understand that the individual member may require authorization for the

membership from his or her supervisor. Therefore, the supervisor will also receive a renewal that explains how the association has helped the individual member become a better employee (education and training, etc.).

For some trade associations, they will send the renewal notices to the lead contact person, for example, the CFO or lead accountant, and mention that the membership needs to be renewed on the membership-only website so as to enlist the aid of these other membership users to move the processing of the renewal along.

Finally, you want to make the renewal payment as easy as possible. Some associations ask their members if they can use automatic electronic fund transfers to automatically collect the renewal dues without incurring the cost of the series, as well as risking the renewal by asking the member to overtly make the decision to renew. This is a popular method used widely in Europe.

While this seems to work well for some associations, others have found it causes problems in processing and customer service and have decided not to pursue implementation. Therefore, it would be wise to research and test this kind of program before full implementation.

A sample renewal program may look similar to the following:

MONTH	EFFORT	CHANNEL
10	1	Email
11	2	Direct mail (or email/fax)
12	3	Direct mail (or email/fax/wrap)
12	4	Direct mail (or email/fax)— last week of the month
13	5	Email
14	6	Telemarketing
15	7	Email with a link to an Expire Survey

Like a properly designed engagement program, there are several niche markets contained within your membership, and each niche may be deserving of its own renewal series with messaging and timing unique to that niche market.

Reinstatement

For those members who do not renew, their names and contact information should be included in a program designed to convert (or reinstate) expired members to a paid membership status. Associations who have over an 80% renewal rate typically “never stop communicating” with expired members. These programs typically yield a comparatively high response rate and can be a substantial source for paid members as well as product buyers.

6 CONCLUSIONS

In a world of 7 billion people, the United States represents less than 5% of the global population today. Emerging markets, with hundreds of millions of upwardly mobile professionals, represent some of the best and most promising opportunities for significant growth for associations.

To achieve measurable long-term results, international growth requires a thoughtful international strategy together with intelligent day-to-day marketing programs. Because of the complexity inherent in international markets, it is wise for associations to obtain expert guidance and support to avoid common pitfalls and to identify the most promising opportunities.

As leading authorities in the fields of international association strategy and membership recruitment, retention, and recovery, Terrance Barkan, CAE of GLOBALSTRAT, and Erik Schonher of Marketing General are available to help you and your organization.

Feel free to contact the authors to get more information on how we can help your association unlock the potential in new and exciting international markets!

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GLOBALSTRAT LLC**

As a Certified Association Executive (CAE), Terrance Barkan is recognized as a global thought leader on association management.

He is the author of numerous articles, guidelines, and white papers on international association growth strategies.

Mr. Barkan is the Immediate Past Chair of the American Society for Association Executives (ASAE) International Section Council. He is also a former Board member of the European Society of Association Executives and former adviser to the Chinese Federation of Industrial Economics.

His more than 20 years of international business experience has taken him to over 55 countries and 6 continents around the world on association development projects.

In January 2009, Mr. Barkan founded GLOBALSTRAT, a specialized consulting practice that uses a process-management approach to developing international strategic business plans for associations.

Mr. Barkan has also developed a business approach to the use of social media strategies as part of that process.

The new company is able to provide independent, expert advice for associations on how to develop their international activities. This includes how to build internal staff capacity and capabilities to manage their global growth strategies.

He brings an entrepreneurial approach to growing clients with a specialization on developing international markets.

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**Erik Schonher****Vice President
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Erik Schonher is Vice President of Marketing General Incorporated. He is an experienced strategic planner and a seasoned tactician who mixes direct marketing, media placement, branding, creative design, and web marketing into multi channel campaigns.

Mr. Schonher is a sought after speaker and regularly presents at meetings and conferences, including the ASAE Annual Conference and the ASAE Marketing and Membership Conference.

He is the author of many professional articles and MGI white papers, and hosts "Experts in Membership Marketing," a blog that examines membership marketing best practices, research and analysis, communication theories, and sales techniques.

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