**MEMBERSHIP DEVELOPMENT**

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| MEMBERS MANAGEMENT AND RETENTION |
| * Do you have a formal (written) plan or strategy for membership development?
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| * Do you have professional tools to data about members?
* Membership database
* CRM software
* Accounting software
 |
| * In general for each member do you have the following contact information (including at least email and phone number?
* CEO / DG
* CEO assistant
* Human Resource Manager
* OSH specialist
* Sales Director
* PR officer
 |
| * Do you have a system of account managers (each staff in the secretariat personally in charge of some members)?
 |
| * Do you conduct members' profiling (i.e segmentation by selecting those attributes of the member
* profiles that define the segmentation in order to better customize communication, service offer etc.)?
 |
| * Is it clear which services are included in the membership fees?
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| * Do you have pricing policies for services?
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| * Do you have price differentiation for services provided to members and non-members?
 |
| * Do you regularly conduct customers/members satisfaction surveys?
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| * Do you regularly conduct needs assessment surveys? (i.e. This survey gathers data to determine what needs to be developed to help individuals and the organization accomplish their goals and objectives)
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| * Do you organize at the least the following social activities?
* AGM
* Awards
* Lunches
* Sports activities
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| * Do you use any kind of promotional offers to solicit membership (e.g. discounts, membership cards,

Etc.)? |
| * Do you have a smooth process for membership renewals?
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| * Do you contact lapse members?
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| * Do you have a clear policy for members not paying subscription fees?
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| * In case of members leaving the organization (or not paying fees), do you conduct "exit surveys"?
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| * Are the Board members involved in trying to recover arrears payment?
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| NEW MEMBERS RECRUITMENT |
| * Do you have a system to map your potential members and define priority target groups (companies or associations) in specific sectors or geographical areas?
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| * Do you have a software to manage data about potential members?
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| * Do you have budget to conduct recruitment campaigns?
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| * Do you conduct recruiting campaigns? In which ways?
* Company visits
* "Colleague-to-colleague" visits - organizations' ambassadors
* Road shows
* Information events
* Letters with brochures
* Calls
* Advertisement on local radio and TV
* Advertisement on local newspapers
* Emails
* Website
* Meetings with local business communities in municipalities
* Board members used as EMBO ambassador
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| * Do you have a brochure in order to present your EBMO?
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| * Are the Board members involved in attracting new members?
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| * Do you have any special initiative to welcome new members?
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| * Is the involvement of Board members causing delays in new membership approval?
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| MEMBERSHIP INDICATORS - Do you have at hand the following data and indicators? |
| * Total number of direct members (associations and companies) of your organization
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| * Total number of indirect members (companies affiliated to sectoral or territorial organizations which are affiliated to your EBMO)
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| * Number of sectorial and territorial EOs affiliated to your organization
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| * Total n° (direct and indirect) members / total n° of companies in country (in formal private sector)
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| * Total employment of (direct and indirect) members / Total employment in formal private sector
 |
| * Total turnover of (direct and indirect) members / Total GDP achieved in formal private sector
 |
| * Membership retention rate
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| * Percentage of members paying subscription fees
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| * Membership recruitment rate
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| * Members using EBMO services / Total number of members
 |
| * Percentage of your new members which go on to renew for a second year
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