



Shrink to Grow: A Counterintuitive Path to Relevance

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Author

Road to Relevance: 5 Strategies for Competitive Associations

Program Outline

1. The New Normal for Associations
2. Scope of Services in the New Environment
3. Roadblocks to a “Shrink to Grow” Strategy
4. Tactics for Success & Case Studies
5. Q&A Throughout

The “New Normal” for Associations



The “New Normal” for Associations



Return
On
Investment

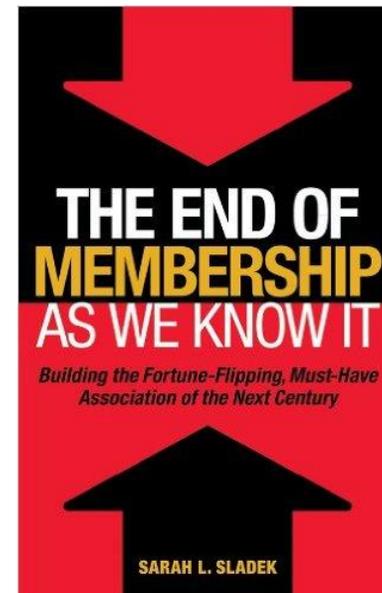
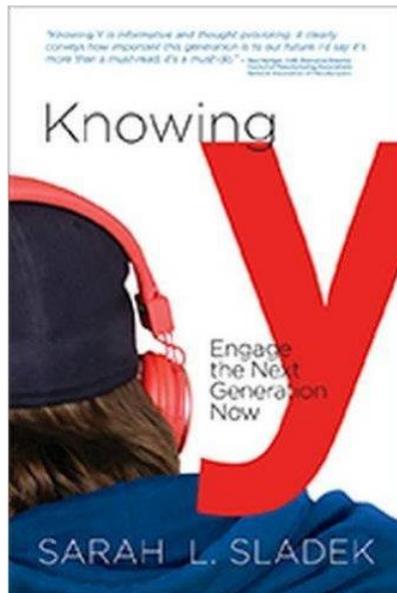
The “New Normal” for Associations



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Resources



The “New Normal” for Associations



The “New Normal” for Associations



Downsides of Diversity

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1. Causes organizational complexity
2. Results in communication clutter
3. Disperses resources

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3. Poor quality or bad experiences go digital (e.g. TripAdvisor reviews)

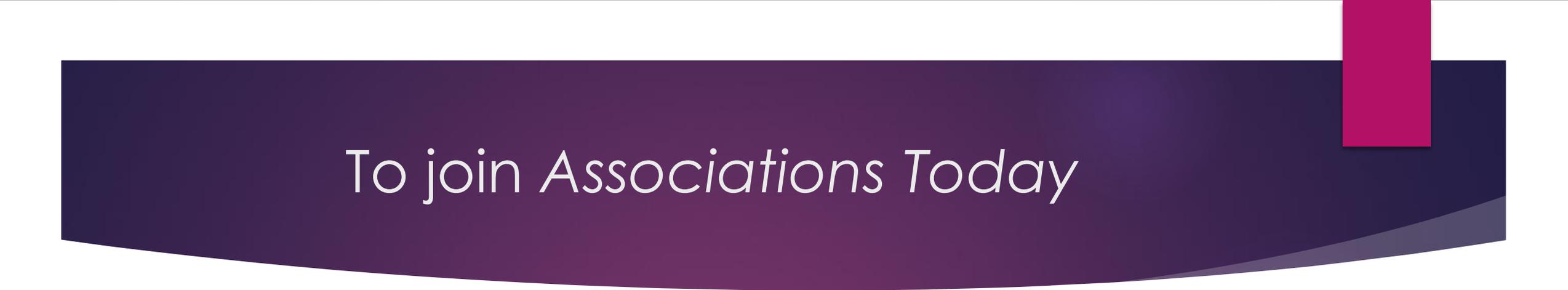
Strategy

Skillful, creative and disciplined use of resources to achieve objectives.

Key strategic concepts: build on strength, concentrate resources and practice purposeful abandonment

How to use the Program and Service Evaluation Matrix

1. List all association programs, products, services and activities in the first vertical column.
2. Total the number of programs, services, products and activities.
3. Under each vertical column heading, assign a number from 1-5 to each program or service. (5 the highest; 1 the lowest)
4. Total the ratings horizontally from the highest total to the lowest using an Excel spreadsheet.



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Text “Mary” to
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Roadblocks and Pushback

- ▶ What have you found to be true?

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6. Volunteers who were involved will have a fit
7. Fewer services looks like less value

Start with Opportunity

1. People are more likely to “give to get”
2. Articulate a compelling opportunity
3. Identify the resource required (successful innovation requires more resources than you think)
4. Show where the resources are currently being underutilized or squandered

Tactics and Techniques

1. Use data
2. Allocate all costs to programs and services
3. Challenge offerings that require subsidies
4. Ask challenging questions
5. Use corporate examples (Ford, GM & Apple)

The Power of a Narrow Product Line

FORD

- ▶ Volvo
- ▶ Jaguar
- ▶ Mercury
- ▶ Land Rover
- ▶ Aston Martin

GM

- ▶ Saab
- ▶ Oldsmobile
- ▶ Pontiac
- ▶ Saturn
- ▶ Hummer

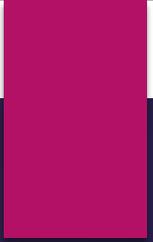
The Power of Abandonment

Jobs eliminated 70% of Apple's product line=

Apple went from a \$1 billion loss in 1997
to a \$309 million profit in 1998

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5. Use corporate examples (Ford, GM & Apple)
6. Capitalize on poor financial performance
7. Adopt a “one in, one out” policy
8. Create a sense of urgency



If you always do what you've
always done, you'll always get
what you've always gotten.