



Shrink to Grow: A Counterintuitive Path to Relevance

Mary Byers, CAE
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



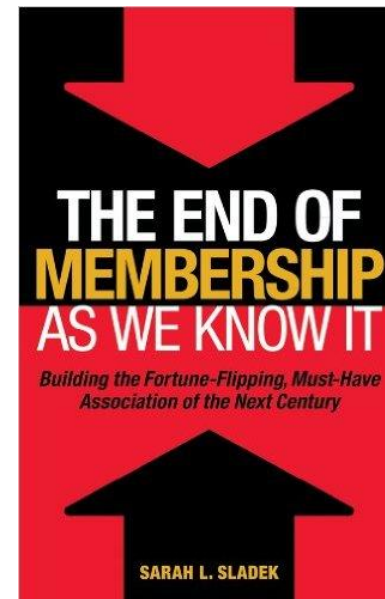
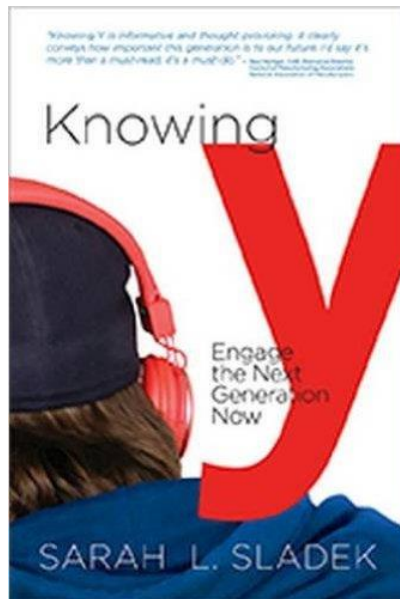
The “New Normal” for Associations



The “New Normal” for Associations



Resources



The “New Normal” for Associations



The “New Normal” for Associations



Downsides of Diversity

1. Causes organizational complexity

Downsides of Diversity

1. Causes organizational complexity
2. Results in communication clutter

Downsides of Diversity

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

Realities of the Marketplace

1. High expectations, even for things that are free (like apps)

Realities of the Marketplace

1. High expectations, even for things that are free (like apps)
2. Little, if any, tolerance for mediocre or substandard products or services

Realities of the Marketplace

1. High expectations, even for things that are free (like apps)
2. Little, if any, tolerance for mediocre or substandard products or services
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.

Program and Service Evaluation Matrix

The following matrix was designed to assist associations in a critical evaluation of their programs, services and activities. The numerical assessment is intended to reduce bias and emotions. The "forced choice" approach eliminates the tendency to give high ratings across the board.

[illegible]



To join *Associations Today*

Text “Mary” to
66866

Roadblocks and Pushback

- ▶ What have you found to be true?

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?
3. “It doesn’t take that much”

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?
3. “It doesn’t take that much”
4. We invested so much in this program

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?
3. “It doesn’t take that much”
4. We invested so much in this program
5. We’ll look like a failure if we get out now

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?
3. “It doesn’t take that much”
4. We invested so much in this program
5. We’ll look like a failure if we get out now
6. Volunteers who were involved will have a fit

Roadblocks and Pushback

1. “Don’t put all your eggs in one basket”
2. A few members use it; why not keep it?
3. “It doesn’t take that much”
4. We invested so much in this program
5. We’ll look like a failure if we get out now
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

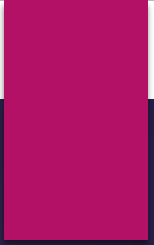
The Power of Abandonment

Jobs eliminated 70% of Apple's product line=

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

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)
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.