2018 MEMBERSHIP BOARD REPORT

MEMBERSHIP DEPARTMENT OVERVIEW

The newly formed membership department is responsible for recruitment, retention, renewal, engagement, membership programs and services, and database management.

The Membership team consists of:
Lia Zegeye, Senior Director of Membership
Roderick Lewis, Director of Membership & Business Development
Jake Argarin, Membership & Database Coordinator

For the 4th quarter 2018, the membership department placed special emphasis in three major areas:

- Identifying and evaluating current membership policies and processes
- Enhancing and building new processes and best practices
- Alignment of new member plan with ABA’s mission

In addition, we have worked on converting “qualified” leads from previously attended tradeshows, targeted email campaigns, and “call-ins” from companies inquiring about joining the association.

Companies interested in attending ABA’s Annual Meeting & Marketplace were sold both on membership/Marketplace as a bundled package that included membership through December 31, 2019 or June 30, 2020 depending on the member category. Though overall this process has been fruitful, there has been a reluctance in renewing membership, if those members with the bundled packet were not able to attend Marketplace, emphasizing the need to create or enhance additional benefits.

Membership by The Numbers
(Count comparison December 2017 vs 2018)

<table>
<thead>
<tr>
<th>Membership Category</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate</td>
<td>204</td>
<td>191</td>
</tr>
<tr>
<td>Tour Operator</td>
<td>419</td>
<td>374</td>
</tr>
<tr>
<td>Bus Operator</td>
<td>721</td>
<td>675</td>
</tr>
<tr>
<td>Travel Industry</td>
<td>2,061</td>
<td>2,044</td>
</tr>
<tr>
<td>Total Members</td>
<td>3,405</td>
<td>3,284</td>
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Retention rate: 91%

MEMBER RETENTION & OUTREACH EFFORTS

All members were sent renewal invoices and a letter from the President & CEO. In addition, we have sent reminder emails via Informz (our email marketing platform). We have been analyzing the results received through Informz to evaluate the open-rate, click-through rate, bounced emails and unsubscribed members. Based on the outcome, further outreach efforts are underway.
In addition, the Membership department has conducted a targeted expired member outreach campaign. The purpose of the campaign was to simply understand the reason behind the lack of action to renew, especially with long-term members. Based on the information gathered and analyzed, the top three reasons why members leave ABA were:

- **Lack of overall engagement**: members joined membership for one specific benefit and when they no longer need that specific benefit, they will not renew.
- **Contact person no longer with the member company**: we only have one contact person per company that is engaged with us. When they leave the company or move into another division, the membership fall through the cracks.
- **Lack of real/perceived value**: the ROI did not meet expectations.

**Key Takeaways from Campaign:**
- Encourage members to take advantage of member benefits and programs created with them in mind. If the specific program is no longer of value, we will enhance or remove from our benefits packet.
- Engage more than one individual at each member company.
- Connect with members throughout the year to understand expectations and challenges and help them navigate into the right direction.

**Next Steps:**
The information gathered and analyzed will be used to:
- Customize and personalize our approach and address any issues early in the membership lifecycle.
- Clearly, data is important, help us cater to member needs, and in the long run increase the value of membership
- Evaluate if our value proposition is resonating with the intended audience, or do we need be repackaged and/or repriced
- Track level of engagement

Furthermore, we will continue to assess members needs through survey, calls, one-on-one meetings, focus groups, etc. We have been utilizing emails and calls to communicate with members. However, in the coming months, we will be taking advantage of social and digital media platforms and newsletters to highlight our benefits.

**NEW MEMBER PACKET**
We have created a new member packet that includes all our programs, benefits, products and services in one place and on a digital format. The goal is to change our first-year member communication from a transaction to experience. Information includes:
- A welcome video from the President & CEO
- New member login credential
- Crisis Communications
- Education
- Councils
MEMBERSHIP GROWTH
As a team, we have been aggressive in the development of new prospect lists, following through on new leads, identifying ways to better market our services and benefits, researching current members, as well as capitalizing on the expectations from 2017.

While target groups have included member prospects from conferences ABA staff has participated in, the Membership staff has attended the following conferences/shows in the 4th quarter.

- Chauffer Driven Conference: Motorcoach Operators/ Parts and Services companies
- BISC WEST and 2019 California Bus Association: Motorcoach Operators/ Parts and Services companies
- LCT/NLA East: Motorcoach Operators/ Parts and Services companies
- Student Youth Travel Association: Tour Operators/Hotels/Attractions/DMOs
- National Tour Association
- Ontario Motorcoach Association: Motorcoach Operators/ Tour Operators/Hotels/Attractions/DMOs

Follow-up sales campaigns have included the following audiences:

- Discover New England nonmember attendees
- 2018 International Pow Wow (IPW)
- 2018 Student Youth Travel Association (SYTA)
- Leads captured via Social Media (Facebook and LinkedIn)
- “Call-ins” (inbound calls generated from email campaigns, ABA members referrals, general information inquiries, etc.) with specialized pricing.
- Cold Calls – Calls to nonmember prospects

2019 ABA MEMBERSHIP RETENTION PLAN
Overall Objectives & Key Action Steps

- Retain an ever growing, engaged and more diverse membership base
- Increase overall ABA member retention rate from 91% to 96% by the end of December 31, 2020
- Determine membership retention methods
Communicate the value of membership
Implement incentive program for current members
Engagement opportunities to be developed and utilized

Preliminary Retention Plan for Q1 & Q2

February 2019
• Send a personalized email to member detailing ABA’s next major project relevant to their business (i.e. upcoming operator legislation G & A, BISC Meeting, etc.) Projects the association is currently working on. The goal is to communicate value and enhance their overall membership experience.
• Focus on retention of third year members (those who joined in 2017). Reduce drop-off rate after third year of membership by engaging this group first.

March 2019
• Contact top line members from 2018 (members who stood out: those who’ve referred others to join, were active on ABA-related social media posts, registered for multiple webinars, volunteered at Marketplace) to serve on the Membership Committee.
• Invite members to monthly targeted ABA webinars.
• Personalize and customize outreach to target group.

April 2019
• Identify most at-risk members (bounced back emails, disconnected phone numbers, Primary contact no longer there, etc.) and target them for additional contact by the Membership committee.
• Ask membership committee members to relate their most valued membership experience or benefits and use those statements as quotes for recruitment and retention purposes.
• Utilize industry trade shows and opportunities to engage members. Interview members and ask them what programs seek to improve their membership experience. Use this information as an insight for future retainment programs.

May 2019
• Invite members to monthly targeted ABA webinars.
• Send members a targeted email (with relevant and valuable content).

June 2019
• Conduct a member survey of our least active members (members that have not attend Marketplace, webinars, etc.). Let those who respond know that you are listening to them by telling them that we will try to do what they suggested on the survey and make improvements.
Engagement Opportunities to be developed and utilized:

- Create Online resources – such as webinars and videos to convey the benefits of membership.
- Advertise the value of membership throughout the www.buses.org using strategic pop-ups with links to further exploration and use of the website.
- Conduct member visit in conjunction with ABA Membership staff travel schedule.

Implement Incentive Program for Current Members

- Improve Recognition and rewards for current members recruiting new members.
- Board and membership committee serve as knowledge center to help identify target companies in specific territories.
- Give a special incentive to top membership recruiters.

NEW MEMBER ONBOARDING/ORIENTATION PROGRAM

Based on the membership lifecycle, we have now created a new member orientation program. Joining ABA is a business investment, and upon joining members expect ABA to provide a competitive advantage. Therefore, getting membership engaged from day one is a key component of brand awareness and increasing overall engagement level. We have now implemented touchpoints throughout the 1st year of membership. The new onboarding program includes 5 phases:

- **Phase 1**: Onboarding: We must be proactive and responsive so that we start off on the right foot. It’s important to follow through in a timely manner. The new member is building an opinion about ABA. First impressions matter.

- **Phase 2**: Connecting: This month is all about developing our connection with new members, understand who they are, and what they really need (not what we think they need). Personalize the experience to truly welcome them into our organization.

- **Phase 3**: Engaging: Now we know what they need, let’s put out the roadmap and find ways to engage with us as early as possible. This phase is fundamental to retention. We can use these months to make sure our first two months’ strategies were successful and that we are on the right path.

- **Phase 4**: Retention: New members are now transitioning into active members. They know who we are and what we do, they understand the value of membership. Retaining members is less expensive/time consuming than attaining new members, it’s important to do our best to keep the ones we have.

- **Phase 5**: Renewal, Survey & Best Practices: It’s time to send out the renewal notice with a thank you message. Surveying our members ensures that we are meeting their needs but also help us detect areas where we can make improvements, as well as identify most valuable programs for a specific segment.
of the industry. This phase will help us reevaluate retention best practices and strategy.

MEMBERSHIP WEBSITE MAXIMIZATION
We are currently evaluating the membership website to make sure the most important elements are accessible and easy to navigate for current and potential members. We will continue to solicit member feedback and use website analytics effectively.

NEW STRATEGIC PARTNERSHIPS
- **Healthy Halo**: Based on the most current survey, 95% of our members are interested in affordable healthcare benefits. In fulfilling that promise, we have joined forces with Healthy Halo insurance services to offer our members affordable healthcare options, so that our members expand their current healthcare benefits, attract and retain high-quality employees, giving them a competitive edge in the market.

- **Perillo TravelVR**: ABA has partnered with PerilloTravelVR to provide a new exclusive benefit to ABA members only. With this new partnership, ABA members can take advantage of Perillo’s expertise in virtual reality video production and distribution to promote our member products such as tours, hotels, resorts and attractions.

- **AmeriFuel**: Managing fuel efficiently and effectively is critical for any fleet owner. ABA has now partnered with AmeriFuel to help members reduce cost, save time, and streamline their fuel program. AmeriFuel can help members develop a customized fueling program, which includes much more than just quality fuel. Competitive pricing, comprehensive reporting, tracking and monitoring tools, fuel cards, and Cardlock options offer optimal control and security.

MEMBERSHIP DEVELOPMENT
- The creation of a “Master Prospects” list – an effort designed to capture up to date prospect information.

- We are currently developing “Member Persona” by member segment, which will help us better identify the needs of current and future members, as well as better target communication efforts. Information gathered includes:
  - Membership type
  - Age
  - Common challenges and problems they are trying to solve
  - Size of their organization
  - Title or job function
  - Specific common interests (events, subscriptions, etc.)
  - Annual investment
  - Level of participation in events and programs
- Why they joined, what they like about the organization, what they dislike
- What other industry organizations they belong to
- What they are looking to get out of interacting with your organization
- Most-used benefits
- Website and social media interaction
- Primary needs
- Level of satisfaction with your organization
- Barriers to renewing or joining.

ASSOCIATION MANAGEMENT SOLUTION (AMS) – DATABASE - IMPEXIUM

Goal: Optimal utilization of database resources and centralize data:

- We are currently building the Membership Dashboard
  - Retention
  - Renewal activities
  - Budget vs. Actual
  - Pending membership application status
  - Member vs. non-member activities
  - Enhancement of membership invoice
  - Import tools (prospects, member communities, etc.)
  - Develop, maintain, and measure outreach campaign to prospects

- Staff engagement through Impexium Lunch & Learn Program: In helping engage and educate staff, we are sharing videos on how to navigate through various topics important to each department.

MEMBER DATA CLEAN-UP PROJECT

Goal
- To have a robust membership database that can be used as a resource to create or enhance our programs, as well as create a personalized member experience.
- To have the ability to deliver targeted communications for a range of projects and can be filter not only by title but roles and/or responsibilities.
- To utilize ABA’s vertically integrated structure of the organization as a competitive advantage.
- To ensure members are informed and engaged with the products and services offered by ABA.

Objectives
- Identify current database structure
  - Does the current structure support the goal of the organization?
  - Identify the number of current member company contacts
    - Do we have enough number of key contacts from each member company to support our goal?
Do we have the “right” contact at each company to ensure engagement and retention?

Tactics for Execution
- How to collect member data
  - Email primary contact
  - Utilize a group data management tool that will allow the primary contact to review and update current member data (add new employees to take advantage of member benefits, remove those no longer with company, update addresses, etc.)

How to determine progress and success
- Membership staff to establish long- and short-term goals, monitor and track progress

Metrics
- Increase member company CEO data by 50% by end of the year.
- Increase second contact information by 50%.
- Decrease the number of bounced back email to single digit.
- Increase overall member engagement. **Definition of engagement**: Increase the number of products and services purchased, open rate of ABA communications, member retention rate, webinar participation, etc.