HOW TESTING INTUITION DRIVES CHANGE
WE SHOULD TALK ABOUT THE HiPPO IN THE ROOM.

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The Mission:
CSAE is the community where association professionals within Colorado connect, learn, and support one another.

The Promise:
CSAE is committed to delivering high-value programs and services. If a CSAE member is not completely satisfied with any CSAE offering, CSAE will make it right or refund the member’s money.

CSAE is:
All about leadership
Committed to association excellence
Future-focused
Unique learning opportunities
An effective advocate

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STAYING RESILIENT

A brand-new reality... for how long? The day that Colorado shut down life as we know it, I received my reminder from JT that my quarterly President’s letter was due. When JT and I discussed my spring president’s letter a week earlier we planned on the focus being the 2020 Annual Conference. How things have changed in a mere seven days. Restaurants closed to in-person dining, theaters, bars and gyms closed. A banner ski season stopped in its tracks, sporting events and concerts cancelled, hotel occupancy plummeted and travel ground to a halt. As I was reorganizing my home office to accommodate the work files that were coming home with me, I came across the Executive Edge Winter Edition with the headline Disruptions in Association Management. Talk about timely!

My hope that by the time you read my latest President’s letter we will be getting ready to unveil a phenomenal 2020 Conference. I hope that the weeks surrounding the COVID-19 pandemic not only in Colorado, but the world, are finally in our rear-view mirror. I hope that our hotels, restaurants, airlines and all our members who support associations are experiencing record bounce backs. I hope I finally hear my two favorite words of spring: Play ball.

The Colorado Society of Association Executives has a long history and has weathered the storms of 9/11, the early 2000s recession and the Great Recession of 2007-2009. What we experienced in March and April are unprecedented and I hope will never be repeated. But who really knows what is next in anything in life? Associations are resilient. Google the “oldest trade association on record" and the American Seed Trade Association comes up, which has been around since 1883. Imagine the highs and lows they have gone through in their 135-year history. How does an association stay relevant for 100-plus years? My guess would be their membership. Their membership, who came together in the beginning to share ideas and best practices and who continue to come together all these years later. Members who form relationships, mentorships and partnerships. That is reason why YOU need to be at the 2020 Annual Conference, July 7-9 at the Grand Hyatt Vail. The Program Committee has put together a lineup that kicks off with Reshaping Your Organization When It Matters, and includes breakouts on leadership, creating a new business model and stepping up a community relations program. A CEO panel will talk about how they “flipped the script” on the traditional association model, and the closing session will inspire you to dive into a new challenge instead of shying away. The networking breaks will allow conference-goers to connect with CSAE’s associate members and develop new business relationships. I hope to see many of those whom I have met over the past 20 years. We will come together stronger and in celebration of our association community.

Take care,

Rhonda Scurek
Marketing is becoming more sophisticated by the day. Advertisers are able to gather more information on their target market and craft their message to be very specific. There are so many channels, inputs, and messages that the noise it creates can be overwhelming. Information is delivered instantly, and to get someone’s attention requires luck and the perfect timing of a Blue Angel pilot.

While we “old timers” still peruse magazines and print for ideas on products and services we might want to look into, younger generations are more likely to filter advertising to fit their immediate need—no sooner. They accept marketing on their own terms and based only on their interests at the time. They use technology to filter messages and information, to limit their daily consumption of news and advertising.

Here are a few things to keep in mind to access the consumers of tomorrow.

**Personalized Content** – Consumers seek out products and services based on their immediate need. They are in the market for only a few hours and are seeking the best products and services through peer groups and Internet searches.

Keep this in mind as you build your websites. Make sure that the page has the key words for search engines to reference properly. Place the key benefits higher on the page for quick access. Tailor the message to your audience. Consider having similar pages built for specific kinds of visitors. A student will have different needs than someone who has been in the profession for several years. Provide each with a targeted page and message.

**Personal Networks** – Remember the days of the Rolodex? You were truly well-connected if your Rolodex was overflowing with business cards. While we now have most of this information at our fingertips through our phones, an extensive professional network is still critical.

We have a terrific resource in CSAE and JT. Members interviewed for this article say they start with CSAE. Many of us rely on the recommendations of our colleagues for products and services. Maximize the influence of your Board of Directors and Committee leadership to provide testimonials in your marketing.

**Social Influencers** – When I first heard the term *social influencer*, I rolled my eyes thinking how silly it is to let someone you don’t really know influence your decisions. Then I saw an ad with Matthew McConaughey driving a Lincoln and thought how great that car would look in my garage—and if he were the one parking there, even better.

Instagram is the tool social influencers are using to reach out to their followers. According to Civic Science, one-fifth of American consumers have made a purchase based on an influencer. About a third of the...
As humans, 2 Gordon Ramsay teaches concept. Master Class has brought 4, and Martin Scorsese teaches 3. Two potential customers through online very targeted way. Facilitating information exchange in a and online meeting apps that are making it easier to reach out to people you may be interested in their product or service.

You can pay an Influencer to promote your association. You may not be able to afford Kendall Jenner and her 104 million followers, but you may be able to work out a deal with a leader in the industry, or someone who aligns well with your mission to post a story on their Instagram account.

There is also a Big Brother way to monitor social media chatter for topics of interest. This may identify social influencers who are aligned with your mission. Hootsuite has a feature that allows you to monitor conversations relevant to your industry across multiple channels.

**Online Groups** – As humans, we all value connection with others. While we are making fewer in-person connections, technology is making it easier to reach out to people you may never meet in person in your lifetime. These connections provide a valuable link to groups of people with similar interests and needs. There are chat rooms and Facebook Groups, listservs, and online meeting apps that are facilitating information exchange in a very targeted way.

How is your association engaging potential customers through online groups? How are you doing it differently this year? Do you have groups for discussing various aspects of your trade/profession? Are you hosting online meetings to learn a new skill? Are you searching for similar groups to cooperate with or on a learning session?

Consider how you market your events through social media. Many people discover events by following someone who posts that they are interested in attending. Be sure to have event information on your social platforms and ask attendees to post they are interested or attending the event. Also be sure to post during the event and note when the next event will occur.

**Videos** – The Master Class concept is brilliant. You can take a class from Neil deGrasse Tyson on Scientific Thinking and Communication; Gordon Ramsay teaches Cooking I, and Martin Scorsese teaches Filmmaking. Master Class has brought these tutorials together for consumers to pick and choose.

Who are the experts in your association that can teach a one-hour class on a topic they have mastered? What could you do with a series of online lectures? There are numerous platforms available to host videos, including YouTube Channels. There is even a YouTube video on how to create a YouTube Channel.

**There’s an app for that!** – Many associations are moving to online support of their conferences with various apps, including direct marketing, which is a powerful service. Take the time to plan messages to get the attention of the attendee. Different conference apps offer different benefits, and knowing what is important to the individual attendee will help you craft a message that is received.

Personalize your attendees’ experience by asking, ahead of the event, what the app will be used for. The key benefit to the app might be managing their calendar, meeting up with other attendees, or getting the handouts and speaker information. You can add this information to the database and send targeted messages that align with individual attendee needs. For example, if an attendee is using the conference app mainly to meet other attendees, be sure to promote the networking opportunities and mention some of the key leadership who are attending the event. You could set up a Meet and Greet with your leadership and promote the value of your organization at that event. Or add tips for effective networking and promote your next social event in a message.

**The Message**

All of the channels above relate in a critical way. It is all about delivering an experience and not just information. The most memorable events create an emotional connection with the participants. Today’s consumer will remember the feeling and the experience more than the text and numbers. Design your message with the consumer in mind and how you want them to connect with your organization.

Marketing is becoming more reactive and less proactive. Consumers are reaching out to fill a specific, defined and immediate need. They are reaching out because they already know your organization has an answer. It is up to you to show them it is the right answer.

There is a scene in Minority Report where Tom Cruise’s character is walking through a mall in the future. Each ad is personalized with his name and linked to a product he would likely purchase. We are not too far from that future with personalized marketing. We are able to learn more about a person’s interests prior to engaging them in a sales pitch.

I am still waiting for Matthew McConaughey to deliver my flying car, though.

I would like to thank Sachia Jones with Association Pro to Go and Kim Wyatt with Rocky Mountain Masonry Institute for their input on this article and their valuable insights on marketing.

Becky Roland is CEO and Owner of Phoenix AMC, an association management company. She has worked in the not-for-profit field for over 30 years.
Many marketers are waiting until voice technology matures to build a strategy around channels like Alexa, Siri, and Google Home.

But voice is not a fad, and those who don’t embrace AI and voice will be quickly left behind. However, associations and nonprofit organizations—operating on shoestring budgets and under the pressure of conflicting priorities—run a considerable risk of chasing shiny objects. While there are many ways voice could be valuable to associations, the costs and benefits must be carefully considered.

Here are some ways voice might be implemented to support an association’s mission:

- Capturing thought leadership and cultivating new audiences
- Promoting events
- Managing membership renewals
- Aggregating data for benchmarking or fundraising

Not bad. But costly. The time required to build a voice strategy and optimize a website to be found and used by Alexa, for instance, is significant. And if you don’t already have a beautiful website with seamless user experience (UX) and the ability to rank for key terms, voice shouldn’t be the first thing on your list of digital aspirations. All said, it is certainly worth considering and planning for. Here’s why.

Remember the websites of 1995 during the dot com bubble. They were horrible. UX, as a concept, wasn’t on the minds of web designers yet. Digital marketers and web strategists look back on those times and wonder how we all survived (and
ordered. The user benefits from this kind of interface. No longer do we have to spend time decoding online hieroglyphics, pop ups, images, and sales.

We’re graduating to a voice-enabled existence and it makes a lot of sense. As we continue down this path, imagine what the websites of 2030 will look like. They’re plain text. No design. Only information for Alexa to read. If you’re not optimizing your buyers’ journey with voice in mind, you’re behind.

According to Strategy Analytics, more than 60 million homes now have smart speakers. For ecommerce companies, this means 60 million homes with millions of captive sock buyers. Which is why it is easier for ecommerce giants to quantify their spend on flashy, bleeding edge technology. The investment in voice channels isn’t difficult to justify. Most importantly, it is very easy for these giants to draw a straight line from their bleeding edge effort to revenue.

This task, while worthwhile, is more complicated for associations. Terms like conversion rate, average order value, and cost per acquisition are commonplace at ecommerce and B2B companies, but less prevalent at associations and nonprofit organizations. The difference? Nonprofits and associations typically think of their digital presence as a cost center while enterprises view digital as a revenue-generating business tool.

In the same way ecommerce companies might attribute increased sales and revenue to their investment in a voice channel, associations and nonprofits should do the same with their efforts across other digital channels.

Ecommerce companies call online sales a conversion. You might call them a donation. Donations that come through a website or voice channel are a return on the investment. If you’re seeking volunteers and begin to see an increase in volunteer registrations because you’ve optimized a form or begun promoting an event via voice, quantify the value of a volunteer. One volunteer who works an eight-hour shift is worth about $70 if we assume minimum wage for their time. That is $70 of ROI attributed to voice.

When testing a new channel, like voice, it is important to tirelessly track return. In some cases, the return is more abstract, yet still quantifiable. This will likely be true for associations. Take, for instance, The Epik Project—an organization that provides a way to prevent human trafficking in local and sustainable ways. They are using conversational AI to interrupt sex trafficking. According to their AI partner, OneReach.ai, “they’re keep their tactics closely guarded, but have made it clear that they are using combinations of SMS, voicebots, chatbots, and AI to both identify and intercept illegal sex purchases taking place in the United States.” While there is no dollar value connected to this effort, the result of The Epik Project’s investment in AI and voice directly affects the mission of the organization.

Does voice support the mission of your association? Will it help retention or membership numbers? Might it help your association capture thought leadership in your category? But do not chase a shiny object.

Here is the key takeaway: Your association’s digital footprint is a business, too. Use it like one. Budget for it. Invest in it. Build repeatable, testable strategy. Report on it.

Consider voice channels, and most importantly, test them. Allocate resources and funding, then tie an engagement rate or revenue goal to the strategy. Like all other marketing efforts, it should prove return in a true, quantifiable way. If voice isn’t the answer, pull the plug and talk about alternatives.
HOW TESTING INTUITION DRIVES CHANGE

We should talk about the HiPPO in the room.

By Sheri Jacobs, FASAE, CAE
Let’s say your organization is undergoing a major overhaul of its website, and you share your intuition on the best color scheme, thinking the “Join Now” button should be bright orange in order to stand out on the page. A colleague read a marketing psychology article that said red is the best color to instill a sense of excitement and urgency. The HiPPO believes it should be the subtle blue color in your organization’s logo.

In many organizations, the HiPPO wins.

A HiPPO is the Highest Paid Person’s Opinion. For associations, this can be a CEO, senior executive or board member. When the highest paid person in the room shares their intuition, it can be difficult for others to question their statements.

Intuition is key to marketing, but testing is also indispensable. It’s the marriage of intuition and data that helps organizations thrive: “You need intuition to come up with ideas and data to filter out the good ideas from the bad. The companies that iterate and evolve are the ones that embrace intuition and data,” said Troy Henikoff, managing director of MATH Venture Partners as well as co-founder and former CEO of SurePayroll. Henikoff also teaches Entrepreneurship at Northwestern University’s Kellogg School of Business.

Henikoff recalled a specific instance when intuition only provided part of the picture: “The first time we raised prices by 10 percent at SurePayroll, I was nervous that we’d lose 10 percent of our customers.” SurePayroll had three components to its pricing strategy and they planned to raise the price for one component. Henikoff thought of the worst-case scenario: “I determined that if we raise prices 10 percent and lose 10 percent customers, we’d have the same revenue but lower costs because we’d be serving fewer customers. With about 1,000 customers at the time, I realized we could afford to lose 100 customers if what I imagined was the worst-case scenario played out.”

Instead of losing 100 customers, SurePayroll lost one. Henikoff said, “My intuition was completely wrong. And based on this experience and the data we had from raising the prices of one component of our fees structure, we used it to increase prices in the future. We subsequently raised prices on the other two components. My intuition would tell me it was a mistake to raise prices; I was sure we’d lose customers. Each time I was wrong.”

Testing can be a game changer for your organization because it lets a target audience guide you to the right decision. Think back to the website overhaul scenario and imagine you work within a culture that embraces testing. In this case, your colleagues share their intuition on the correct color for the “Join Now” button, and you spend cognitive energy constructing the test for determining the best color. Your customers can show you the right answer through their actions.

Henikoff experienced this at SurePayroll: “My intuition was also wrong about the ‘job to be done’ of our customers. In other words, the value creation SurePayroll offered wasn’t ‘saving money on payroll.’ After conducting some research, we learned what our customers valued most about our service: being in control. At the time, SurePayroll was the only online payroll company that provided complete control over running payroll.”

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The differentiating value proposition was not what SurePayroll expected, so they used data to reframe their value proposition to better resonate with customers.

If you create a culture that encourages ideas to come from anywhere and anyone, you are more likely to iterate and learn at a rapid pace.

Now consider the case study about J.C. Penney. In January 2012, J.C. Penney announced a new “Fair and Square” pricing strategy based on the idea that customers are more informed than ever about how much items should cost. Ron Johnson, a former Target executive, implemented a strategy that eliminated the use of price markdowns and coupons to generate more foot traffic in stores. He focused on bettering the customer experience by creating dozens of boutiques with branded merchandise inside the store. The idea was that customers could walk around the store, find a shirt they are interested in buying, use their smartphones to check prices of comparable products at other retailers and make a purchase. Accordingly, J.C. Penney reduced the price on all items by about 40 percent.

The concept didn’t work. Within several months of launching the company-wide campaign, store traffic declined by 10 percent. At the end of Johnson’s first year, same-store sales fell 25 percent, resulting in a $4.3 billion decrease in revenue. By all accounts, the marketing strategy failed, and Johnson was fired as CEO 16 months after his hire.

Why share a story about a failed marketing strategy? Because the failure wasn’t the result of implementing a new marketing strategy. Rather, the failure occurred due to the abandonment of data and research. The strategy ignored a key marketing strategy tenet: test, test, test.

When an organization is facing stagnant or declining revenue, they often look for new ideas from organizations that have recently grown sales. Had Johnson researched and tested his ideas before launching them company-wide, he may have learned the approach wouldn’t succeed.

“You need intuition to come up with ideas and data to filter out the good ideas from the bad.”
How Testing Intuition Drives Change, continued

Sheri Jacobs, FASAE, CAE
As the founder of Avenue M Group, Sheri has helped more than 150 associations tackle their most challenging issues. She has served in many leadership, speaking and volunteer roles, including for the American Society of Association Executives and the ASAE Foundation. She is an author and a recipient of the ASAE Academy of Leaders Award. In 2014, she was selected as an ASAE Fellow, a designation bestowed on fewer than 1 percent of ASAE members.

TAKEAWAYS AND CONSIDERATIONS FOR ASSOCIATIONS:

1. If you’ve seen one association, you’ve seen one association. In other words, marketing tactics that work for one organization will not necessarily prove successful for others, even if similarities exist between target audiences. A few years ago, the International Coach Federation (ICF) used LinkedIn to help increase membership, raise awareness of benefits and expand reach to potential members. Research showed 97 percent of ICF members used LinkedIn to network. By using LinkedIn tools, the organization enrolled nearly 2,000 new members and brought in $465,000 in revenue. While the campaign was lucrative for ICF, other organizations have tried to replicate the program without success.

2. Do the math. If you wish to increase prices, it’s important to determine the potential financial impact on your organization if you were to lose members. Use pricing simulation to estimate the consequences. Could your organization financially sustain a 5 percent drop in members if the fee increase provided additional revenue?

3. Encourage an organization-wide culture of testing. Encourage employees, from every level and department, to use intuition to generate new ideas. Avoid making major decisions based solely on the HiPPO by creating guidelines that give everyone the opportunity to test ideas.

4. Test everything. Test subject lines, timing, discounts, offers, images, and marketing channels. A simple way to test different copy is to create a small sample from the overall contact list and split it into two groups. Use the results to send the more successful campaign to the remainder of the list.

5. Plan for mistakes and missteps. Not every idea will be a good one. If you incorporate intuition into your marketing efforts, you’re likely to experience hits and misses.
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SET AND ACHIEVE MEASURABLE MARKETING GOALS USING GOOGLE ANALYTICS

By Alex Clark

In association marketing, measuring success might seem ethereal. Event or education attendance rely on variables that feel out of your control. Membership growth relies on wrangling and directing grassroots volunteers, which makes herding cats seem like a breeze. And membership retention and engagement rely on brand affinity—a metric on which Fortune 500 companies spend 10 times your organization’s annual budget and yet still haven’t perfected.

Nevertheless, measurement is a worthy endeavor for any association marketer beyond justifying her paycheck. Setting measurable goals prior to any campaign is crucial for determining success of tactics, shifting priorities, and reallocating assets for future initiatives. Without data, an association is forced to tepidly and ineffectually answer the important question: Were we successful as stewards of our members’ dues?

There are countless analytic automation companies out there, including several that cater specifically to associations. These can be expensive, and often are not as “plug-and-play” as advertised. Fortunately, there is a fantastic free tool for basic marketing campaign measurement that is ubiquitous, easy to learn and, most importantly, free: Google Analytics.

Almost all of us are familiar with Google, and digital marketing acronyms like SEO (search engine optimization) and SEM (search engine marketing). And while your organization may not be ready to buy banner ads on CNN.com or compete with the American Red Cross for a higher search engine placement, Google Analytics provides associations with a treasure trove of relevant data to be used in setting goals, determining success, and adjusting course for improvement.

Google Analytics measures activity on your association’s website, but you should not think of it as a website measurement tool. Your website acts as a hub for much of your members’ interaction with your brand, and each of these interactions can be deliberately captured and quantified.

For example, last year you set an attendance target for the annual conference, and used database information to set iterative goals surrounding attendance by nonmembers, full session vs. single day passes, and guest dinner add-ons. Your marketing department vigorously set to work placing print ads in various trade publications, creating emails, adding calls to action in member newsletters, sending direct mail pieces to geotargeted constituents, and even...
posting giveaways on social media. At the end of the day, you exceeded your goal by two, and vowed to follow the exact same strategy next year.

But which of those tactics was most effective? Were some a waste of money or time? Google Analytics can help answer these questions.

Most directly, Google Analytics allows you to draw a straight line from the source of a visit to your website and a purchase. If you take payments directly on your site, it can tell you from where a buyer came before he paid for his full-session pass. Which of your team's 14 emails created the most revenue? Did people see your hilarious social media meme and decide to make a purchase? Maybe placing your advertorial on that influential blog actually paid off.

What about your “print” campaigns? Google will not track a member who receives a direct mail piece or sees an ad in a magazine automatically. Using some creativity, however, you can measure the return on investment for these tactics as well. Create a special page on your website exclusive to each mailer, advertisement or trade show handout. Traffic to this specific page will be confined to those who received the printed collateral, and Google Analytics can measure sales that flowed through that page.

Note that these data are not foolproof. A buyer can see your ad on Facebook on her phone at lunch, then return to work and use her corporate computer to directly visit your website and make a purchase. Google Analytics uses big data more and more to connect these multi-device dots, but it’s still not perfect. However, conversion source information can be extremely useful on a relative scale, and is certainly a big step forward for deciding whether dollars spent on one initiative yielded requisite return, particularly in comparison to other tactics.

Beyond relating marketing platforms and campaigns to the sales of event passes or memberships, Google Analytics is extremely useful for marketers looking to boost engagement and brand affinity. Monitor which of your blogs attract the most readers and tailor future content toward these topics. Identify bloggers, organizations or other influencers who drive traffic to your site and engage in a cross-promotional relationship. Learn demographic information about your audience including age, gender, location, whether they are using a desktop or mobile device, and what days of the week and times of day are busiest.

Goals surrounding website traffic coupled with the above data create opportunities to allocate marketing resources more effectively. Would you reach a larger target audience by advertising with Website A or Website B? Should your coordinator spend time creating an article on Topic Y or Topic Z? What time of day should you send out that new email? Should pictures on your site feature young women near the Pacific Ocean or older men in the Rocky Mountains?

Your first step will be to learn how to use Google Analytics. Google has invested a lot of resources into teaching beginners how to use its products, including creating the Google Analytics Academy.¹ You will find step-by-step instructions on how to set up Google Analytics throughout your site, create dashboards and reports for sharing with teammates, and implement campaign tracking. You will also learn about other tools that Google has to offer, such as the Google Search Console, which can help you understand how visitors are finding your website and who your biggest competitors are.

Despite being a product of one of the largest companies in the world, Google Analytics is extremely accessible, user-friendly, and provides near immediate results for even the smallest of associations. After basic implementation, you will derive data that allows your organization to set quantifiable goals that are the cornerstone of improvement and growth.

¹[https://analytics.google.com/analytics/academy/](https://analytics.google.com/analytics/academy/)

**QUESTIONS THAT GOOGLE ANALYTICS CAN HELP ANSWER**

- Which of our emails were most effective in driving event registrations?
- What other industry websites are driving traffic to our website?
- What time of day do my members interact with my brand?
- Which cities or states drive the most traffic to our website?
- On which blog topics should we spend time?
- What pages do potential members visit first before registering or joining?
- Did our print ads actually drive anyone to our website to make a purchase?
- How many people are on our website right now, and what are they looking at?
- Which of our event speakers do potential attendees find the most intriguing?
- Of all of our member benefits, which draw the most attention?

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Alex Clark is the Director of Membership, Marketing and Communications with the American Society of Farm Managers and Rural Appraisers. His diverse 10+ year career in marketing and communications has included stops with the large membership-based organization USA Hockey, a small Arena Football League team, and a for-profit travel nurse staffing agency as its head of digital marketing. The Colgate University graduate received his MBA from the University of Colorado at Colorado Springs, and currently resides in Highlands Ranch, Colo., with his wife and five children.
And being cloud-based, you’ll always have the context you need to follow up when the time is right.

While HubSpot CRM has some limitations compared to other platforms such as Salesforce, the feature set is growing all the time. HubSpot also offers paid product add-ons, but the quality, functionality and strength of the free version are impressive. Take advantage of the training HubSpot offers with their training staff. There is also a large HubSpot community to tap into for tried and true methodologies.

Included Features:

- Reporting dashboard
- Company insights
- Deal tracking
- Pipeline management
- Email tracking and notifications
- Prospect tracking
- Meeting scheduling
- Live chat

Website: www.hubspot.com

HubSpot CRM’s clean user interface focuses on ease of use and efficiency, allowing your sales team to optimize workflows. Its dashboard offers a real-time view of the entire sales pipeline. In a couple of clicks, you can track when and how many times you’ve made contact with prospective members, sponsors, exhibitors and advertisers, as HubSpot CRM automatically stores email, social media or phone interactions in a timeline organized by lead. It also generates daily, weekly or monthly reports for scheduling follow-up conversations and analyzing business metrics such as sales activity, productivity and individual performance.

If you’re searching for a solution for creating and managing email templates and tracking how well your emails are performing, HubSpot CRM does that too. You can even set it to notify you or your sales team in real time when a contact opens an email, downloads an attachment or visits your website. Who knew a CRM could make all your Johnny-on-the-Spot dreams come true?

By Molly Sausaman, Executive Director, American Beekeeping Federation (ABF)

For associations considering a dive into the customer relationship management (CRM) pool, HubSpot CRM provides a great jumping-off point. The robust, cloud-based platform is free to use and offers unlimited users, data, and up to one million contacts.

CSAE

WHO YOU GONNA CALL?

The times, they are unique, never seen before by most of us. Where can you turn for information, ideas, help, and support? How about your CSAE?

Webinars and Online Discussions
Enjoy Tea Time With Your Peers, sharing ideas and getting suggestions. Attend one of our upcoming webinars (we’ve already had them on Working from Home, Financial and Legal Implications of COVID-19, Non-dues Revenues—What Now?). You’ll also find information on other online resources and online learning from others.

CSAE Conference and Other Activities
Recognizing various health and safety issues and enhancing the ability of our members to attend, we’ve rescheduled the Conference to July 7–9 and are updating the programming to better address your needs during and after the current pandemic situation. We’ve rescheduled other CSAE activities and are considering learning offerings in other formats.

Information and Resources
We’re continually seeking new resources on COVID-19 to share with you on the CSAE website (www.csae.org/covid-19-issue). You can access government publications and websites on the virus itself and preventive measures; reports on the impact on business, associations, and meetings; even an e-book on working from home.

Legislative Support
When there’s coronavirus-related legislation that needs input and support, we’ll share that information with you, request your support, and take additional action as we are continuing to do with the Federal Relief Package legislation.

It’s Just a Start!
There’s more to do now and there’ll be more to do in the months ahead. Let us know what you need.
Get Outside This Summer

Book your company picnic & team building events in our unique indoor & outdoor spaces.

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Alcohol not included in pricing. Pricing to include specialty menus only. No cash value, cannot be combined with any other offer or discount, must mention promotion at time of contract, based upon availability, valid until Aug., 30, 2020.

Grill & chill in our courtyard

Relax in the shade on our veranda

Ask about our outdoor dining menu
Marketing is everything. In the association world, our mission is to market our value to our members and the external world. To our members, marketing encompasses all we offer and all we do to engage and provide benefits. It’s the umbrella for all our services—membership, meetings, publications, courses—the list goes on. So trying to find a marketing book to review for this marketing-themed issue of the Executive Edge became a real challenge.

Despite what its title implies, Nonprofit Management 101 did not come from the classic association management literature, but rather from business. And yet, this book should be on every association manager’s desk. The subtitle is A Complete and Practical Guide for Leaders and Professionals. Indeed it is! In a word or two, it is a guide to managing nonprofits through the eyes of business professionals (55 of them) in the for-profit arena. And yes, there is a focus on the charitable side, but every word is applicable to professional and trade associations as well.

The book is written in seven sections, including one devoted to marketing and communications. Some 55 authors wrote the 33 chapters. Their names are not familiar in the association world.

Chapter highlights are:
- Nonprofit marketing
- Moving millennials to act
- Using digital tools
- Crafting an effective newsletter strategy
- Event planning
- PR for nonprofits

There is a significant chapter on measurement and evaluation. We spend so much time in association management on just doing that it’s hard to step back and assess what we have accomplished—but evaluation is a critical component of success.

There are six chapters specifically on marketing and communications. Marketing is described as “part art and part science.” I also learned that the word “advertising” was coined by Shakespeare!

Marketing starts with branding. In the association world your brand is your reputation. An entire chapter is devoted to millennials and how they can strengthen an organization through engagement and support of causes. Digital tools are the third focus. Topics include blogs, YouTube, Facebook, video—to tell your story.

The lowly newsletter is a powerful tool. If it’s done right. This was probably the best chapter I read. Organizations struggle with keeping or killing their newsletter “because nobody reads it!” The article offers guidelines, which can turn the newsletter into a tool that carries the organization’s messaging in a compelling manner.

Marketing also determines the success or failure of our events, and often can influence the health of the sponsoring organization more than any other factor...especially in a small organization.

You won’t find this book in the classic association management literature—but it should be! While focused more on charities than trade and professional organizations, the lessons and the messaging are relevant to both. Put it on your desk and refer to it often!
We believe in speakers that would rather spark an idea than follow an agenda...

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The learning and networking opportunities are what ultimately led Dennis LaMantia to join CSAE. In his short time as a member, he has found it interesting to see the diversity of organizations that are represented among the membership. That wide range of perspectives make for great learning opportunities, according to Dennis, and as many of us have discovered, you can’t say no to Dot Miller, a CSAE volunteer and past board member, and Joan Tezak (“JT,” CSAE’s executive director). The enthusiasm these two have for CSAE is what pulled Dennis in to joining.

Dennis interned with the State Department right after college. He had studied abroad in Ireland and didn’t know what he wanted to do after he graduated. “I was in the computer lab and a friend suggested I apply for internships with the government,” said Dennis. The State Department accepted him and placed him at the U.S. Embassy in Malawi. He spent a summer there, and his big project was to report on the United Nations Human Development Fund recipients. He interviewed members of Malawi’s parliament and heads of nongovernmental organizations. “It was an amazing experience,” he says.

Dennis admits he was far from a valedictorian in high school. But his first year in college he decided he should “get my act together!” He was a big fan of the TV show ER, and in the opening credits George Clooney’s character would do a ju-jitsu looking punch that made it look like he just achieved something really big. Dennis decided if he got straight A’s he’d do the Clooney punch after getting his final grades. He did the punch. He and his wife welcomed their first child in February, which found him doing the Clooney punch again.

Dennis’ first real job out of college was as a travel director for Maritz. They would go onsite to business and association events and handle all the logistics. It was a great job for him and was ultimately what got him into his current role with Experient.

He spent a year teaching English in Japan before spending about 10 years in marketing roles, first with the CCIM Institute, a commercial real estate association in Chicago, and then a couple of marketing agencies. His time in Japan provided a unique education on what it can feel like to be an outsider, as he was the only non-Japanese person in the town. He also gained an appreciation for understanding and learning the customs and etiquette of another culture.

Dennis says that love brought him to Denver in 2016 to live closer to his girlfriend, who is now his wife. The move to Denver also brought him back to another love: the meetings and travel industry. He was excited to join Experient that same year, as a National Account Manager.

Dennis finds inspiration in continuous learning, which motivates him to help others be similarly inspired through conferences and events. Education and experiences at the events that he helps create for his clients can materially improve the careers and personal paths of the attendees.

When not working, Dennis is reading, snowshoeing, joining a game of pickup basketball, or travelling. His most recent trip was to London last Thanksgiving.
TIPS AND TOOLS FOR A BETTER CONFERENCE EXPERIENCE

By Joan “JT” Tezak, CAE, CMP, Executive Director, Colorado Society of Association Executives

To make sure that the 2020 Conference meets your goals and expectations, we will bring you a webinar to help your planning. Watch for an email announcement on how to connect soon. We will archive the webinar so you can view it later if the date and time don’t work for you.

We’ll follow up the webinar with an in-person session at the start of the conference to further your plans and connect with colleagues you have met virtually.

Elevate your experience
This year’s conference is planned to help you elevate your learning, your connections and thinking, while taking time to refresh your spirit. It’s about maximizing our professional development. It’s about insightful conversations with someone you just met or have known forever. Collectively and individually you’ll find activities from fly fishing to walk-and-talk sessions to small group gatherings that will allow you to shape the best possible experience in a safe environment.

As you develop your conference plans, consider some of the following ideas to help build out an experience that you can build on in the days and weeks that follow the conference:

• Consider micro-volunteering at the conference and throughout the year. Engaging with colleagues not only enriches your experience but provides a wonderful opportunity for bouncing new ideas off trusted colleagues.

• Experiment with a new learning format. You expand your learning and could find inspiring ideas to implement in your association.

• Listen, act, plan, and report back your results. Consider posting in the CSAE Community what is working for you—especially those who are implementing something new as a result of something you heard at the conference.

• Select topics that resonate with you. The conference is packed with programs and experiences for every learning level and job experience. Don’t be afraid to try a new subject area. Association work is diverse and you never know when a tip from that completely different session will provide a new idea for making your life a little easier and more effective.

• Have fun. As you plan out your conference program, think about how you will refresh your spirit so you move ahead. Take time to enjoy the beautiful scenery of Vail while sharing a laugh or two with colleagues and friends.

We look forward to connecting with you through this webinar and in person so you have the best conference experience yet. Watch your inbox.

Register Now!
CSAE Annual Conference
July 7-9, 2020
Grand Hyatt Vail, Vail CO
Marketing for 2020 and Beyond

Over half of the world population used email in 2019.

The total number of business and consumer emails sent and received per day exceeded 293 billion in 2019 and is forecast to grow to over 347 billion by the end of 2023.

The open rate increases by 17% when the subject line is personalized.

Most Americans are exposed to between 4,000 and 10,000 marketing messages per day.

48% of marketers believe Amazon’s Alexa is better than Google’s Siri for voice-enabled marketing.

40% of marketers are doing no voice-first marketing today, despite the fact that 86.2 million Amazon Alexas, Google Homes, and Apple HomePods were sold in 2018.

But 40% think they should create their own interactive voice channels.

The click-through rate for email sent in North America is 3.1%.

42% of Americans admit to checking email in the bathroom, and 50% do so while in bed.

Despite the rise of social messaging apps, 78% of teenagers use email.

The best times to send email are 10:00 a.m. or between 8:00 p.m. and midnight; the best days are Thursday and Sunday.

Email click rates increase by up to 300% if a video is included.

The average Facebook user is shown at least one ad every two minutes.

YouTube has a new ad every four minutes.

The average person can recall 12 ads from one day.

124.5 billion business emails are sent and received each day; 111.1 billion consumer emails are sent and received each day. The average office worker receives 121 emails per day.

Source: StopAd.io/blog

Source: Inc.com/John-Koetsier, Feb 2019

Source: Campaignmonitor.com/blog, May 2019

Source: Forbes.com/Agency Council

Marilee Yorchak, CAE, Digital Analytics Association, and Laurie Shields, Laurie Shields Design.

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Facing the challenges before us, we remember

We’re All In This Together
When you picture Snowmass, you probably see a cozy mountain village tucked high in the Rocky Mountains surrounded by awe-inspiring views and adventure as far as the eye can see. And that’s true, but it’s also a premier meetings destination with 80,000 square feet of flexible meeting space at rock star venues like the Viceroy, Westin, and Limelight. Plus, it’s easily accessible by air or by land, which makes getting your attendees here a breeze. So take your next meeting or conference to the next level and book in Snowmass Village.

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