

Association Marketing:

2014 State of Digital Marketing in Associations

November 2014

Sponsored By:



TABLE OF CONTENTS

3 Introduction

4 Executive Summary

5 The State of Association Marketing

8 Assoc. Marketing Capabilities & Tactics

14 Strategy, Execution & Measurement

15 Market Understanding

16 Digital Marketing Portfolio

18 Tasks & Skills

21 Metrics & Analytics

24 Budget & Resources

28 Analyst Bottom Line

30 Acknowledgements

31 About HighRoad Solution & Demand Metric

33 Appendix – Survey Background



INTRODUCTION

The marketing function exists in many companies under a stigma. Most know that marketing is important, but the value of what it does is hard to measure, so the function is often viewed as an expense. **The result of this perception is that marketing often struggles to justify its existence, and frequently finds itself scrapping for the minimal funding to do its work.**

In organizations where resources are constrained, marketing is often one of the first functions to bear the blow of budget cuts and force reductions. Nowhere does this seem truer than in the world of associations. Association marketers, therefore, are a special breed. They are capable of doing more with less and are as resourceful as they come. Despite this, many feel that their efforts can't rival the quality of marketing work seen in the corporate world. At the same time, they clearly have a great deal of pride in their work.

When the search is on for marketing role models and examples of marketing excellence, how frequently do associations look within their own ranks? Conventional wisdom is that the best marketing exists in the corporate world, in organizations like Zappos or Amazon, not within the ranks of associations. The truth is that some associations are beacons of excellence for marketing, but it's also true that for others, marketing amounts to the regular sending of emails. **What's also true is that there has been, until now, little data to provide insights into the overall health and state of association marketing.**

Thanks to HighRoad Solution, the sponsor of this research, a set of benchmark data now exists. Demand Metric collaborated with HighRoad Solution to develop and conduct a survey to determine the current state of association marketing. *How strategic is marketing within associations? What is the highest-ranking marketing role? What marketing approaches are associations using and which ones are producing the best results? How do association members perceive the marketing communications that associations emit?* These are the questions this study attempts to answer. The data collected and analyzed through this study provides associations with the ability to compare and improve their performance.



EXECUTIVE SUMMARY

Study participants were from membership, trade, company and non-profit associations. They represent a variety of roles and departments within associations, the largest group (29%) being marketers. The membership size of associations in this study ranged from less than 100 to more than 50,000. This study's data provides these key findings about association marketing:

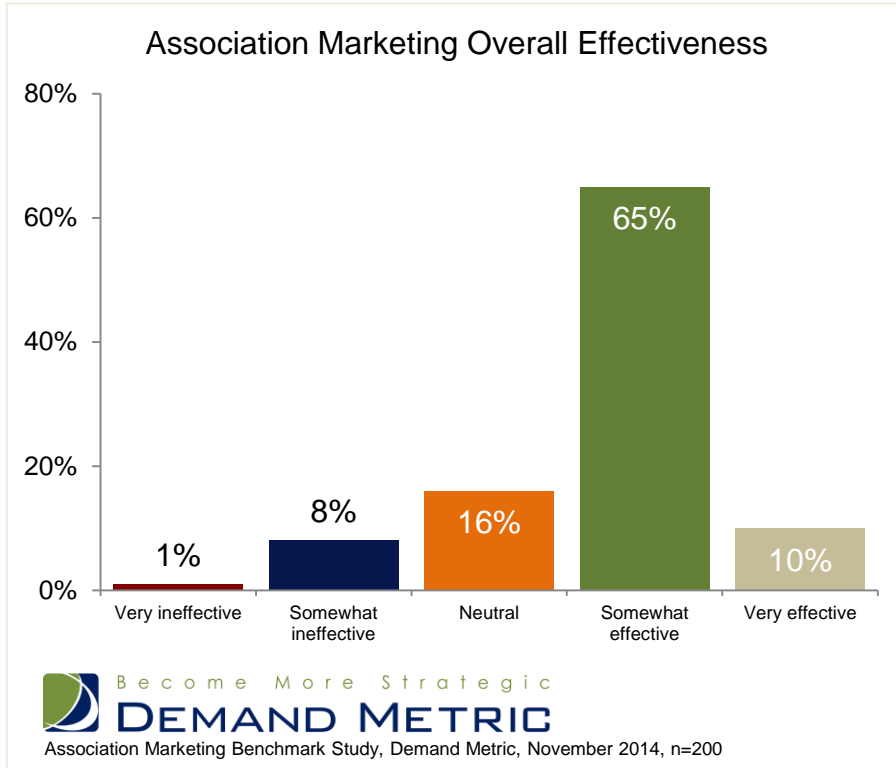
- **Three-fourths of associations in this study report that their marketing is somewhat to very effective.** 88% feel that members perceive their marketing and communication efforts as sometimes to always relevant and professional.
- **For associations rating themselves most effective at marketing, strategy and planning is their most frequently cited capability.** For those that rate themselves least effective at marketing, strategy and planning is the fifth most cited capability.
- **Email, event and content marketing are the top ranked tactics in terms of effectiveness.** Almost 90% of associations include an email newsletter in their digital marketing portfolio, but only 41% are using an email preference center.
- **The ownership of marketing tasks – such as pricing, positioning, promotional channels, data analysis and technology spend – is fragmented,** with a number of other association departments frequently owning these tasks.
- In an increasingly technology-driven market, **IT owns most of the technical skills marketing needs to succeed.**
- **Only 13% of associations report not using any marketing metrics.** For the 87% that are, most are using volume or activity metrics, such as click-thru rates, that don't provide true indicators of marketing's contribution.

This report details the results and insights from the analysis of the study data. For more detail on the survey participants, please refer to the Appendix.



THE STATE OF ASSOCIATION MARKETING

Figure 1: 75% of associations studied report that their marketing is somewhat or very effective.



Overall, most of those who are responsible for marketing at their associations feel like their efforts are somewhat or very effective.

Figure 1 summarizes the responses to this question of marketing effectiveness.

Having 75% of this study's participants rate their overall marketing effectiveness at somewhat or very effective is above average. A recent Demand Metric study on digital marketing asked participants to rate their effectiveness using the same scale, and just 66% rate their effectiveness at this same level.



THE STATE OF ASSOCIATION MARKETING

The marketing effectiveness perception data in *Figure 1* will serve as a valuable comparison tool for much of the remaining analysis presented in this study. The participants in the study were divided into groups based on how they answered the marketing effectiveness question. Those groups are depicted in *Figure 2*.

Figure 2: Association marketing effectiveness groups.

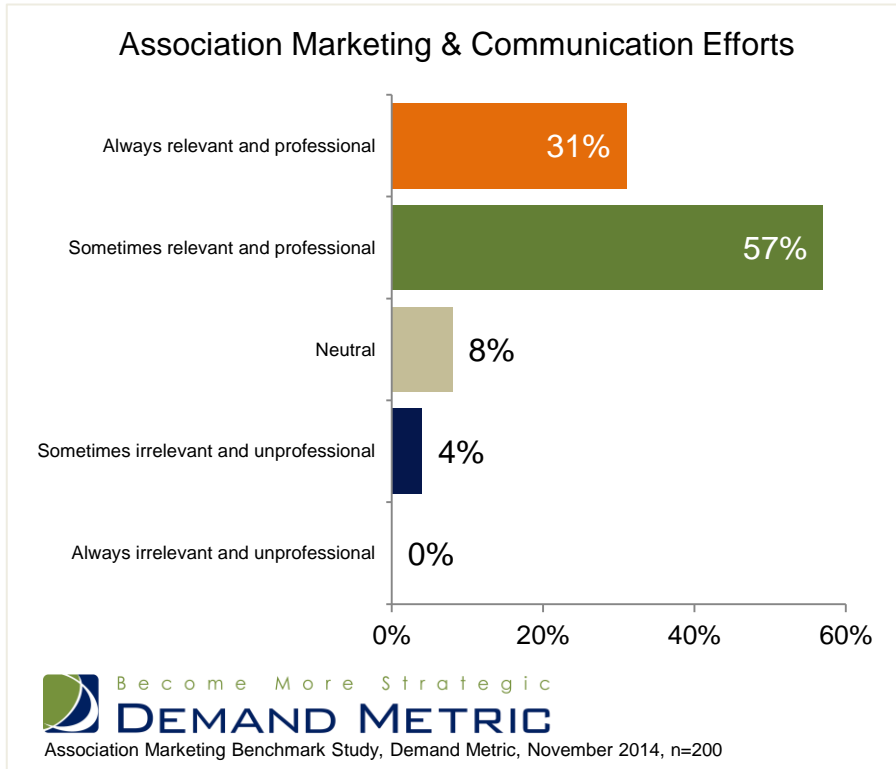
Effectiveness Perception Rating	Percentage
High (Somewhat or Very Effective)	75%
Low (Neutral, Somewhat or Very Ineffective)	25%

Using these groups, analysis was performed to determine the differences between the high and low effectiveness perception rating. **These and other findings are presented in the balance of this report, and they form the basis of benchmarks and best practices for association marketing.**



THE STATE OF ASSOCIATION MARKETING

Figure 3: Almost all associations in the study feel members have a favorable perception of marketing and communication efforts.



The quality of an association's external communications is an important thing to measure, because those communications influence how the members perceive an association.

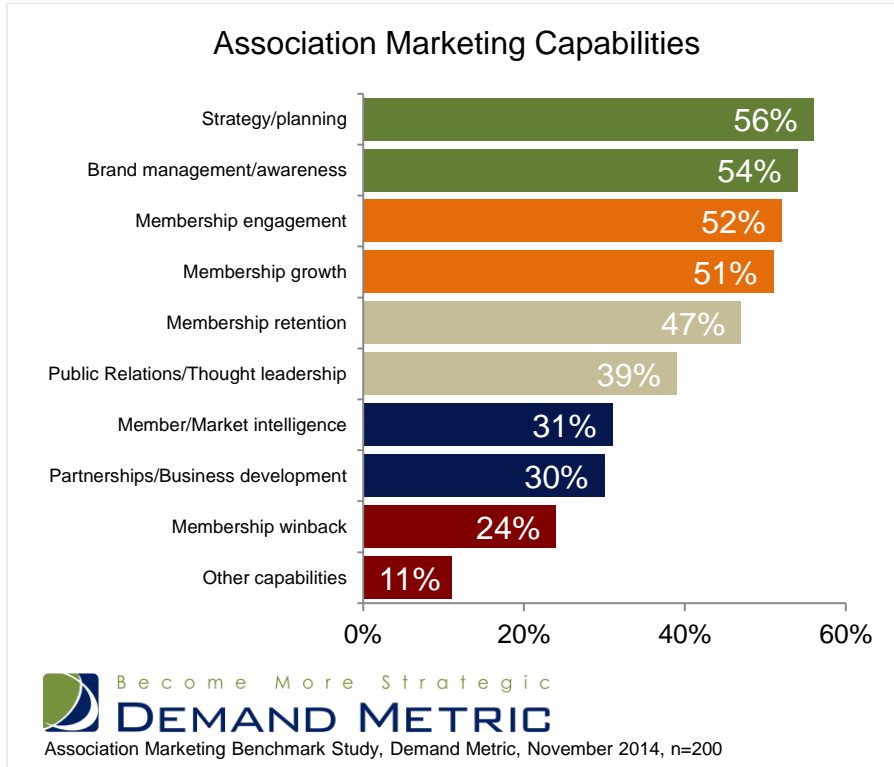
What is the state of association marketing efforts and communications?

Figure 2 summarizes the way associations that participated in this study feel their communications are perceived.



ASSOC. MARKETING CAPABILITIES & TACTICS

Figure 4: Strategy and planning is the most frequently cited capability association marketers in this study provide.



What are the marketing capabilities that association marketers provide to the organizations they serve?

To find out the study survey presented a list of marketing capabilities to participants and asked them to indicate which they provided. Participants were encouraged to select any of the listed capabilities they provided, or enter new ones in a comment area.

Figure 4 shows the detail from this query.

The average marketing organization is often understaffed and therefore works in “response” mode, not having the luxury of time to develop a strategic plan and execute it.

Therefore, seeing “Strategy/planning” at the top of this list of association marketing capabilities is very encouraging. **Marketing organizations produce the best results when they take the time to develop a plan and then work from it to achieve the plan’s objectives.**



ASSOC. MARKETING CAPABILITIES & TACTICS

Further analysis of the capabilities data presented in *Figure 4*, using the effectiveness data in *Figure 5* as a filter, reveals a difference that association marketers need to know.

Figure 5: Strategy and planning is the most often cited capability provided by marketing organizations reporting the highest effectiveness.

Capability	Low Effectiveness Group: Capability Rank	High Effectiveness Group: Capability Rank
Strategy/planning	5	1
Brand management & awareness	2	1
Membership engagement	1	3
Membership growth	3	4
Membership retention	4	5

The insight from the data in *Figure 5* represents a fundamental management principle: without a plan or strategy to provide direction, any function will operate at a sub-optimal level. This principle is perhaps most true for marketing organizations. To provide value, marketing organizations must plan their work and then work their plan.



ASSOC. MARKETING CAPABILITIES & TACTICS

Certain capabilities listed in *Figure 4*, when analyzed further against the effectiveness data in *Figure 1*, revealed some noteworthy relationships. While each of the capabilities described in *Figure 4* have merit, some do more to help create marketing effectiveness than others.

This study's analysis revealed three capabilities in particular that proved statistically related to greater marketing effectiveness:

- Membership engagement strategies and campaigns
- Public relations and thought leadership strategies and campaigns
- Membership retention strategies and campaigns

All of the capabilities described in *Figure 4* have merit, but these just referenced are more strongly related to marketing effectiveness. What is curious is that of these three capabilities, “Public relations and thought leadership” was ranked in the lower half of provided capabilities in *Figure 4*. This data confirms that it deserves more emphasis.

The best practice that association marketers should draw from the information presented in this section of the report is: lead with strategy and planning. The planning process should emphasize these three capabilities – membership engagement, PR and membership retention.



ASSOC. MARKETING CAPABILITIES & TACTICS

Figure 6: Email is considered the most effective tactic for association marketing.



With an understanding of the capabilities association marketers provide to their organizations, it's also useful to look at the tactics they use:

How effective are the tactics used by association marketers and to what extent are they in use?

Figure 6 displays marketing tactics ranked on the basis of participants' rating these tactics either "effective" or "very effective".



ASSOC. MARKETING CAPABILITIES & TACTICS

Figure 7: Email is the most frequently used marketing tactic.



Equal in importance to the effectiveness of these tactics is their usage. Ideally, the most effective tactics are also most frequently in use.

Figure 7 displays this tactics usage information.

Comparing Figures 6 and 7 does reveal some inconsistencies, such as:

- “Content marketing”, ranked third in effectiveness falls to fifth in usage.
- “Social media marketing”, ranked fifth in effectiveness, rises to third in usage.

With the top five most frequently used marketing tactics all having usage measured at 92% or higher, this discrepancy isn't major. It is, however, an opportunity to better align the usage of tactics with what is effective.



ASSOC. MARKETING CAPABILITIES & TACTICS

The comparison of the tactics effectiveness data from *Figure 6* and the usage data from *Figure 7* becomes more interesting when viewed through the two “effectiveness” groups from *Figure 2*. *Figure 8* displays this comparison for the top five tactics.

Figure 8: The marketing tactics effectiveness delta between the overall demand generation effectiveness groups is significant for all the tactics except “event marketing”.

Marketing Tactic	Low Group: Tactic is Effective or Very Effective	High Group: Tactic is Effective or Very Effective
Email	73%	86%
Event	71%	77%
Content	39%	75%
Website/SEO	45%	65%
Social media	41%	59%

Association Marketing Benchmark Study, Demand Metric, November 2014, n=200



The most sobering realization from *Figure 8* is the wide gap in the “Content marketing” tactic. **It is alarming not only because it is the widest effectiveness gap between the low and high overall effectiveness group our comparison, but because virtually all the other tactics rely on content for effectiveness.** The inability to execute content marketing effectively puts associations at risk of being marginalized, and losing whatever influence or thought leader status they might have.

Associations should understand that the gaps in *Figure 8* are not usage related. For almost every tactic in *Figures 6 and 7*, the difference in usage between the high and low groups was single digits. **Instead, the gaps are related to skills or execution.**

STRATEGY, EXECUTION & MEASUREMENT

In most organizations, the marketing function is asked to do many things. This broad scope of marketing's set of responsibilities certainly holds true in associations as well. *Figure 9* presents a list of some of these responsibilities and indicates which department study participants indicated was the primary owner.

Figure 9: Marketing owns the strategy, execution and measurement of almost all traditional marketing responsibilities.

Area of Responsibility	Banner Ads	Email Newsletters	Member Renewals	Email Marketing	SEO & SEM	Inbound Marketing	Event Marketing	Mobile Marketing	Lead Generation	Brand Management	Content Marketing	Spend Management
Primary Strategy Owner	Marketing	Communications	Other	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	CEO/ED
Primary Execution Owner	Marketing	Communications	Other	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing
Primary Measurement Owner	Marketing	Marketing	Other	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing

STRATEGY, EXECUTION & MEASUREMENT

It certainly isn't necessary for marketing to own the strategy, execution and measurement of each of these responsibilities. It makes sense, for example, the executive leadership owns the spend management strategy and delegates the execution and measurement to marketing. **What might cause concern, however, is having responsibilities that directly impact members split across different departments. The concern is simply a matter of consistency and coordination.**

In the execution of marketing and marketing communications initiatives, such as email newsletters, the consistency of messaging and branding is very important to maintain, and more difficult when multiple departments are producing those communications. **When communications activities span multiple departments, coordination of those communications is naturally more difficult. It's even more difficult when organizational "silos" exist.**

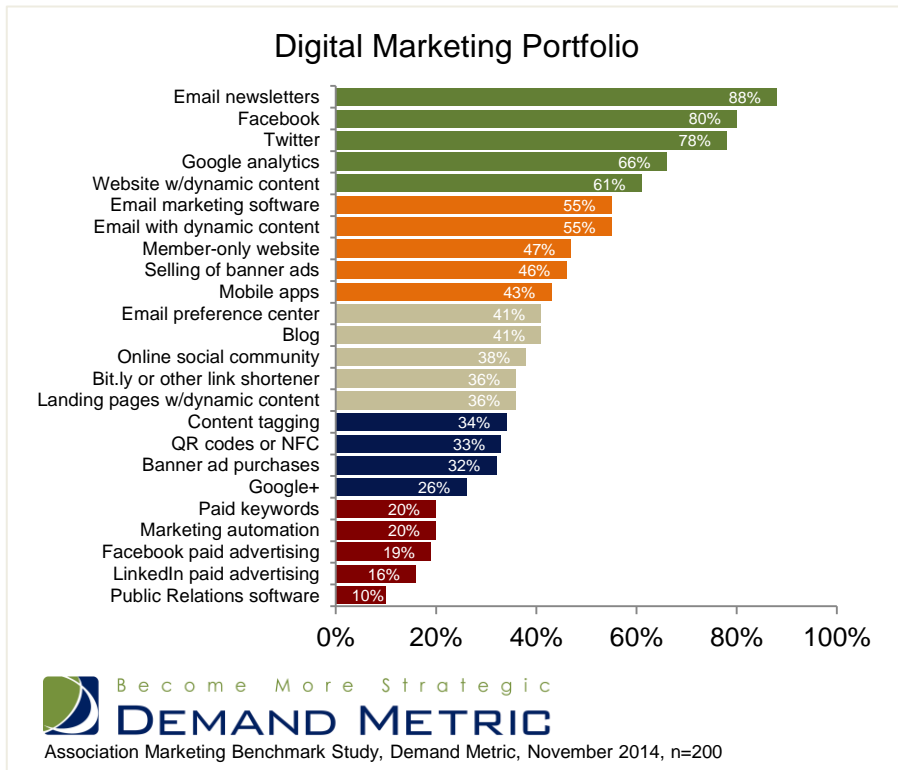
It seems inconsistent for email marketing, identified in *Figure 6* as the most effective marketing tactic, to not have the marketing function own the strategy and execution of this most effective tactic. This implies the existence of some organizational fragmentation where marketing is concerned.

The strategy, execution and measurement of all marketing channels, email included, are best centralized under a marketing function that intentionally uses all of them to consistently convey the association's key messages.



DIGITAL MARKETING PORTFOLIO

Figure 10: Email and social media are the most favored digital marketing approaches.



Because so much of modern marketing is digital, this study examined what digital approaches associations have in their portfolios. An expansive list of 34 digital marketing approaches was presented to study participants, and they were asked to identify any in use by their association. The result of this inventory is presented in *Figure 10*.

As this survey's data has already confirmed, email occupies the top spot in most association marketer's digital portfolios. What we can learn about email usage from *Figure 10*, however, raises some concerns about how associations are using email.

While 88% are using email, only 55% are using an email marketing solution. This begs the question for those that are not: *how is email performance measured if no system is in use to manage delivery and track results?*

The assumption is that those who are not using an email marketing solution are simply sending their messages off into the void, hoping some of those messages make contact with a life form.



DIGITAL MARKETING PORTFOLIO

Even more troubling is that just 41% - less than half of those sending email newsletters – are using an email preference center. *How are those associations that are not using one managing opt-ins, opt-outs and unsubscribes?*

The assumption is that they are not, or attempting to do it manually which works only for very small email lists. **While they are putting themselves at risk of violating anti-spam regulations, they're also experiencing erosion in the validity of email addresses in their lists, which over time increasingly lowers inbox placement rates.**

Another observation that reflects negatively on the state of association digital marketing is the low incidence of blog usage. Blogs are valuable for a number of reasons, one of which is they serve as the hub for most content marketing strategies. Blogs also have a very beneficial impact on website traffic and are a key part of a Search Engine Optimization (SEO) strategy. **An association without a well-maintained blog is denying itself a free or low-cost, powerful mechanism for much greater search visibility and digital marketing effectiveness.**

The adoption of marketing automation by associations is startlingly low at just 20%. This rate of adoption is less than one-third the rate in private Enterprise. Marketing functions that are serious about measuring the true results of their work and becoming a revenue engine must use marketing automation. This low adoption rate is perhaps linked to a lack of understanding about what marketing automation is and how it works. **Association marketers need to educate themselves about this mission-critical marketing solution.**



TASKS & SKILLS

Who actually gets the work of marketing done within associations? This study presented a list of key tasks typically associated with marketing to see who had responsibility for them in the association world. This task ownership information is summarized in Figure 11 (note: rows in Figure 11 do not sum to 100% because the “Other” response category was omitted from the table).

Figure 11: Marketing is the majority owner of just two of these marketing tasks.

Task	Marketing	IT	M-ship	Comm	Event	Pubs	Exec	None
Pricing	36%	11%	26%	18%	27%	12%	32%	5%
Positioning	53%	4%	16%	33%	9%	5%	21%	7%
Promo Channels	56%	4%	15%	40%	11%	8%	7%	8%
Data Analysis	49%	35%	21%	26%	11%	6%	11%	5%
Technology Spend	21%	58%	9%	12%	4%	3%	27%	4%

Figure 11 presents a fairly fragmented picture of marketing task performance in associations. For just two of these tasks – positioning and promotional channels – does marketing have majority ownership. For one task – Technology Spend – marketing does not have the largest ownership share; instead IT does. In another task area – Pricing – marketing has the largest ownership share by a slim margin.



TASKS & SKILLS

The kind of fragmentation presented in *Figure 12* tends to produce consistency problems. With so many chefs stirring the marketing pot, things are not likely to produce consistently good results. In situations like this, marketing feels like it doesn't control its destiny, as if it's just a concerned passenger, not the driver of the bus. Marketing tasks should be centralized under the marketing team, under a leader who knows how to get marketing tasks done. **Companies with the strongest marketing cultures collaborate well with all stakeholders, but with marketing having the ultimate duty to execute marketing tasks.**

Executing marketing tasks implies the presence of skills to do the work. **With the ever-changing digital environment, today's marketer cannot afford to be without a basic technology skill set.** *Figure 12* shows the skills inventory taken in this study.

Figure 12: The IT department is the primary supplier of technical marketing skills.

Skill	Marketing	IT	M-ship	Comm	Event	Pubs	Exec	None
SEO/SEM	38%	33%	6%	26%	2%	4%	1%	18%
HTML	35%	55%	9%	34%	7%	6%	1%	8%
CSS	16%	51%	4%	16%	3%	4%	1%	22%
JavaScript	9%	54%	2%	12%	1%	2%	1%	24%
API Knowledge	9%	56%	3%	8%	1%	2%	3%	23%

TASKS & SKILLS

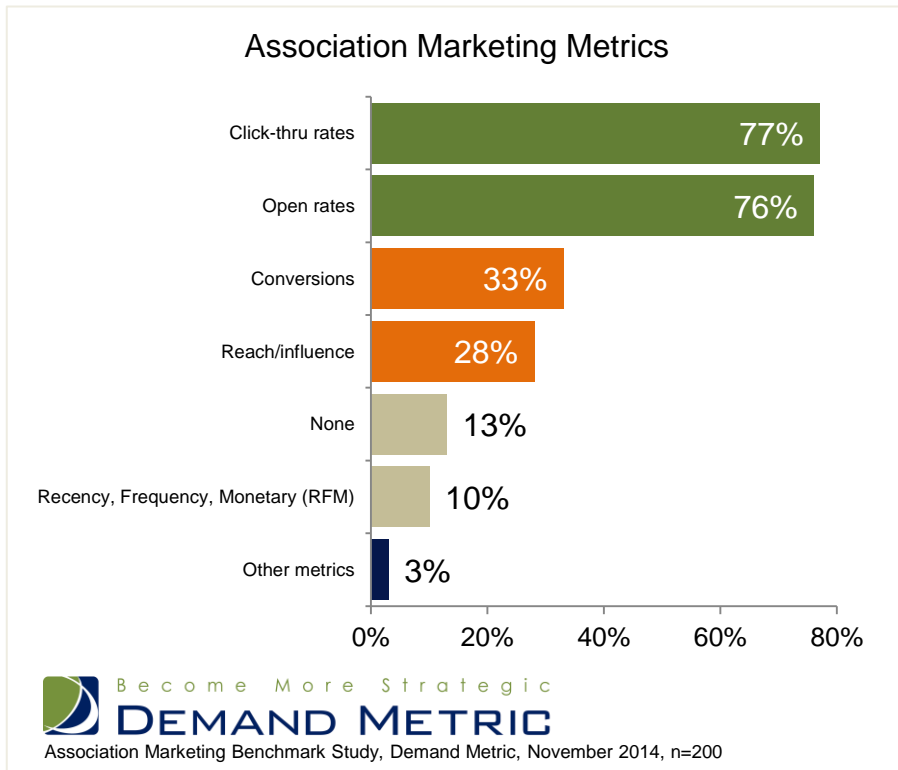
The skills data in *Figure 12* highlights a gap between associations and their private sector corporate counterparts, many of whom have a larger IT budget than the IT department. Marketing is increasingly technology-enabled or driven; and the modern marketer needs to understand how to use technology so it can be agile and effective users of the available systems.

While the skills listed in *Figure 12* are not a comprehensive list, they are representative of what the modern marketer who has a good level of technical skills proficiency would know. **Associations must invest in building technical marketing skills and keeping them current.**



METRICS & ANALYTICS

Figure 13: The most frequently used metrics relate to email marketing.



Numerous studies, including many conducted by Demand Metric, show the relationship between marketing effectiveness and analytics. This study also examined the metrics that associations use as part of their analytics program or Key Performance Indicators (KPIs) set. *Figure 13* displays a summary of the metrics data collected.

There are only two metrics this study revealed that are in use by more than half of the associations in the study: click-thru rates and open rates. Both of these metrics are specific to email marketing, the top marketing tactic identified in *Figure 7*. It makes sense that these metrics are in frequent use, but they fall far short of providing a complete indicator of the results an association marketing effort creates.

These metrics, while providing some useful information, are volume metrics that don't tell the marketer, or the association the marketer serves, what kind of impact the opens and clicks are having. They only indicate the degree to which they are occurring.



METRICS & ANALYTICS

The third most frequently used metric – conversions – gets a little closer to indicating the performance of marketing or a marketing campaign, but just one-third of associations in this study use it. **In this study, the use of the conversions metric was statistically related to greater association marketing effectiveness, providing a great incentive to use it as part of the association analytics process.**

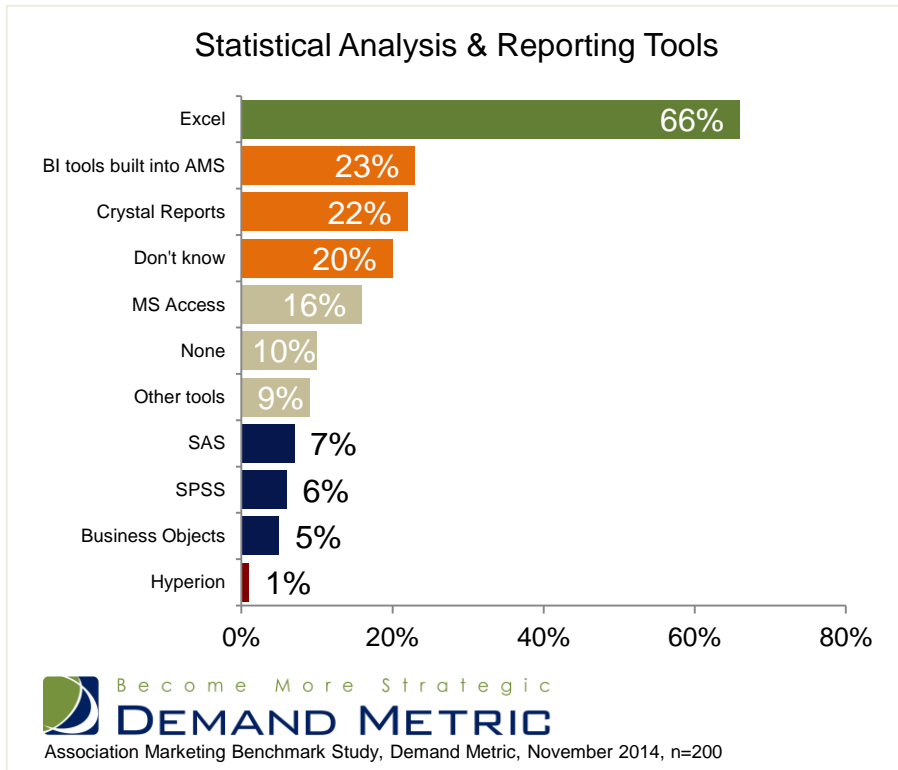
The metric that has surprisingly low usage is RFM (recency, frequency, monetary). RFM is an analysis technique used by marketing to determine which members are “best” by virtue of purchase (spend) recency, purchase frequency and purchase amount (monetary). RFM is a way to exploit what many marketers call the 80:20 rule: 80% of business volumes come from 20% of your members. **RFM analysis is an important tool for many associations and non-profits because it helps them target offers and solicitations to those members most likely to respond.**

Some of the comments shared through the “Other metrics” response option reveals that associations are also using ROI, membership activity, registrations, page visits and time on site as metrics in their analytics process.



METRICS & ANALYTICS

Figure 14: Excel is the most commonly used tool for statistical analysis and reporting.



Collecting metrics data is of no value if associations don't use it, and using metrics data almost always involves some analysis technology. *Figure 14* shows the inventory of solutions in use for statistical analysis and reporting.

Figure 14 essentially portrays a landscape where serious analytics tools are not in frequent use, which implies that the output of a marketing analytics process is of limited value.

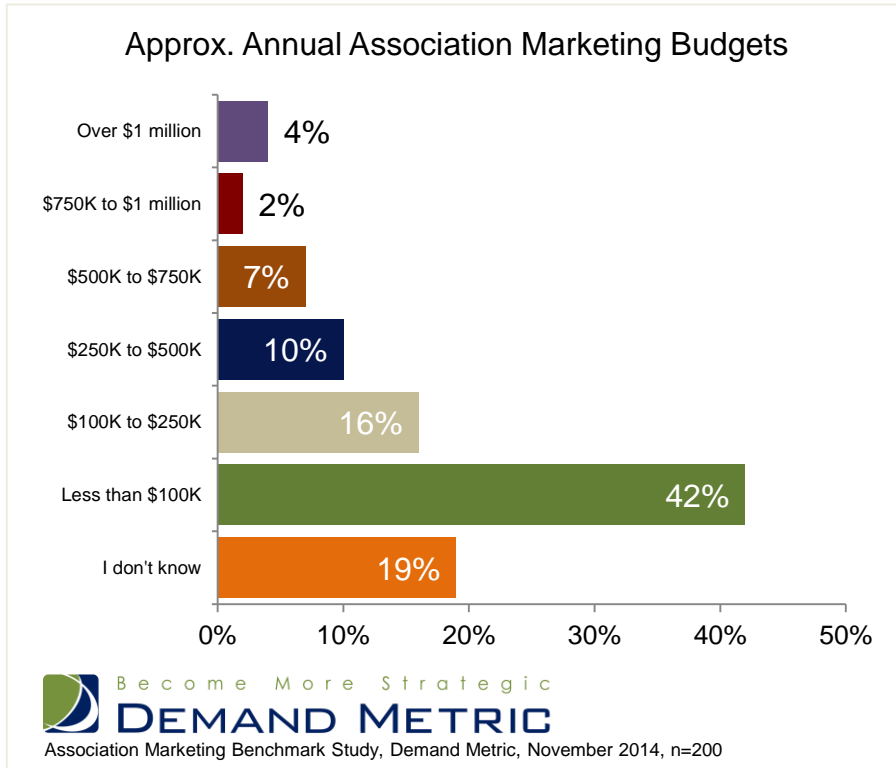
A [previous sales and marketing analytics study](#) completed by Demand Metric has shown that Excel is a poor tool for supporting the marketing analytics process. The reason is because Excel is not designed to facilitate the collaboration and sharing of data and findings that is critical to getting value out of the analytics process. **In fact, Excel is a barrier to this collaboration and sharing.**

Association marketers that want to have a meaningful marketing analytics process – and all should want this – need to use more capable analysis and data visualization tools to get the job done well.



BUDGET & RESOURCES

Figure 15: Approximate annual budget data does not include salaries.



A universal and perennial marketing complaint is a lack of funding and resources available to sustain the work of marketing activities and programs. Perhaps in no environment is this felt more acutely than the association marketing environment.

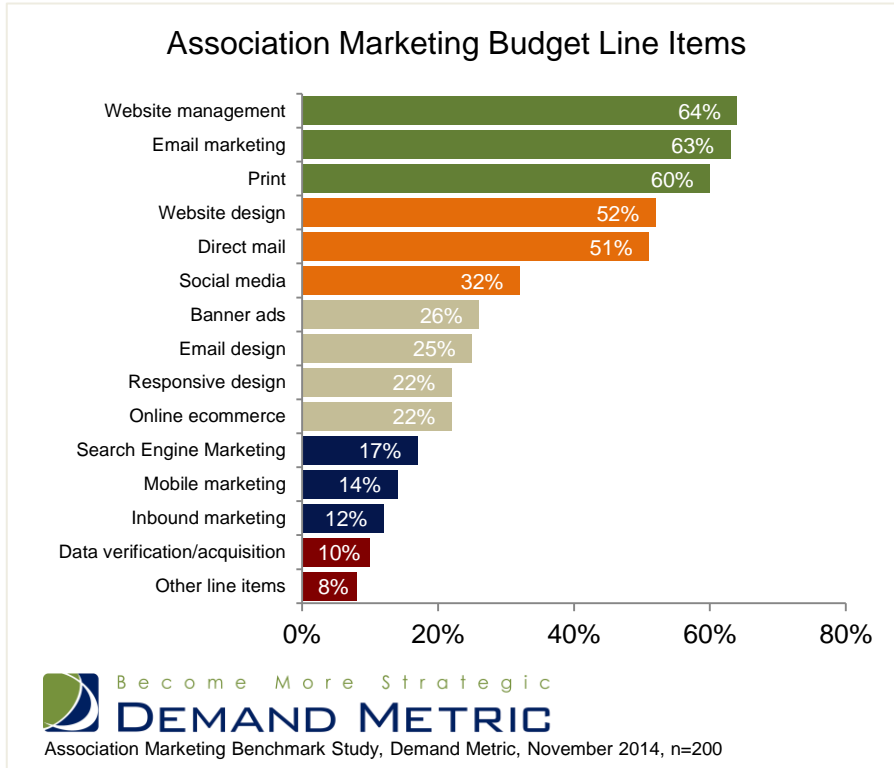
The study collected line-item specific budget data, resource needs and overall budget sizes.

Figure 15 presents the data about approximate, annual marketing budget size.



BUDGET & RESOURCES

Figure 16: Email marketing and website management are the top budget categories.



The association marketers in this study were also asked to provide some detail about how they allocate their budgets across various line items.

The breakout of this spending is shown in *Figure 16*.

It's a good exercise to see how the spending outlined in *Figure 16* matches up to the marketing tactics effectiveness displayed in *Figure 6*. **Email, rated the most effective tactic, is a line item in almost two-thirds of association marketing budgets. Content marketing, rated the third most effective tactic, is denoted by inbound marketing, which is at the bottom of the list in *Figure 16*.**

Some of the “Other line items” offered by study participants via the comment box on the survey question include:

- Video
- Event app
- Telemarketing
- Advocacy services



BUDGET & RESOURCES

Which resources did association marketers in this study perceive would most help their marketing functions be more effective?
A list of resources was provided to participants for ranking, and the results of that ranking from highest to lowest is offered here:

1. More staff
2. More funding
3. More software/technology
4. More skills or competency
5. More direction from leadership
6. More creativity
7. More empowerment
8. Other resources

The top two resource desires – staff and funding – were far ahead of all other response options in this list. The “Other resources” response option also produced some interesting input from survey participants, some of which is sampled here:

- Better data
- Data and prioritization
- Market research
- More time
- More time to analyze data
- Project/communications planning
- Writing and developing content
- Less interference from other depts.
- Technology education
- Easier technology/software

Many write-in comments from the “Other resources” response option showed time was the most needed resource.



BUDGET & RESOURCES

This study examined the things that consume the most time for association marketing departments, presented here from most to least time-consuming:

1. Email marketing
2. Content creating
3. Internal meetings
4. “Changing gears” to meet new directions from the Board/C-Suite
5. “Posting” to websites and/or social media
6. Fielding member questions/emails
7. Data analysis
8. Data processing
9. Other

The top three areas mentioned – email marketing, content creating and internal meetings – far outdistanced the remaining items on the list. Study participants volunteered many other things that consume the most time in their marketing departments, including: creating/executing marketing campaigns, managing events, internal politics, media monitoring, delivering education, project management, publications and administrative duties.



ANALYST BOTTOM LINE

In any marketing organization, there is always room for improvement. This study has identified several areas where association marketers can make changes to become more strategic, and as a result, more effective. But it's important to first see the big picture before focusing on the details.

All of the marketing improvements that associations could make are contingent on one thing: leadership. As the summary data in the appendix of this report reveals, the most senior marketing title in 82% of associations this study examined is Director level or below. In most associations, the implication of this is that the senior marketer isn't talking to the board.

Marketing is simply too important to leave entirely in the hands of the marketing team. It is a function that must pervade the entire organization, guided by strong leadership that collaborates effectively with everyone, from the board and below. Executive leadership of the marketing function equals greater marketing effectiveness. For those associations in this study with executives at the helm of their marketing function, 89% report having somewhat or very effective marketing functions, compared to 73% for those with director-level or below marketing leaders. Leadership makes a tremendous difference.

Whatever the level of marketing leadership in an association, here are the things this study confirms must be priorities:

- **Strategic orientation. The most effective marketing functions in this study are those who prioritize strategy and planning.** If your team feels like it is too busy to take time out to plan and develop marketing strategy, then you're opting for lower marketing effectiveness.
- **Embrace content.** The content marketing effectiveness gap revealed in this study is huge. Most of the marketing tactics associations are using rely some form of content as input. Don't be on the wrong side of the content marketing divide. **Learn how to develop and deploy content effectively.**



ANALYST BOTTOM LINE

- **Ownership.** The ownership and responsibility for some of the key marketing tasks is very fragmented. Much of this fragmentation would go away under strong, executive marketing leadership. **Even without a marketing executive, associations can give their marketing teams a better chance by allowing them fuller ownership of the things for which they have, or should have, responsibility.**
- **Skills.** Marketing is increasingly a technical pursuit. **Associations need to equip their marketing teams with the skills and training to function in the modern world of marketing.**
- **Metrics.** Any use of marketing metrics and an analytics process is good, but even better is when that process uses metrics that do more than just report on activity levels. **Association marketers need to identify metrics that truly indicate the value they create and then hold themselves accountable to them.**

Associations that make these things a priority will see their marketing effectiveness improve, moving marketing away from being a necessary expense and towards a strategic growth and revenue center.



ACKNOWLEDGEMENTS

Demand Metric is grateful to HighRoad Solution for sponsoring this benchmarking study and for those participants that took the time to provide their input to it.

Demand Metric acknowledges the advice and assistance of Dr. Tom Brown, Noble Foundation Chair in Marketing Strategy and Professor of Marketing in the Spears School of Business at Oklahoma State University, in facilitating and providing counsel on the analysis of these survey results.



ABOUT HIGHROAD SOLUTION

HighRoad Solution created their business out of the desire to always do the right thing and to work with good people. HighRoad Solution was created to provide quality services and communication software products to the not-for-profit market so that they could go out and do the right thing for good people.

HighRoad Solution is very proud of their commitment to excellence and their track record of supporting hundreds of companies who share the same values. HighRoad Solution invites you to get to know them and experience a unique level of care and quality.

To learn more, visit www.highroadsolution.com.



ABOUT DEMAND METRIC

Demand Metric is a marketing research and advisory firm serving a membership community of over 50,000 marketing professionals and consultants in 75 countries.

Offering consulting methodologies, advisory services, and 500+ premium marketing tools and templates, Demand Metric resources and expertise help the marketing community plan more efficiently and effectively, answer the difficult questions about their work with authority and conviction and complete marketing projects more quickly and with greater confidence, boosting the respect of the marketing team and making it easier to justify resources the team needs to succeed.

To learn more about Demand Metric, please visit: www.demandmetric.com.



APPENDIX – SURVEY BACKGROUND

This Demand Metric Benchmark Study survey was administered online during the period of October 13, 2014 through November 10, 2014. During this period, 470 responses were collected, 200 of which were complete enough for inclusion in the analysis. The data was analyzed using SPSS to ensure the statistical validity of the findings. The representativeness of these results depends on the similarity of the sample to environments in which this survey data is used for comparison or guidance.

Summarized below is some of the basic categorization data collected about respondents to who participated in this survey:

Type of Association:

- Membership (51%)
- Trade (20%)
- Company (6%)
- Non-profit (20%)
- Other (3%)

Full-Time Marketing Staff:

- Five or more (36%)
- Four (16%)
- Three (19%)
- Two (16%)
- One (11%)
- None (3%)

Title of Most Senior Marketing Role:

- Executive (18%)
- Director-level (47%)
- VP-level (19%)
- 1st-level manager (12%)
- Non-management, staff (4%)

Assoc. Growth (Most Recent Fiscal Yr.):

- Significant increase (7%)
- Marketing (57%)
- No growth (23%)
- Modest decrease (11%)
- Significant decrease (2%)

Number of Members Served:

- Less than 100 (6%)
- 100 to 500 (10%)
- 501 to 1,000 (8%)
- 1,001 to 5,000 (18%)
- 5,001 to 10,000 (16%)
- 10,001 to 25,000 (16%)
- 25,001 to 50,000 (10%)
- More than 50,000 (16%)



For more information, visit us at:

www.demandmetric.com

Demand Metric Research Corporation
562 Wellington Street
London, ON, Canada N6A 3R5