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2018

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GUIDE TO ASSOCIATION  
MANAGEMENT COMPANIES

# PROBLEMS, SOLVED

AMCS HELP ASSOCIATIONS FIND  
SOLUTIONS TO THEIR MOST  
PUZZLING CHALLENGES

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# MORE ASSOCIATIONS TURN TO AMCS TO SOLVE PROBLEMS

BY JANE A. SVINICKI, CAE

IN MAY, I WAS HONORED TO RECEIVE the Trailblazer Award from the state of Wisconsin for being a long-term woman business owner.

Since I started my own association management company more than 30 years ago, I have worked hard to advance the concept of AMCs and discuss how we can provide a significant advantage to associations by offering expertise, experienced staff, and connections to resources and cost savings.

Now more than ever before, I believe AMCs are problem solvers for the association community. And our influence continues to grow, shown by the 400-plus AMCs and more than 3,000 AMC staff members who make up roughly 8 percent of ASAE's membership.

Let's consider some examples of how AMCs can serve as problem solvers.

First, AMCs are global problem solvers because we are already in the markets your association may want to expand into. It is much less risky to partner with an AMC that not only has an office in that country but also prior experience and knowledge of existing laws and regulations.

AMCs also solve staffing problems because we can add or subtract staff as needed for your various projects to ensure you meet your goals. In addition, we offer our employees a wider range of experiences, since they work with multiple clients on multiple types of projects. That means the staff who will work on your association's projects will have deeper knowledge and experience in many areas.

For budget-conscious associations, AMCs can help with cost savings. We aggregate all our client business under one umbrella and often bring repeat business to vendors, hotels, and service providers, and they understand the value of that. As a result, we receive reduced rates that will help you stay within your budget and achieve the revenue margins you need.

We also make it easy for you to collaborate and partner with other associations and vendors. For example, if you're looking to launch a new



## NOW MORE THAN EVER BEFORE, I BELIEVE AMCS ARE PROBLEM SOLVERS FOR THE ASSOCIATION COMMUNITY.

service or product, an AMC may be able to connect you with another client who has already done it. That could mean cost savings for you if you don't have to develop the product or service internally.

On the following pages, you will see that AMCs solve problems for associations by establishing trust with our clients and having an ongoing dialogue about options. You will also learn that the most valuable relationships are those with transparency, effective com-

munication, and a willingness from both an AMC and an association to try something new. As you consider your association's most pressing problems, think about how working with an AMC can help you solve them.

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# AMCS SOLVE STAFFING WOES

*A tight job market has made it difficult for associations to fill positions and retain employees. The AMC model offers a reliable alternative.*

BY CHRISTINE UMBRELL

## THE U.S. WORKFORCE IS BECOMING EVER MORE TRANSITIONAL.

Low unemployment rates and the rise of the gig economy, combined with new generations of workers who seek opportunities for advancement at a faster rate than previous generations, have led to reduced employee retention and difficulty in filling positions at traditional workplaces—such as standalone associations.

In this uncertain employment environment, AMCs offer an alternative that provides continuity of service and the benefits of shared resources, as well as subject matter expertise in all areas of association management.

“AMCs were founded on the idea of solving staffing issues at associations,” says Trudie Bruner, CAE, president and COO at Fernley & Fernley. “The model is well suited to helping organizations become more fluid” during times of transition, which occurs with increasing frequency given the challenging hiring climate.

## INCREASED FLEXIBILITY

Compared to traditional association models, AMCs offer more flexibility. “We’re able to adjust resources and find shared opportunities with other clients, which can allow an association to scale up,” Bruner says.

Specifically, transitioning some or all staff responsibilities from a standalone association to an AMC can prevent downtime when staff members leave. Alternatively, AMCs can easily absorb expanding workloads, without relying on assignment of full-time personnel.

Bruner points to the example of an association with special interest groups that typically meet once a year—until interest in the SIG program surges, triggering more frequent and larger meetings. Staff can be overwhelmed by the additional meeting-planning responsibilities, but at an AMC, “we can add half of a meeting planner to manage the growth,” she says.

“It’s all about resource allocation,” says Karen Kramer, SPHR, executive director of human resources for Association Management Center. When short-term projects arise, or when a staff member suddenly takes unplanned leave, “we can generally manage them without bringing in more staff.”

## ADAPTABLE INNOVATION

In addition to flexibility, AMCs can offer appropriately trained personnel for new programs. As associations move to experiment with innovative benefits and services, AMCs are uniquely suited to aid in these efforts, with less initial investment than might be required at standalones.

Innovation “can be intimidating, but working with an AMC, it’s easier” to try something new, says Bruner. An AMC’s responsibilities can be expanded without hiring dedicated staff, and resources can be scaled according to the success of new programs.

Partnering with an AMC can conserve resources when implementing new programs as well as during crunch times, says Emily Bardach, a director at Interel Group. Bardach

# “AMCS WERE FOUNDED ON THE IDEA OF SOLVING STAFFING ISSUES AT ASSOCIATIONS.”

—TRUDIE BRUNER, CAE,  
FERNLEY & FERNLEY

serves as the executive director of client organization Women in Government Relations, which she helped transition from a standalone to an AMC-led organization several years ago.

Three dedicated AMC staff are permanently assigned to WGR, but Interel has additional staff available with specific expertise in finance, meetings, and government relations who can engage when projects or events come up. “You don’t have to adjust your staff—and no one’s sitting around part of the year,” says Bardach.

AMCs typically employ individuals with targeted experience in specific areas of association management, and their expertise can be divided among several client organizations, which means associations benefit from the expertise of highly skilled subject matter experts.

“At a standalone organization, you may need someone in a specific area—such as meeting planning, financial services, or creative media services—for only 30 percent of the time,” says Kramer. “An association may hire someone with that [qualification] who handles that responsibility part of the time” and then assign that individual other tasks “that aren’t really related to their area of expertise.” At an AMC, on the other hand, “we have skilled professionals in all facets” who are assigned to handle association tasks, “and we can flex to meet the organization’s needs.”

What’s more, AMC employees assigned to a given association can turn to their AMC coworkers to problem-solve when issues arise, says Bardach. “At Interel, there are 18 executive directors. We will sit together and discuss challenges. We have monthly client leader meetings and encourage our staff to participate in and run hot-topic quality circles,” she says.

## STRATEGIC TRANSITIONING

Once an association decides to move some or all of its staff responsibilities to an AMC, honesty and transparency are key to a smooth transition. Bruner recalls one instance where the board of a small-staff association decided to hire her AMC upon learning its executive director was leaving. Fernley & Fernley began the transition a year before the executive director retired, working department-by-department to ensure a full transfer of knowledge about processes and procedures.

In another case, Bruner worked to onboard a standalone association that had only a full-time executive director, plus several part-time employees and consultants. “The previous structure was a bit dispersed, and we were able to consolidate it all into a single management solution,” she says.

Involving board members in decision making and alleviating their concerns is important during these transitions. “The board may have been working with a standalone staff for a very long time, so AMCs need to establish trust—and help those board members understand that AMC staff also are passionate about the success of associations,” says Bruner.

Bardach agrees that trust needs to be established during staff transitions, adding that relationship building is the key to alleviating fears and ensuring boards that the association will be run according to plan. She encourages one-on-one meetings with board members at the beginning of their terms. That way, if a problem arises, the foundation of the relationship is already established.

Ultimately, working with an AMC means board members can allocate more of their time to the big picture—and less time to the details of staff transitions.

“It’s all about flexibility and shared resources, and bringing economies of scale to associations,” says Kramer. These features can serve as the perfect solution to an association facing staffing challenges—and an attractive alternative in today’s tight labor market.

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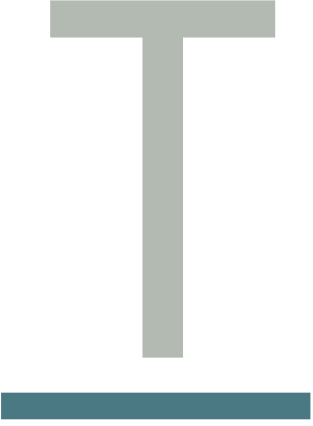


A hand holding a wooden gavel is visible on the left side of the image. The background is a soft, out-of-focus landscape with greenery and a bright light source, possibly the sun, creating a hazy, atmospheric effect. The text is overlaid on this background.

# AMCS SOLVE COST CHALLENGES

**AMCs help associations keep their overhead down by providing cost-effective solutions to their challenges.**

BY  
EMILY BRATCHER



The Society for Immunotherapy of Cancer was in trouble in 2007.

A new cancer immunotherapy was awaiting approval, and SITC was in a holding pattern until the FDA gave the green light. At the same time, Executive Director, Inc.—the AMC managing the association at the time—was watching as its other small- to medium-sized clients experienced 10 to 20 percent drops in their meeting attendance.

EDI anticipated more drastic attendance drops at SITC's November 2008 annual meeting. "They did not have a lot of money in reserves, so they wouldn't be able to absorb a really significant hit and still survive," says EDI VP Tara Withington, CAE.

Leaning on its relationships with vendors, including the conference hotel, EDI cut back on hotel space, as well as food and beverage and audiovisual costs. It even decided to deploy its staff members who were working for the struggling association elsewhere to further defray costs. "We intensified our grassroots efforts to drive meeting attendance, and we got really creative in our packaging of discounts for registration and membership fees," she says.

Then, on September 15, 2008, more bad news: The stock market collapsed, which contributed to a 68 percent drop in attendance at SITC's November meeting. However, thanks to EDI's preemptive work, the association didn't have any attrition to pay. "We had enough reserves to continue on life support into 2009 in hopes the field and the economy would take a turn for the better," Withington says.

The economy, of course, got stronger, and SITC now has more than \$7 million in its reserves.

This story—dramatic as it is—exemplifies the way AMCs help their association clients cut costs, save money, and in turn, carry out their missions.

## AGGREGATE PURCHASING POWER

"In association management, I always say [AMCs] do anticipatory management," Withington says. "We tend to see trends happening faster because we see what's happening with our other clients."

But seeing the trends is one thing. Being able to act on them in a meaningful way is another. For example, EDI leveraged its relationships with vendors to help SITC stay afloat. AMCs' aggregate buying power is one of the main ways they help their clients save money—in meetings and beyond.

AMCs often work with a handful of IT service providers, says Michele Jerome, CAE, senior VP of operations at MCI Group, and they're able to bring those companies bulk business. "There's a lot of groups that will give AMC pricing models out there," Jerome says. "So, an AMC can often bring [associations] a baseline discounted cost for services they're already paying for."

One of MCI Group's clients, for instance, was paying a lot of money to push out press releases that were getting few press hits. MCI Group negotiated a discounted rate with a different provider, so now the client is pushing out its press releases at a much lower price point.

Withington adds that because of that aggregate buying power, AMCs also have additional leverage in their vendor negotiations.

"So, for example, when you contract with a hotel property five years in advance, you can't anticipate external forces that might impact your meeting," she says. "AMCs tend to have a little bit more leverage to renegotiate and look for other solutions to mitigate any potential damages when unexpected changes arise because of the aggregate business power and sound reputation that we have in the field."

"IN ASSOCIATION MANAGEMENT, I ALWAYS SAY [AMCS] DO ANTICIPATORY MANAGEMENT."

—TARA WITHINGTON, CAE,  
EXECUTIVE DIRECTOR, INC.

## FLEXIBLE STAFFING

AMCs also offer their clients cost savings through the flexibility of their association management staff. (Read more about this in “AMCs Solve Staffing Woes” on page 3.) “If you need expertise in meeting management, membership, and fund development, in addition to an executive director, you don’t necessarily have to pay for four full-time employees that all have a high level of expertise,” Withington says. “We can share staff and staffing costs across clients.”

Jerome says that associations often need just a small percentage of a skilled staff person’s time to push a project or initiative along. For example, one of MCI Group’s clients chose to launch an awards program at its annual conference. MCI leveraged an expert to provide guidance on the project in just 10 hours a month.

“As the needed areas of expertise change with each group, the AMC can rotate the talents who work with that client, which allows the nonprofit to have access to various subject matter experts who are already familiar with the organization because they are a client,” Jerome says.

## EXPERIENCE IN ANALYSIS

Because AMCs have numerous association clients, they have a lot of experience in analyzing associations’ business operations and creating cost-cutting strategies. In general, both EDI and MCI Group recommend that associations do an analysis of their expenses to determine which are integral to the mission and membership and which can be reduced or eliminated.

For example, Jerome says associations can sometimes get stuck in a long-term lease or in an office building that’s taking up the majority of their dollars, even though they’ve reduced headcount over the years. “And they’re now out of

balance, in terms of the office infrastructure that they’re paying for in comparison to the size of the association,” she says. “We can help get those back in alignment.”

Some programs are important to the association and its members but are unaffordable. In those cases, Withington has recommended thinking about joining with a likeminded partner or coalition to share the cost burden. AMCs can sometimes facilitate those collaborative conversations across clients.

AMCs also offer innovative ways to diversify and grow revenue streams through the aggregate experiences of their association clients. “We don’t just look for cost savings; we also look for additional revenue streams,” Withington says.

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# AMCS SOLVE GLOBAL EXPANSION PUZZLES

*Want to expand your association's horizons? An AMC can help your organization navigate into unexplored territory.*

BY CHRISTINE UMBRELL







We are living in an interconnected world, with fewer barriers across borders and new opportunities to interact with people of different cultures. Because of this, many associations consider expansion into other countries.

“There’s an increasingly global mindset, and boundaries seem less fixed,” says Bob Lewis, managing partner at Interel, an AMC with an international headquarters in Brussels and branches throughout the world.

But before an association decides to proceed with international expansion, it’s important to analyze the risk and rewards of doing so. And during that analysis, associations may realize that working with an AMC in its international efforts may prove less risky than other options.

## CHOOSING THE RIGHT STRATEGY

There are two paths to partnering with an AMC in global expansion. An association that is already managed by an AMC may simply expand the scope of work to include the international arena. Alternatively, a standalone association can contract with an AMC just for its overseas initiatives. Either way, an AMC can assist with the transition.

“One of the ways an AMC is advantageous is that we represent more than one international client,” says JoAnn Taie, owner of Global Management Partners. “It’s easier and quicker to implement a program when a template has already been developed. These templates become shared resources that can be beneficial to an association seeking to expand its global footprint.”

At Taie’s AMC, for example, many of its 13 clients have international membership and programming, so associations can benefit from the lessons learned by other groups that have already gone global. “We’re often able to drive new initiatives on a quicker timeline than freestanding organizations because we have already conducted research for a similar project that resulted in successful expansion into a specific geographic area,” she says.

Steven M. Worth, owner of M Worth Consulting LLC, cites three more reasons why partnering with an AMC may be advantageous: First, AMCs are typically familiar with the labor laws in the countries of expansion. Second, AMCs usually have knowledge of customs and trends in the local market, which is essential when trying to recruit new members and forge partnerships. And third, AMCs can help with incorporation in the various countries, which can reduce overall legal expenses.

## EXPANDING YOUR FOOTPRINT

Even associations that are not seeking to increase membership but instead are aiming to raise their profiles in foreign markets can benefit from AMC guidance. Lewis recently assisted in this type of expansion when Chicago-based IT governance association ISACA sought to become a key stakeholder in global discussions on cybersecurity and risk management.

“We started with a strategy session to determine what ISACA wanted to achieve” with the expansion, says Lewis, ultimately identifying Brussels, the United Kingdom, and India as areas of interest. Interel, which has employees in each of those locations, created messaging and designed programming for both public- and private-sector stakeholders.

Taie helped the Organization for Human Brain Mapping create regional chapters in response to a request from a Latin American brain-mapping community that was having challenges with securing funds at a local level. “They [asked us] for an endorsement, as the support of an international society was important to securing support from their region,” says Taie, who serves as OHBM’s executive director. “We recognized that this is the case for many geographic regions and came up with the idea of formalizing a structure for chapters within the society.”

OHBM decided to go the “federated route” in its expansion—the chapters are their own individual organizations, but a memorandum of understanding allows



them to use OHBM's name and logo and have a web presence to promote upcoming local activities. Both OHBM and the chapters benefit from their alliance: OHBM provides support materials and invites chapter representatives to OHBM meetings. In return, the chapters "develop education that we can send back to the greater community—for example, we can take the education [one chapter is] developing in Spanish and make it available to [other] Spanish-speaking countries," Taie says.

Associations looking to globally expand their credentialing programs also may benefit from the expertise offered by AMCs. J. David Rozsa, ACA, CAE, CEO of Metacred, an AMC that

specializes in credentialing, recalls assisting another AMC in developing a board certification program for one of its clients, a European medical specialty society.

At the outset, the association had envisioned a credentialing program that covered only the scope of practice within Europe. However, after reaching out to practitioners around the world during the research process, Rozsa and his staff discovered there was interest in and a need for the program elsewhere.

As a result, Metacred helped develop a certification program where 33 percent of the current applicants are from outside of the European Union.

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INTERNATIONAL  
CLIENT.”**

**—JOANN TAIE, GLOBAL  
MANAGEMENT PARTNERS**

“That means a significant increase in impact, engagement, and net revenue for this association, compared to the potential if they had restricted their program's scope to Europe only,” he says.

## **TALLYING THE EXPENSES**

Growing membership and raising an association's profile are compelling reasons to go global, but as with most other services, it requires an investment. Luckily, AMCs provide a number of options for their clients.

For associations already working with AMCs, the companies “are usually willing and flexible enough to expand their scope of services to include international engagement,” says Taie. If a U.S.-based organization seeks to explore expansion into another region, depending on the level of engagement required, the AMC might draw up a separate time-based contract to cover those services, she explains.

For associations that partner with an AMC solely for international expansion, Worth suggests choosing an AMC not on cost alone, but on a true assessment of the company's experience and capabilities. Then, “sit down with the team to work out a business plan, goals, and expected return on investment,” he says.

At Interel, “we can walk the association through the options available to them in each country, then write up a report and set of recommendations,” says Lewis. And once an association decides to move into the operational phase, the AMC can develop another time-limited contract.

Finally, if the association wants the AMC to manage the international operations once the expansion phase is complete, an addendum to the original contract could be added to cover additional services associated with overseas operations, says Lewis.

In today's increasingly digital and interconnected landscape, international expansion makes sense for many—but not all—associations. AMCs can provide a smart solution for associations without experience in international waters.

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# What is essential for an association to have a smooth transition to working with an AMC?



## BILL DROHAN

**PRESIDENT**  
**VIRTUAL, INC.**  
**RESTON, VIRGINIA**

A smooth transition depends on the transfer of financial data and logistical details and on cultural understanding. Make time in the transition process for key staff to get to know board members. In addition, be patient with each other. The best AMC staff will take time to understand the policies, procedures, and the practices of a new client; and the most astute clients will take time to understand the AMC's methodology.



## RUTH ABRAHAMSON

**CEO**  
**BASE CONSULTING AND MANAGEMENT, INC.**  
**TORONTO**

Smooth transitions start with transparent communication. The more information the better, including detailed transition lists with agreed-upon timelines and formats for transfer of materials, an annual calendar, an explicit contract containing objectives and measures for success, and both internal and external news releases. Setting successors up for success reflects well on us all.



**GREGORY BROOKS**  
**EXECUTIVE DIRECTOR AND PRESIDENT**  
**AMC SOURCE**  
**FORT LAUDERDALE, FLORIDA**

To ensure continuity, it is critical the board, current management, and new management form a successful partnership. This includes developing a plan, goals, timelines, and resources necessary to transfer knowledge and property to new management. A standardized checklist and inventory is extremely helpful. A transition can be very stressful. Practice kindness and patience with yourself and others throughout the entire process.



**BETH ARMSTRONG, CAE**  
**PRESIDENT**  
**ASSOCIATION AND SOCIETY MANAGEMENT INTERNATIONAL**  
**FALLS CHURCH, VIRGINIA**

A written plan and a responsible transition leader are essential to ensure a smooth transition to a new AMC. The plan must be realistic, recognizing that a transition cannot be completed in just a few weeks. Because of that, an association should be prepared to fund the overlap of management services by the former and the new firm for several months to optimize collaboration.

# Association Management Company Directory

	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF FULL-SERVICE CLIENTS	YEAR FOUNDED	AMC INSTITUTE CHARTER ACCREDITED AMC	AMC INSTITUTE ACCREDITED AMC	CLIENT SCOPE	INTERNATIONAL	NATIONAL	STATE/REGIONAL	LOCAL	CLIENT TYPE	TRADE ASSOCIATION	PROFESSIONAL SOCIETY	PHILANTHROPIC	OTHER SERVICES OFFERED	CONSULTING	PROGRAM/PROJECT MANAGEMENT	EXPERTISE	CERTIFICATION	EXPOSITIONS	FINANCIAL MANAGEMENT/ADMINISTRATION	GOVERNMENT RELATIONS/LOBBYING	MEETINGS/CONVENTIONS	MEMBERSHIP/MARKETING	PUBLICATIONS	PUBLIC RELATIONS	TECHNOLOGY
(C) MANAGEMENT, INC.	MD	45	20	1976		•		•												•	•	•	•	•	•		•	
AE RESOURCE GROUP	UNITED STATES			2009			•							•			•	•		•	•	•		•	•	•	•	•
ALTA MANAGEMENT SERVICES, INC.	PA	11	9	2007		•		•	•	•	•		•	•						•	•	•	•	•	•	•	•	•
AMC SOURCE	FL	12	8	2001			•	•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
AMPED ASSOCIATION MANAGEMENT	WI	20	10	2008		•	•						•	•			•	•		•	•	•	•	•	•	•	•	•
AMR MANAGEMENT SERVICES	KY	83	26	1997	•		•	•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
ANTHONY J. JANNETTI, INC.	NJ	80	12	1972		•		•						•			•	•		•	•	•		•	•	•	•	•
ASCENT MANAGEMENT, LLC	VA	6	6	2002			•	•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION & SOCIETY MANAGEMENT INTERNATIONAL, INC.	VA	35	10	1982		•	•	•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION ACUMEN, LLC	WI	17	9	2006		•	•	•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
THE ASSOCIATION ADVANTAGE, LLC	MS	2	2	1991				•	•	•	•		•	•			•	•			•	•		•	•	•	•	
ASSOCIATION ASSOCIATES, INC.	NJ	19	5	1992	•		•	•	•	•	•		•	•	•		•	•		•		•	•	•	•	•	•	
ASSOCIATION DEVELOPMENT GROUP, INC.	NY	23	19	1996			•	•	•	•	•		•	•	•		•	•		•		•		•	•	•	•	•
ASSOCIATION DEVELOPMENT SERVICES, INC.	MN	8	7	1997		•	•	•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION HEADQUARTERS, INC.	NJ	165	30	1978	•	•	•	•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION INNOVATION AND MANAGEMENT, INC.	VA	48	7	1999		•	•	•					•	•						•	•		•	•	•	•	•	•
ASSOCIATION MANAGEMENT CENTER	IL	210	32	1974		•	•	•					•	•			•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION MANAGEMENT RESOURCES (AMR)	MI	15	11	1991				•	•	•	•									•	•		•	•	•			
ASSOCIATION MANAGEMENT, LTD. (AML)	IA	8	9	1976		•	•	•	•				•	•	•		•	•		•	•	•		•	•	•	•	•
ASSOCIATION SERVICES GROUP	GA	30	17	1996		•		•	•				•	•	•		•	•		•	•		•	•	•			

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	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF FULL-SERVICE CLIENTS	YEAR FOUNDED	AMC INSTITUTE CHARTER ACCREDITED AMC	AMC INSTITUTE ACCREDITED AMC	CLIENT SCOPE	INTERNATIONAL	NATIONAL	STATE/REGIONAL	LOCAL	CLIENT TYPE	TRADE ASSOCIATION	PROFESSIONAL SOCIETY	PHILANTHROPIC	OTHER SERVICES OFFERED	CONSULTING	PROGRAM/PROJECT MANAGEMENT	EXPERTISE	CERTIFICATION	EXPOSITIONS	FINANCIAL MANAGEMENT/ADMINISTRATION	GOVERNMENT RELATIONS/LOBBYING	MEETINGS/CONVENTIONS	MEMBERSHIP/MARKETING	PUBLICATIONS	PUBLIC RELATIONS	TECHNOLOGY
ASSOCIATIONS INTERNATIONAL	KY	145	11	1974		•		•	•	•			•	•	•		•	•		•	•	•	•		•	•	•	
BASE CONSULTING AND MANAGEMENT, INC.	CANADA	14	10	1988				•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
BOSTROM	IL	50	16	1935		•		•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
BOWER MANAGEMENT SERVICES, LLC	NJ	4	9	2009				•	•	•	•		•	•						•	•	•		•	•	•	•	•
CAPITOL HILL MANAGEMENT SERVICES, INC.	NY	50	48	1981				•	•	•	•		•	•			•	•		•	•	•	•	•	•			•
CAPTURE MARKETING	IA	8	7	2009					•	•	•		•	•				•		•		•	•	•	•	•	•	•
CLEMONS & ASSOCIATES, INC.	MD	14	12	1977		•		•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
CM SERVICES, INC. THE ASSOCIATION PARTNERSHIP COMPANY	IL	25	20	1977	•			•	•	•			•	•			•	•		•	•	•	•	•	•	•		•
CUSTOM MANAGEMENT GROUP	VA	14	6	2000		•		•	•	•	•			•	•		•	•		•	•	•		•	•			•
DIVERSIFIED MANAGEMENT SERVICES	IA	18	12	1995		•		•	•	•	•		•	•	•		•	•				•		•				•
DOLCI MANAGEMENT SERVICES, INC.	NY	12	5	1978				•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
ELEVANTA	GA	22	6	1988					•	•	•		•	•	•		•	•				•	•	•	•	•	•	
ESSENTIENT ASSOCIATION MANAGEMENT & EVENTS	CANADA	6	3	2005					•	•	•			•			•	•			•	•		•			•	•
EWALD CONSULTING	MN	91	42	1982	•			•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
EXECUTIVE DIRECTOR, INC.	WI	230	30	1962		•		•	•					•						•		•	•	•	•	•	•	•
FERNLEY & FERNLEY, INC.	PA	50	17	1886	•				•				•	•	•		•	•		•	•	•	•	•	•	•	•	•
FSB CORE STRATEGIES	CA	10	6	2012					•	•	•		•	•			•				•	•	•	•			•	
GRAU & ASSOCIATES, LLC	PA	5	6	2013					•	•			•	•			•	•		•	•	•	•	•	•	•	•	•
THE HARRINGTON COMPANY	MN	30	20	1977	•			•	•	•			•	•	•		•	•		•	•	•		•	•	•	•	•
HOLLANDPARLETTE	CA	25	23	1985				•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
IMN SOLUTIONS	VA	25	140	1982				•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
IMPACT SERVICES	WI	8	11	2006				•	•	•	•		•	•	•		•	•			•			•	•		•	

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	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF FULL-SERVICE CLIENTS	YEAR FOUNDED	AMC INSTITUTE CHARTER ACCREDITED AMC	AMC INSTITUTE ACCREDITED AMC	CLIENT SCOPE	INTERNATIONAL	NATIONAL	STATE/REGIONAL	LOCAL	CLIENT TYPE	TRADE ASSOCIATION	PROFESSIONAL SOCIETY	PHILANTHROPIC	OTHER SERVICES OFFERED	CONSULTING	PROGRAM/PROJECT MANAGEMENT	EXPERTISE	CERTIFICATION	EXPOSITIONS	FINANCIAL MANAGEMENT/ADMINISTRATION	GOVERNMENT RELATIONS/LOBBYING	MEETINGS/CONVENTIONS	MEMBERSHIP/MARKETING	PUBLICATIONS	PUBLIC RELATIONS	TECHNOLOGY
INTERACTIVE MANAGEMENT, INC.	CO	8	10	1974	•			•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
INTEREL	DC	215	27	1983		•		•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
J&M BUSINESS SOLUTIONS	OH	5	8	1993					•	•	•		•	•	•		•	•		•	•	•		•	•			•
KELLEN	UNITED STATES	350+	100+	1964	•			•	•				•	•			•			•	•	•	•	•	•	•	•	•
MAINSRING ASSOCIATION MANAGEMENT, LLC	CT	3	3	2017					•	•	•		•					•		•		•	•	•	•			•
MANAGEMENT EXCELLENCE, INC.	OH	5	6	1984				•	•				•	•			•	•		•	•	•		•				•
MANAGEMENT SOLUTIONS PLUS, INC.	MD	23	14	1993		•		•	•	•	•		•	•	•		•	•		•	•	•	•	•	•			•
MCBRIDE & ASSOCIATES, INC.	NE	5	6	1983						•			•					•		•	•	•	•	•	•	•	•	•
MCI GROUP	USA/ SWITZERLAND	2300	130	1987		•		•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
MCKENNA MANAGEMENT, INC.	MA	14	23	2003		•		•	•	•	•		•	•			•	•			•	•	•	•			•	•
MEETING EXPECTATIONS	GA	114	17	1992				•	•	•	•		•	•	•		•	•		•		•		•	•	•	•	•
METACRED—WHERE THE BEST CREDENTIALS GROW	UNITED STATES	35	16	2007				•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
MULTISERVICE MANAGEMENT COMPANY	PA	12	10	1962				•	•		•		•	•				•		•	•	•		•	•	•	•	•
NON-PROFIT HELP	VA	4	4	1994					•	•	•		•	•			•	•		•	•		•	•			•	•
OAK RIDGE ASSOCIATION MANAGEMENT COMPANY	TN	5	5	1990		•		•	•	•			•	•	•			•		•			•	•				•
P & N ASSOCIATION MANAGEMENT	LA	9	15	1991				•	•	•	•		•	•	•			•		•	•	•		•	•	•		•
PAI MANAGEMENT CORPORATION	MD	12	6	1984		•		•	•					•						•		•		•	•			•
PARAGON EVENTS   ASSOCIATION MANAGEMENT	FL	30	35	1989				•					•	•			•	•		•	•	•	•	•				•
PARTNERS IN ASSOCIATION MANAGEMENT	FL	40	21	1998		•		•	•	•			•	•	•		•	•		•		•	•			•		
PROFESSIONAL MANAGEMENT ASSOCIATES, LLC	NJ	19	8	1984		•		•	•				•		•		•	•			•	•	•	•	•	•	•	•
PRRI	MA	31	34	1946		•		•	•	•				•				•		•	•	•		•				•
RAYBOURN GROUP INTERNATIONAL	IN	25		1988		•		•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
THE REES GROUP, INC.	UNITED STATES	23	19	1983				•	•	•			•	•	•		•	•		•	•	•		•	•			•

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SCIENTIFIC SOCIETIES	UNITED STATES	50	6	1970				•	•					•			•	•			•	•	•	•	•	•		•
SENERGROUP, INC.	IL	21	12	2002				•	•	•	•		•	•	•		•	•			•	•	•		•	•		•
SMITH MOORE & ASSOCIATES	CA	19	17	2006					•	•	•		•	•	•		•	•			•	•		•	•	•		•
SMITHBUCKLIN	IL	700	90	1949		•		•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•
STATUS PLUS, LLC	NETHERLANDS	17	8	1992				•	•					•			•	•				•		•	•	•		•
STRINGFELLOW MANAGEMENT GROUP, INC.	MD	34	24	2012		•		•	•				•	•							•	•		•	•	•	•	•
TALLEY MANAGEMENT GROUP, INC.	NJ	35	20	1987		•		•	•	•			•	•			•	•			•	•		•	•	•	•	•
THOMAS ASSOCIATES, INC.	OH	26	22	1913		•		•	•				•	•			•	•			•	•	•	•	•	•	•	•
THOMPSON MANAGEMENT ASSOCIATES, LLC (TMA)	MD	16	10	1993				•	•	•			•				•	•			•	•	•	•	•	•	•	•
TOTAL MANAGEMENT SOLUTIONS, INC.	NJ	4	6	2000		•		•	•	•			•	•	•		•	•			•			•	•	•		•
TVD ASSOCIATES	NJ	5	6	2014					•	•	•		•	•	•		•	•			•	•		•	•	•	•	•
VERTO SOLUTIONS	UNITED STATES	35	7	2010				•					•				•	•			•		•	•	•	•	•	
VIRTUAL, INC.	MA	210	90	1999		•		•					•	•			•	•			•			•	•		•	•
WJ WEISER & ASSOCIATES, INC.	IL	48	58	1988				•	•	•			•	•	•		•	•			•	•	•	•	•	•	•	•

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# ASSOCIATION MANAGEMENT COMPANY LISTINGS

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INFO@C-MANAGEMENTINC.COM  
WWW.C-MANAGEMENTINC.COM

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WWW.AERESOURCEGROUP.COM

**OTHER LOCATIONS: CALIFORNIA**

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**OTHER LOCATIONS: NEW JERSEY**

Alta Management Services, Inc., is an association management firm that provides full-service management to nonprofit trade associations. We have been in the association management business since 1996 and have a reputation for increasing profitability in associations through increased membership and participation in association programs and conferences.

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DIRECTOR

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AMC Source advances the mission of trade associations and professional societies through leadership, strategy, and collaboration. We help organizations identify priorities, achieve goals, and ensure volunteer leaders are strategically working together to support relevancy, membership growth, and a healthy budget while continuously evaluating member needs and identifying future trends.

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**OTHER LOCATIONS: WASHINGTON, DC; MISSOURI; VIRGINIA**

AMR Management Services provides professional services to more than 26 local, regional, national, and international nonprofit trade associations and professional societies. Our services include association management, governance, conference and event management, technology and financial management, as well as marketing and consultative services. AMR is charter accredited by the AMC Institute.

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Serving specialty nursing associations and the healthcare industry, AJJ partners with clients to help advance their mission, maximize resources, and achieve sustained success. AJJ offers full and partial association management services, including day-to-day administration, conference management, corporate sponsorship, advertising and exhibit management, education, certification, leadership development, membership development, communications, digital marketing, and publishing.

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WWW.ASMII.COM

ASMI, an accredited association management company, delivers full-service association management services to organizations seeking personalized, professional nonprofit expertise. Trade associations, professional societies, and advocacy groups receive administrative services, management, and counsel so that elected leaders and members can focus on policy and special interest areas. ASMI earns high levels of customer satisfaction among its clients.

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## ASSOCIATION ASSOCIATES, INC.

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WWW.HQ4U.COM

Association Associates, Inc., was established in 1992 with the mission to provide outstanding management services to trade and professional nonprofit organizations. Our team empowers your volunteers to lead your association to its highest potential. Our clients know us as "The Partner That Leads." Incorporated in New Jersey, AAI is headquartered in a suburb of Trenton, easily accessible to major highways and airports.

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A celebratory graphic for the 40th anniversary of Association Management. The design features a light blue background with scattered yellow and red triangles. At the top center is a large red circle containing the letters 'AH' in a white circle, followed by the number '40' in a large, bold, red font, with 'TH' in a small red box to the right. Below the circle, the word 'ANNIVERSARY' is written in a small red box. In the center, the text 'CELEBRATING' is in a bold, dark blue font, followed by '40 YEARS' in a very large, bold, red font. Below this, the text 'of Association Management' is written in a red, cursive-style font. At the bottom, the text 'Association Headquarters', 'Red Chair Communications', 'Co-Chair Solutions', and 'Front Row Meetings & Events' is listed in a small, dark blue font. At the very bottom, the website 'www.ahredchair.com' is displayed in a red font.

**40<sup>TH</sup> ANNIVERSARY**

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**40 YEARS**

*of Association Management*

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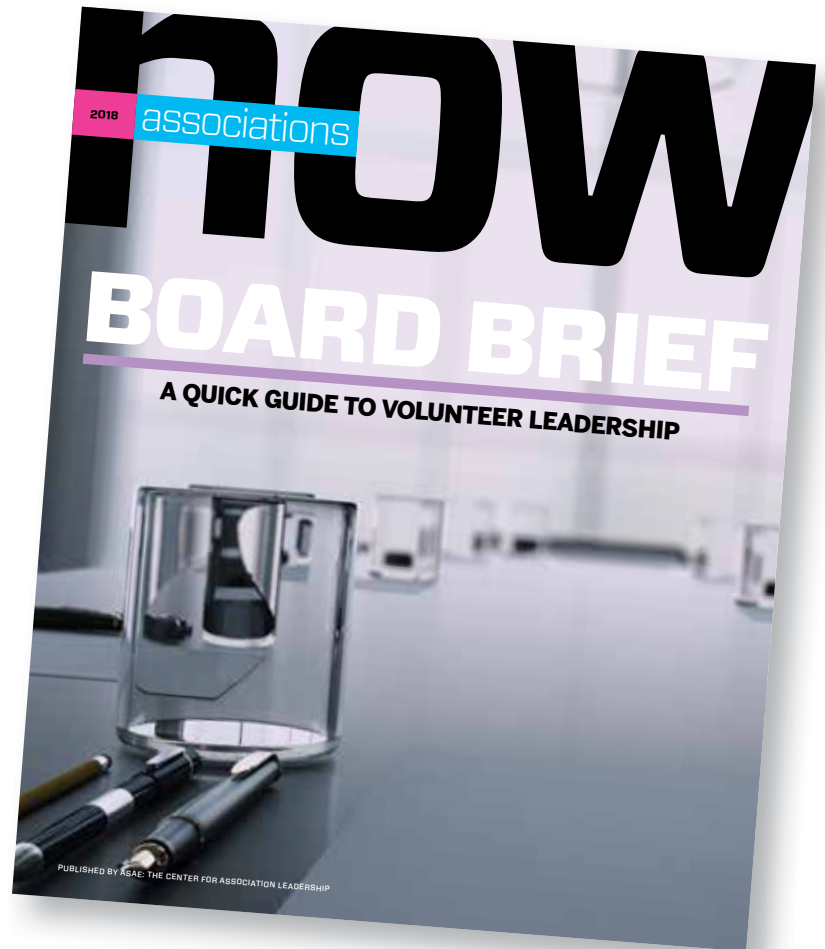
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