WORLD OF OPPORTUNITY
TODAY’S TECHNOLOGY SOLUTIONS PUT UNPRECEDENTED ACHIEVEMENT WITHIN YOUR ASSOCIATION’S GRASP
The Industry Partner Alliance (IPA) Committee is more than a guide for ASAE industry partners. It’s more than a group of companies and organizations that provide services and products to ASAE members. The IPA is a strong committee that listens and responds to the needs of the industry partner community.

Did you know that the IPA:

+ Improves the membership experience and return on investment for industry partners.
+ Works with ASAE and the ASAE Foundation on events and social responsibility programs.
+ Delivers education sessions specifically targeted for industry partners at ASAE meetings.
+ Develops resources for industry partners looking to connect with the association community.

We can’t do it without you. Learn more at AccessAssociations.org

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Next to a great staff, nothing has the power to transform your association and what you can accomplish for your members the way technology can. The 2018 Tech Toolkit presents companies that know the unique needs of associations and can provide and implement technology solutions designed to enhance your mission-critical initiatives in membership, events, advocacy, and more. Read on for practical tips and insights on how innovative technologies can make a world of difference in your operations.

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It’s the responsibility of every association employee to have at least a basic understanding of cybersecurity terms and best practices. Your IT lead cannot protect your organization’s network and member data alone. Having strong security technology plus educated staff members is the only path to sound security. One without the other simply won’t work.

If you log in to a computer and use the internet, you are part of your organization’s front line against cybersecurity threats. The more informed you are, the more secure your network will be. To keep you up to speed or refresh your understanding of cybersecurity terms, we’ve gathered key items that every employee should be familiar with:

**Access Control:** Processes and procedures that ensure access to sensitive resources are only granted to users who are entitled to them. These controls are in place to reduce the risk of any single account being compromised, as well as to limit the likelihood of insider threats.

**Advanced Encryption Standard (AES):** A symmetric block cipher chosen by the U.S. government to protect classified information and is implemented in software and hardware throughout the world to encrypt sensitive data.

**Backdoor:** An unauthorized way of accessing a computer, service, system, or data. Backdoors can be as simple as unauthorized remote access software in use by an employee, or custom code designed by a hacker to remain undetected by users and administrators.

**Cybersecurity:** The process of protecting information by preventing, detecting, and responding to attacks.

**Cookie:** A small text file that is placed on your computer when you visit a website. Cookies allow the website to keep track of your visit details and store your preferences. These cookies were designed to be helpful and increase the website speed the next time you access that location.
At the same time, they are very useful for advertisers, who can match ads to your interests after they see your browsing history.

**Dark Web:** A web of sites that is not indexed by Google and only accessible through specialty networks such as Tor. Often, the dark web is used by website operators who want to remain anonymous. Everything on the dark web is on the deep web, but not everything on the deep web is on the dark web.

**DDoS:** Stands for Distributed Denial of Service Attack, which means an attacker is using many computers to flood the target with requests for data. This causes the target—usually a website—to slow down or become unavailable.

**Data Loss Prevention (DLP):** A collection of security mechanisms that aims to prevent the occurrence of data loss or data leakage. Data loss occurs when a storage device is lost or stolen; data leakage occurs when copies of data are possessed by unauthorized entities. In both cases, data is accessible to those who should not have access. DLP aims to prevent these situations through various techniques such as strict access controls on resources, blocking the use of email attachments, preventing network file exchange to external systems, blocking cut-and-paste, disabling use of social networks, and encrypting stored data.

Become familiar with these terms. You’ll be giving support to your IT lead and making your contribution to preserving the integrity of your network and the member data contained within it. This is not to say that you must become a cybersecurity expert. Instead, remain informed and maintain a basic understanding of these terms so you have enough situational awareness to avoid becoming an unknowing security threat yourself. Visit blog.networkATS.com to view other articles in our series on cybersecurity.
TECHNOLOGY-ENABLED TALENT ACQUISITION

BY GAYLE OLIVER-PLATH

With the emergence of social recruiting, as evidenced by thousands of employer, association, and university clients, it’s clear that virtual tactics have become part of today’s strategic recruiting fabric. Combined with an ever-increasing demand for early career talent, employers are adapting to generational shifts and meeting talent where they are—online. Power users have indicated as much as 25 percent of their talent pipeline is being filled virtually. This presents associations with an opportunity to enable their stakeholders in high-impact virtual recruitment.

**Careers are often dependent upon networking.** Associations can help with that. Making career connections can be especially difficult when individuals are seeking work in a new area of the country, have a demanding schedule, or plan to make a significant professional transition.

One way to help members overcome these hurdles is to virtually connect job seekers with recruiters. Consider three key benefits for associations that offer online recruiting events in a hypercompetitive talent landscape:

- real-time career networking for both early-career and experienced talent
- employer brand building through online presentations and panel discussions
- time-efficient candidate sourcing and higher recruitment ROI to employers

**Less time and less stress.** Virtual career fairs are a significant time-saver and allow employers and job seekers to engage in a much less stressful environment. From work, home, or on the road, all parties can attend the fair from anywhere—flexibility is paramount.

**Bonus of nondues revenue.** Associations can deliver a service that addresses the constant, ever-competing priorities of recruiters wanting to unburden themselves from traditional recruitment practices. Discerning job seekers can learn more about opportunities before beginning the arduous process of navigating employers’ websites...
and complex applicant tracking systems. Associations can choose a platform that allows them to host events with the added benefit of generating revenue by capitalizing on an employer-paid pricing model.

**Employers want great talent.** On-demand recruitment events can provide a bridge to attract passive, sought-after job seekers. Online recruiting works for employers, and here's why:

- **Availability and accessibility.** HR teams can access untapped talent with industry expertise without the location, logistics, or scheduling barriers.
- **Cost reduction.** Employers can redirect their financial resources to broaden their candidate funnel rather than funneling them into travel.
- **Digital data.** Recruiters can retain job seekers' information digitally. Documenting the content of job seekers' conversations via interaction transcripts adds a layer of transparency not available in former days. Sorting, exporting, and reporting all are essential tools in a digital age.

Still not sure if online career fairs are right for your association? Here's what job seekers have said about their experiences that may help change your mind:

- “I got four solid job leads while sitting in my living room, drinking coffee. Can’t beat that.”
- “I was able to search for openings, have my resume viewed, and communicate with employers I was interested in, all without leaving my desk. Plus, it’s less pressure for the job seeker and recruiters.”
- “This format allows someone like me, who lives 2,000 miles away, the opportunity to visit with company representatives when I am not in a position to attend an actual job fair.”

Virtual event technology brings employers and job seekers together in real time. For recruiters, time to fill positions can be reduced, and new jobs can be a keyboard stroke or two away. When viable connections are made, your association will be remembered for providing that value. Meanwhile, you can bank some nondues revenue along with providing an enhanced service offering. Truly, a win-win-win.
HOW MICROTARGETING AND DIGITAL ADVOCACY ARE CHANGING ASSOCIATIONS’ MEMBERSHIP GROWTH STRATEGY

BY ANN DERMODY

One big technological shift in the 2016 presidential election got somewhat overshadowed: the move by campaigns on both sides to find and identify their most sympathetic audience and send laser-focused messages to influence them.

Welcome to the world of microtargeting.

Cut to 18 months later, and those technological advances have become mainstream and affordable to associations scrambling to build their membership lists.

THE MEMBERSHIP GROWTH DILEMMA, SOLVED

Ask yourself this: What if you could grow your membership in areas where it’s thin on the ground? And what if you could order up those folks by age, occupation, geographic area, or interest?

Getting in front of new audiences that haven’t heard of your organization or its benefits has been an uphill battle for most membership models before now.

But that’s where digital advocacy in 2018 offers a new path.

It goes without saying that people willing to take action for you are interested in your mission. With the right platform, you can capture them affordably, right from your laptop.

HOW IT WORKS

Say you’re a trade association that has seemingly tapped out its potential membership list in a given state.

Suddenly, a legislative issue that’s going to be detrimental to your industry crops up. You need to let a local senator know that his or her state will be severely affected.

CQ builds software tools for government relations professionals. Our market-leading products include legislative and regulatory tracking, news and analysis, grassroots advocacy, and digital advocate acquisition.

We have been connecting people to their government since 1945.

Democracy works when people know what their government is doing and have opportunities to make their voices heard. Among the clients who rely on our tools are large and small trade associations, nonprofits, and law and lobbying firms. In addition, our clients include the U.S. Senate, House of Representatives, Supreme Court, and nearly every government agency.
You decide you want 3,000 advocates to write to the senator in the next 10 days to voice their opposition to this proposed bill.

A digital pay-per-acquisition model program puts calls to action on multiple websites read by the people you’re targeting; these people have been filtered by the demographics of your choosing.

They click through to a landing page on your site, fill in their details, hit submit, and voilà! Your new advocates’ emails land in their senator’s inbox—and you’ve got 3,000 new names and email addresses of potential members from a targeted area you didn’t even know existed last week.

The best part? You acquired those self-selecting names for far cheaper than you would have with any traditional list-building method, because you only pay for the ones who took action.

CASE STUDY: NATIONAL ASSOCIATION

The Environmental Protection Agency proposed a regulation that would deeply hurt the members of a national association. The association needed to mobilize supporters of their position to comment on www.regulations.gov.

But this association had already sent multiple campaigns to their members, and issue fatigue had set in. They needed to expand their base—quickly.

To accomplish this, they used a digital advocate acquisition program. They were completely transparent as to who they were and why they were asking these nonmembers to take action. They set the ambitious goal of 31,000 comments made via the website in two weeks.

The result? Ten days into the acquisition campaign, 38,404 nonmember advocates had taken action and commented on behalf of the association—almost as many as their entire membership.

An advocate acquisition program had successfully targeted people who cared just as deeply about the issue as the association’s own members.

What’s more, the comments had all been gathered a week ahead of the regulation.gov deadline, meaning the association went from a dead start to generating more than 38,000 comments in 10 days.

The power of digital advocate acquisition spoke for itself.
Change is inevitable. Marc Benioff, cofounder of Salesforce, has been quoted as saying, “You must always be able to predict what’s next and then have the flexibility to evolve.” It’s no surprise to anyone reading this that associations undertake an AMS change, on average, every four to six years. Inevitably, you will soon be in a position to change your association’s software. Rather than simply choosing another classic AMS, it’s time you consider a platform-based solution.

A platform is true-cloud software that enables associations to improve access to information, reduce costs, and easily adapt to emerging trends.

A cloud platform offers benefits to the entire organization, and it provides a foundation with built-in flexibility for the future, serving as a backbone of support to multiple apps that may be layered on as needed.

This enables your team to meet new challenges by easily adapting to evolving demands and quickly transforming new ideas into action that better supports your members and customers. Platforms are gaining popularity as “the” standard for the association industry. Here’s why:

1. THE PLATFORM SAVES TIME
Real-time business intelligence facilitates swift response to inquiries from members and customers and supports informed decision making by your entire team.

A simple and flexible interface makes it easy to learn and use, which in turn provides a better user experience and results in seamless adoption. Your team will actually want to use the software because it makes their lives easier.

Speaking of making your teams’ lives easier, on a plat-
form, the software is always easily accessed remotely on multiple devices anywhere, anytime.

2. THE PLATFORM SAVES MONEY
Deployment time is reduced because the configuration is streamlined. Available best practices from a broad user base across industries means you can test ideas and implement them quickly.

Working with a leading platform reduces your overall cost of ownership. Upgrades are automatic and included with the service, eliminating the practice of deferring upgrades for budgetary reasons.

As your association grows, the system will scale to meet demand today and into the future. The leading platform provides an app marketplace of more than 3,500 business tools that plug into your platform solution.

3. THE PLATFORM REDUCES RISK
A platform is dependable because downtime or outages in the cloud rarely occur, and when they do, they never affect the user experience. Old-fashioned AMS applications are susceptible to hosting outages and server errors.

A platform offers superior data security and protection. The sheer number of customers on the leading platform requires them to invest billions in robust disaster recovery, virus protection, and intrusion prevention.

CHOOSING YOUR PLATFORM
There are few platform-based sources that cater to the specialized business needs of associations. Put your trust in an established platform that is well-funded and that has a large installed customer base, solid reputation, and actively develops a large ecosystem. The right platform for your association should

• offer a true-cloud infrastructure for superior data access and security.
• support a variety of apps to serve your business needs, beyond just your association-specific needs.
• include automatic software upgrades at no extra charge.
• feature do-it-yourself user functions like dashboard customization and report building.
Almost all associations, regardless of size or the industry they serve, consider their association management software (AMS) solution to be a business-critical application that drives their day-to-day operations and member initiatives. AMS benefits typically include the ability to streamline workflow and automate everyday tasks, enhance data analysis and reporting, and improve information organization. However, even your current AMS application can eventually outlive its usefulness and effectiveness and begin to impede your association’s ability to be successful. At that point, your association should begin to assess how to upgrade the current system.

If your association is experiencing one of the following roadblocks to membership success, it may be a sign that it’s time to replace your existing membership-management software.

### 1. Basic Reporting and Analysis Take Forever

At the end of each month or quarter, does your staff’s other work come to a complete halt as they begin a lengthy (and manual) process to deliver moderately helpful reports and business insights? If so, they are probably using an outdated AMS that has outlived its effectiveness.

Today’s forward-thinking membership-management solutions include the ability to create personalized queries, dashboards, and visualizations for various departments without the need for an advanced degree, costly professional services, or undue amounts of valuable staff time. The new era of smarter, simpler membership-management platforms promotes effective decision making by personalizing individual dashboard views; automating the delivery of real-time analytics; and including the ability to drill down to the underlying reports, data, and member profiles.

In comparison, “yesterday’s” AMS applications that only reluctantly cough up a mission-critical report after days of massaging and trial and error are a drain on resources and an obstacle to insight, rather than a strategic advantage.
2. **YOUR AMS PLATFORM DOESN’T WORK WELL WITH OTHER SYSTEMS**

Any software platform can “integrate” with another platform—in theory. And to compete in today’s competitive business environment, many associations rely on multiple integrations of best-of-breed solutions to manage their members and daily operations. As these integrations between solutions become more common and necessary, the quality and quantity of data in one system will need to sync more easily with the requirements of the other.

For today’s modern cloud-based AMS platforms, integration should be relatively smooth and seamless. But if your current AMS only passes or receives data from another mission-critical system—such as your community platform, learning management solution, or marketing-automation platform—with the need of considerable human assistance and a great deal of time, then it’s not really doing its intended job. Rather, your current AMS is effectively obstructing efficiencies and opportunities for innovation and is probably an expensive inconvenience.

3. **YOUR AMS DOESN’T EASILY BRING IN EXTERNAL DATA**

Associations are finding that a more complete and comprehensive view of member data is critical for driving relevant and contextual engagement. In fact, it’s often the insight gained from new data sources, including third-party solutions, that helps associations highlight recruitment, retention, and revenue opportunities they might otherwise have missed.

But, like the integration problem, if your AMS software doesn’t easily bring in data from external sources, that could be a sign that it’s time to upgrade as well. And with features and tools that now come standard in modern AMS applications, many associations are pleasantly surprised at how flexible today’s membership-management platforms are at integrating and blending data from multiple sources.

No AMS can please everybody, but if you’re running into one or more of these challenges, the cost of not making a change may well be more than the investment required to make a strategic technology upgrade.
Dealing with technology can be a pain point for many associations. Trying to sync up the organizational vision with the implementation and maintenance of technology often results in an experience that’s overwhelming for many association professionals, or worse, one that simply misses the mark. Why? The answer to that question isn’t always black and white. There are, however, several common threads that appear in rather negative technology implementations. Let’s take a look at some of those common elements that either get overlooked or missed completely as organizations embark on technology implementation.

As I’ve looked at this construct over the years, I think the most painful misstep that associations make is forgetting to ask one simple question: What’s the goal? Eli Goldratt made this question famous in his book *The Goal*. It never ceases to amaze me how often this basic question—and its answer—could solve many of the woes that get associated with a technology implementation.

Without looking at the strategic goal of a technology implementation, it opens up the process to loud voices, organic and siloed needs, and unintentional bias in the review process. It’s so important to simply take a step back and ask what’s the goal. Then, make sure everyone understands that goal. In my opinion, that goal should tie back to the mission of the organization in some way.

Once you understand what the goal actually is, identifying the right technology becomes easier by orders of magnitude. But, before we just jump in and start the evaluation process, it’s important to do a little prework. A list I like to think through prior to ever talking to a vendor or consultant looks something like this:

- **Get board approval/support.** This is the proverbial “Let’s get the board on board,” so there’s no heavy lifting after a bulk of the work has been completed.
- **Identify budget.** Functionality and power really don’t matter if you can’t afford it. Know your budget and don’t budge it. (You see what I did there?)
• **Define the timeline.** Make sure everyone operationally is on the same page in terms of a project timeline—when you’d like to make a decision by, when you’d like to have the software up and running, etc.

• **Determine the internal project manager.** Now make sure someone owns the project. That doesn’t mean he or she has to do all the work, but the person should own seeing the project through.

• **Involve key users every step of the way.** This will eliminate “he said, she said” once the product has been selected.

• **Define the vendor approval process.** Everyone needs to be on the same page in terms of narrowing down vendors and determining what that final selection looks like.

• **Focus on your mission.** It should all boil down to this: Will the technology create more overhead for you and your staff or free up time to better serve your association?

Lastly, I think it’s so important to keep these warnings in mind (they will trip you up):

• Don’t get more than you need. Stick to the plan.

• Assess long-term costs, as well as initial costs.

• Don’t skimp on implementation and training.

• Don’t follow the trend. Address a real need.

Now that you have the recipe, go make the cake! Just remember, stay focused on your goal and don’t get distracted by internal and external stakeholders who aren’t really aligned with your organization’s real objective. If you’re successful in these steps, the technology you purchase will be a catalyst for your organization, helping you better serve your members and further accomplish your association’s mission.
WHY ASSOCIATIONS ARE THINKING LIKE DIGITAL MEDIA COMPANIES

BY ELIZABETH MACDONALD

We’re in a unique era of media consumption. Only 43 percent of consumers trust the media, according to the most recent Edelman Trust Barometer, a global survey that measures public trust in various industries. At the same time, Americans are highly engaged with the news, and news consumption is largely going digital. The Pew Research Center recently reported that more than 90 percent of U.S. adults now get their news online.

As the conversation around how to distinguish what’s trustworthy continues to gain momentum, an opportunity arises for associations to fill the news gap and speak directly to the needs of their members, other constituents, and the next generation of industry leaders.

Examples of this are already happening.

Several trade associations have launched their own industry podcasts. The National Retail Federation, for instance, produces a show called “Retail Gets Real” that features insightful interviews with global retail leaders, entrepreneurs, and influencers. Over the past year, the hosts have captured leadership insights and trends through interviews with executives from Salesforce, Walmart, Macy’s, and others.

The Associated General Contractors of America, meanwhile, is using social media like Facebook, Twitter, and YouTube to help celebrate its centennial year. The commercial construction trade association is asking members to share stories about their firms’ histories and involvement with the association and is posting the submissions on its new centennial website.

The Healthcare Information and Management Systems Society launched its first online broadcasting network as a new source for healthcare IT news and a platform for connecting and engaging global leaders and stakeholders.

There are several potential benefits for associations
choose to start producing their own digital news content:

**It’s an additional benefit for members.** Associations have historically provided information services for their members through education, professional development, research, and industry publications. Leading with educational content over promotional and delivering it on a consistent and reliable basis builds trust and deeper engagement with your audience. Doing this through a digital platform also allows a unique opportunity to gain valuable data and audience insights.

**It’s a form of marketing and membership acquisition.** These platforms are also lead-nurturing vehicles for potential members. Someone is much more likely to join your association if they already subscribe to your newsletter, listen to your podcast, or follow you on social media. Industry-specific news content can serve as a top-of-the-funnel lure for new members.

**It drives revenue.** While most associations have relationships with industry vendors and gain revenue through sponsorships, digital news content provides yet another avenue for associations to gain nondues revenue. For instance, a recent episode of “Shoe-In,” a podcast produced by the Footwear Distributors and Retailers of America, begins with a sponsorship message from the Port of Long Beach, a key shipping port for many footwear distributors.

It’s a challenging time for associations now with industry consolidation and an aging workforce. While creating high-quality content isn’t easy, the rise of new digital platforms—from social media to a curated news service—has significantly decreased distribution costs. Never has there been a more advantageous time for associations to become their own media organizations.
S

cholarships, grants, internships, fellowships, and awards—they are a standard part of the professional society and trade association experience. And for good reason: In addition to improving skills, recruiting students, and expanding the profession, as well as being a great way for an organization to be socially responsible, today they are simply an expected benefit. Association members are looking for attractive perks before they hand over their dues, and these types of educational and reward programs should be on your list.

But are these benefits diminished by your application process itself?

A cursory look at many association scholarship, internship, and fellowship programs shows an application process firmly rooted in the past. Outdated technology—or, in some cases, the lack of any technology—creates an antiquated and cumbersome process that has a negative impact on numerous players.

Here are three signs your process may be damaging your members’ experience, and that it’s time to upgrade both your program and your software platform.

You use a static web form for your application—or worse, an editable PDF or Word doc. These are difficult to follow, require more work to complete, and can often lead to incomplete submissions as your members try to rush through or misunderstand instructions. Attachments (think transcripts or letters of recommendation) must be emailed or snail mailed separately, and then are often misplaced. And if a member needs to stop during the process for any reason, unsaved work could be lost.

Your reviewers are given hard copies of applications to assess. These people are volunteering to assist your association, and their time is valuable; yet they are being bogged
down with manual processes that can take hours per review. Multiple files have to be considered, literally surrounding a reviewer with paperwork. And feedback processes are rudimentary, requiring even more forms, spreadsheets, or emails.

**Your association staff lacks robust tools to track application processes.** Programs like scholarships and fellowships are often managed by a lone individual who has other job responsibilities. When left to checklists, spreadsheets, and manual updates, they are constantly trying to put all these pieces together, track their progress, and consolidate the feedback to determine the winners. Their days are a constant to-do list of sending email reminders and status check-ins, photocopying and file building, and trying to make sense of it all. The people whose job it is to improve the member experience are too busy chasing down PDFs to do it.

With a quality application management system, members can enjoy a cleaner application experience for your scholarships, fellowships, internships, and more.

- Single sign-on allows your members to use their association login information, eliminating the need for creating yet another user profile.
- Integration with your AMS automatically populates questions in the application with data you have already collected from them.
- A qualifying quiz quickly lets applicants know if they meet the standard criteria, saving them from wasting time on inappropriate applications.
- A clean submission portal experience allows for stepped applications, saving as you go, uploading files, and status check-in after submission.
- Triggered emails from the administrator easily remind members to finish applications or submit before a deadline.

That doesn’t even include the time and stress savings available to your reviewers (who may be members too) or to your association staff.

With three groups of constituents being positively impacted by its implementation, it’s time to upgrade your member experience and your technology stack with an application management system.