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2021

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THE POST-COVID ENVIRONMENT,
AN AMC CAN HELP IT PROSPER
AND BUILD MORE RESILIENCY.



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BY CHRISTINE UMBRELL

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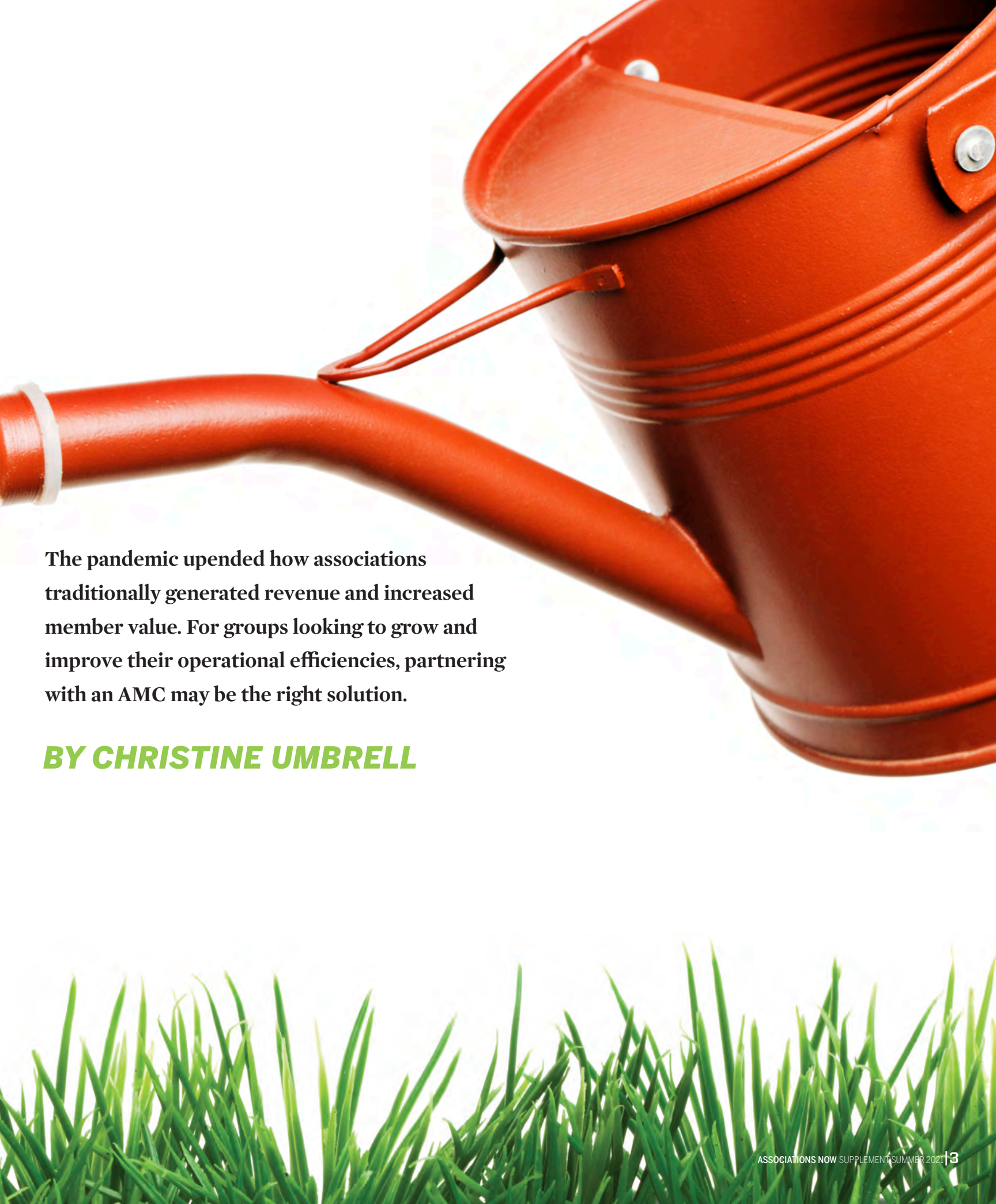
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GROWTH GAINERS





The pandemic upended how associations traditionally generated revenue and increased member value. For groups looking to grow and improve their operational efficiencies, partnering with an AMC may be the right solution.

BY CHRISTINE UMBRELL



he events of the past 18 months have taught associations that traditional means of providing member benefits and driving revenue are overdue for an overhaul. Seeking to create new programs, enhance products and services, or boost nondues revenue, many associations are partnering with AMCs, which offer “a wide network of forward-thinking people” who can brainstorm and translate ideas into action, says Paul J. Hanscom, CAE, chief growth officer at Ewald Consulting Inc.

Associations that collaborate with AMCs gain “operational efficiencies and growth opportunities,” says Lynda Patterson, FASAE, CAE, president and owner of AMPED. “We have the talent and infrastructure to focus on growth.”

Creating New Programming

Today’s AMCs are driving growth by visualizing new ways to create stakeholder value. Ewald Consulting, for example, assisted the Organization Development Network (OD Network) in creating online professional development programs to counteract revenue lost due to a canceled in-person conference. Ewald’s strategic growth team, working collaboratively with the client, launched three new virtual programs with hyper-focused content: a technical training webinar series, a DEI online learning series, and a virtual mentorship program.

“We transferred resources from the [canceled] meeting to the virtual events and shifted AMC staff involvement from a meetings expert to digital learning specialists already at the AMC,” says Hanscom.

The programs generated income while attracting many first-time registrants and nonmembers—exceeding registration expectations. Going forward, the association anticipates stronger attendance at its in-person conference since OD Network expanded “to people who hadn’t previously been members,” says Hanscom. Ewald will help OD Network build on this success by expanding the association’s digital presence and developing a podcast.

Association Headquarters has also helped clients develop fresh programming. Recognizing that educational offerings at the National Association of Productivity and Organizing Professionals (NAPO) had gone stale—and were limited to in-person events—AH introduced digital programming to empower stakeholders to access education at their convenience, says Gene Terry, IOM, CAE, director of AH’s allied health, medical, and scientific segment. AH’s client services team worked with NAPO leadership to select a new LMS, then developed intermediate and advanced content—providing bundled education offerings accessible throughout the year. NAPO also launched a certificate program to enable newcomers to earn a designation.

“We approached educational development the same way we look at publications—by looking at the analytics, and at what offerings are popular,” says Terry. “We make quarterly tweaks, sunset content that isn’t selling, and listen to member needs.” After debuting the digital content, NAPO experienced a 33 percent increase in education revenue in the first year, and an additional 15 percent increase the next two years, according to Terry.

Today's AMCs are driving growth by visualizing new ways to create stakeholder value.

Expanding Opportunities for Exhibitors

AMCs can generate ideas to boost involvement among vendors and industry partners—an increasingly important task as associations reconsider the size and frequency of in-person meetings and exhibit halls.

AMPED worked with Americas Committee for Treatment and Research in Multiple Sclerosis to transition its annual conference to a virtual format. After recognizing the limitations of virtual exhibit halls, the AMC helped ACTRIMS build additional solutions for vendor engagement in the form of “Brain Exchanges”—30-minute Zoom chat rooms held during the virtual meeting, each with capped attendance. Vendors were invited to sponsor a facilitated discussion focusing on a hot topic, such as “COVID-19 and MS” or “racial diversity in clinical research.” Sponsorships and registration helped the meeting net a profit of \$497,000—a 26 percent increase over budget. “Now we are hosting the Brain Exchanges year-round,” says Patterson.

For two AH client partners—the American Society of Hand Therapists (ASHT) and Osteoarthritis Research Society International (OARSI), the

AMC has been successful in building relationships between “those that want to teach—vendors—and those that want to learn—members.” Terry’s team has worked to “erase the negative feeling around ‘being sold to’ that many sponsorship situations can produce,” he says.

For OARSI, AH’s industry relations and meetings teams partnered to boost sponsorships via digital marketing campaigns, sell sponsorship opportunities for meeting lounges, and enhance brand marketing efforts. After one year of working collaboratively with AH, OARSI had a 20 percent increase in revenue and a 25 percent increase in the number of companies and organizations that participated in its world congress. “OARSI’s outcomes demonstrate that partnering with an industry relations manager can be the difference between an underperforming nondues revenue initiative and nondues revenue success,” says Terry.

When it came to ASHT, AH’s industry relations and meetings teams helped launch onsite affiliate events during its annual meeting. They debuted “Hands-On Demos,” selling space to vendors to demonstrate their technologies and showcase their services. These events were held at

off times during the ASHT Annual Conference, as pre- and post-conference events and lunchtime learnings. Over a three-year period, AH achieved nearly 50 percent growth for ASHT across all of its nondues revenue-generating programs.

Facilitating Long-Term Growth

AMCs can help associations foster long-term growth by studying industry workforce trends and developing strategies to attract young workers. For example, when AMPED led an initiative to study the next generation of clinicians, researchers, and leaders in MS for ACTRIMS, it identified a predicted 19 percent shortfall in MS specialists by 2025. AMPED launched dual initiatives to raise awareness of MS professions among medical students in their fourth year and to attract young scientists to study MS.

“This is a concerted effort into something that will be meaningful from a workforce growth perspective,” says Patterson. Part of the strategy has been drawing attention to the MS specialty pathway and recruiting more young professional to speak and have other key roles during ACTRIMS meetings. Because of these efforts, there has been an increase in the number of medical students selecting MS-specific fellowships.

For associations seeking new ways to grow, consulting with an AMC is a great way to start. “We can share a plethora of real-world examples and ask provocative questions to help lead boards toward a growth mindset and long-term strategic goals,” says Hanscom.

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STAFFING SMARTS

As associations offer new event formats, consider additional revenue models, and launch innovative products and services, they may realize they don't have the right staff lineup in place. By working with an AMC, organizations can fill staffing gaps that will result in greater returns.

BY CHRISTINE UMBRELL

As the world opens back up, many associations are embracing new technologies, reimagining in-person events, and adjusting their budgets in alliance with revised revenue predictions. With these changes come shifting staffing needs—and some associations are finding that association management companies play a critical role as these needs evolve.

AMCs can help associations evaluate their staffs from a talent pool perspective and consider whether they have the appropriate talent for the future workplace, says Kate O'Donnell, senior vice president, marcom and brand strategy, at MCI USA. This often involves determining how to move staff members to areas where they will have greater impact, given new goals, or offering specific staff functions to fill gaps in the association workforce.

REDISTRIBUTING STAFF

Some associations choose to partner with AMCs “when there’s something that needs to be fixed in their current model,” says O'Donnell. AMCs are “well-versed in quickly identifying problems and applying the synergy of experience and intelligence” to provide a solution—which often involves staffing changes. AMCs “can come in and help advise, or we can come in to fill roles in a short-, medium-, or long-term capacity. We can be there as a consultative partner to help you achieve your goals.”

O'Donnell is currently helping the American Society for Nondestructive Testing (ASNT) revamp and restaff its marketing and communications activities in light of the postpandemic environment. In addition to providing interim marketing support, “we have a team looking at their entire communications portfolio,” she says. MCI USA will share best practices and make recommendations—including staffing adjustments—for updating ASNT's marketing strategies.

MCI USA's consultative team also fills key staffing roles as organizations change shape. When the HR Certification Institute separated from the Society for Human Resource Management, for example, HRCI “had to find its identity as a certifying body,” says O'Donnell. MCI USA was brought in temporarily “to stabilize, add structure, and put operations in

place,” recalls O'Donnell. She took on the role of chief marketing officer and worked with HRCI to revamp how it marketed its credentials. She also restaffed the HRCI marketing team and helped position the credentialing body as its own entity.

AMCs can serve as a temporary or permanent solution when associations “right-size,” says Lane Velayo, CAE, owner and CEO of Synergos. “Our clients in the hospitality sector have had to reassess their priorities, with lower membership and sponsorship

And as associations determine how to safely transition employees from remote work back to the office, some are finding that partnering with an AMC can reduce the need for physical office space, says Velayo. “Our [full-service] clients don't have to worry about the office infrastructure, or paying long-term leases on space” and equipment, he says. Those clients that outsource part of their work to an AMC can minimize their office footprint—or adopt remote work for FTEs. “This can help relieve the financial

AMCs provide access to staff members that small and medium-sized organizations cannot afford to keep in-house.

income” due to the COVID-19 pandemic, he says. Working with an AMC has allowed them to scale down and flex the services they need from the AMC—minimizing financial losses.

“It's not an all-or-nothing proposition,” says Velayo. “You can figure out where you need assistance,” and work with an AMC that offers fractional staffing—experts in specific roles that work part-time for several associations. This model avoids the need for jack-of-all-trade employees that some standalone associations rely on.

liability,” Velayo says, “allowing associations to become more nimble.”

FILLING GAPS IN SPECIFIC FUNCTIONS

AMCs provide access to staff members that small and medium-sized organizations cannot afford to keep in-house—for example, attorneys. Last year, many associations were faced with unexpected legal challenges as conferences were cancelled or transitioned to remote format, resulting in force majeure and contract issues.

While some standalone organizations struggled to cover legal fees, clients at Partners in Association Management benefitted from the AMC's in-house counsel.

"This was extremely critical in 2020," as Partners' in-house counsel "assisted our associations in saving more than \$1 million in cancellation fees or potential damage," says Rachel Luoma, MS, CAE, Partners' vice president and chief staff executive. None of Partners' clients had to pay any fees or penalties, she says, "and most future contracts for 2021, and in some cases 2022 contracts, were modified to mitigate any ongoing pandemic concerns relative to force majeure/impossibility."

Finance is another area where AMCs can be of value. "In finance in particular, you need some separation of duties" for legal and compliance reasons, since no one person should have sole control over the lifespan of a transaction, says Velayo. Accredited AMCs are held to a high standard and can assign different individuals to key

financial roles, ensuring associations' needs are met in a compliant manner.

Other organizations are seeing advantages from working with AMCs for meetings solutions—particularly as they consider virtual and hybrid events. Facing reduced income from live events, some associations can no longer support large or year-round meetings staff—but still require support during busy meeting times. "When an association has to make tough decisions or lay off staff, you likely still need those functions to be serviced," says Velayo. Several of his clients have turned to Synergos to provide short-term meetings expertise.

Of course, AMCs fill important short-term roles when an association's standalone talent is unavailable. When a key meetings employee at the United Fresh Produce Association was on maternity leave during conference season, MCI USA filled in. The AMC provided speaker management, marketing, and onsite support—stepping in seamlessly due to its expansive meetings experience.

For those associations considering partnering with an AMC to solve a staffing problem, "have a strategic session to identify priorities and figure out how the relationship will be a win-win," says Velayo.

Luoma agrees. "Craft a scope of services you're looking to fill," she says, "then find an AMC partner that has the skill set to meet those needs."

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COST CUTTE





ERS

AMCs can reduce overhead through shared resources and draw on a deep well of expertise to advise associations on various cost-cutting solutions.

BY ALLISON TORRES BURTKA

For most associations, the biggest cost savings an AMC can provide is reducing overhead and operating expenses. If the association shuts down its physical office space, this means significant savings on rent, insurance, and other office expenses. Even if the association retains some staff and works with an AMC in a hybrid model, it may reduce overhead by using the AMC as its headquarters address, says Jodi Fisher, CAE, chief executive officer of Impact AMC.

Because many associations had to figure out how to work remotely during the COVID-19 pandemic, some may be rethinking their office needs. “Now that we’ve gotten used to working from home and not having that physical office space feel as necessary, I think that that transition would be much easier for those who are used to the traditional physical space” and those who once were against remote work, Fisher says. “They can see you still can manage people this way—they’re still very efficient. I think we’ll see a big change in structure in that way.”

TECHNOLOGY

Impact AMC does a periodic technology audit with its clients, and it’s often a big money saver, because technology is such a large part of an association’s budget. “Many times, they’re coming to us with this robust technology that they just don’t need and they’re really overpaying for, and we’ll make recommendations to reduce that technology cost,” Fisher says. They assess the association’s needs, what’s available in the market, and what will work best.

BARGAINING POWER

AMCs typically can negotiate more competitive rates on a range of contracts and fees than an association can do on its own. “From everything related to conference expenses, like AV contracts, to bank fees and credit card processing fees, simply because we have a larger constituency, our bargaining power is greater,” says Kelly Mariotti, JD, CPA, CAE, vice president of client services at Association Headquarters, Inc. (AH).

For example, “The average association might have one annual meeting a year, and the chances of them coming back to that venue are slim,” says Eric Thorn, general counsel of Partners

in Association Management, which has about 20 association clients. “But we run several meetings a year in Florida, so we have a little more buying power, because our chance for repeat business is greater with hotel venues.” According to Thorn, the savings from the economies of scale get passed along to the association.

INSURANCE COVERAGE AND CONTRACTS

The pandemic highlighted the need for adequate insurance coverage. “We found that with most of our clients that had event -cancellation insurance for various reasons, it did not apply to pandemic cancellation,” Mariotti says. The lesson learned is “to be very mindful that all the things that you don’t really think will happen really can happen, and make sure that there’s either appropriate insurance coverage, or the board is making a really educated decision if they choose to forgo certain types of insurance.”

An AMC’s collective experience in the complex world of insurance can help the association weigh costs and benefits. “Insurance has changed, with cyber insurance and other things that are needed to make sure that associations are adequately insured without being overinsured,” Fisher says.

In addition to insurance, it’s also important to understand the risks of unexpected events in contracts. “Our clients’ exposure ranged from \$13,000 to \$338,000 for cancellation and attrition penalties with existing 2020 hotel contracts,” Thorn says. “Not a single one of our clients paid a penny in cancellation or attrition fees as a result of the pandemic,” because of the in-house legal services Partners in Association Management provided.

Moving forward, Thorn says, “I think that everybody needs to reexamine the way financial risk from unexpected events is handled in hotel and meetings services contracts.”

FINANCIAL MANAGEMENT

An AMC Institute study showed that associations using AMCs perform better financially than those without AMCs, Thorn notes. “We follow and stay up on best practices in financial management,” he says. “During the pandemic, we were able to make appropriate forecasts and reduce

expenses appropriately so that they wouldn’t, at the end of the year, be in the red.”

During the pandemic, AH provided “health checkups” for its clients, including analyzing reserves and helping them understand how long they could function off their reserves, or in a reduced revenue model, to get through the pandemic and beyond.

For example, AH helped associations understand the ramifications of different event expense models they were considering. This included their reserve balance, as well as helping them understand “how some of the decisions they were grappling with would affect their long-term health,” Mariotti says.

NONDUES REVENUE

To build nondues revenue, many associations have been looking to hybrid and virtual events. “Everyone’s kind of been in a crash course of hybrid and other virtual offerings to provide member value and potentially generate some nondues revenue,” Thorn says.

AH has an in-house industry relations department for sponsorship, exhibits, and other nondues revenue sales, and it operates on a commission basis. Because the association pays by commission, “we really take that risk out of the hands of our clients,” Mariotti says.

LOOKING AHEAD

Associations have been forced to rethink how they operate. But it’s also an opportunity to “look at the world and your organization through fresh eyes,” Mariotti says. “Is it time to sunset some old programs? Or is it time to really focus in on that 20 percent of things that are most important to your members and most important to your industry?”

And don’t forget about innovation. “Although it’s certainly still a time to be conservative, it’s also a time to be optimistic and think about growth,” Mariotti says. “With cost cutting, there should be a balance. Do it where you can, but don’t be so focused on it that you miss some great opportunities to be innovative.”

ALLISON TORRES BURTKA, a longtime association journalist, is a freelance writer and editor in West Bloomfield, Michigan. Email: allison@atburtka.com

What has your AMC learned since the start of the pandemic that has most benefited your clients?

CEO
to
CEO



BENNETT NAPIER, CAE

PRESIDENT AND CEO
PARTNERS IN ASSOCIATION MANAGEMENT
TALLAHASSEE, FLORIDA

Pre COVID-19, most organizations had operating reserve targets and sound budgeting processes. In terms of duration of time and impact, COVID-19 changed the way we look at cashflow management and forecasting. As part of our company's revamp of financial KPIs for our full-service clients, we now measure "days cash on hand" as a new metric. For groups that did not have cashflow issues before the pandemic, it really was not something you looked at very often.



DOT MILLER, CAE

CEO
THE SOLUTION
ARVADA, COLORADO

It is important now, more than ever, for associations to reach out to members and engage them. They have been isolated for over a year. Find creative ways to bring them back in. We have worked with clients to engage their volunteer leaders in action teams to help forward the strategic plan and create membership outreach tribes to invite members to programs and events. Members need associations now more than ever, and we've used our expertise to help clients show up and be present for them.



FRED C. STRINGFELLOW, CAE

PRESIDENT
STRINGFELLOW MANAGEMENT GROUP, INC.
FOREST HILL, MARYLAND

It became clear during the pandemic that AMCs are better prepared to pivot in a crisis and to adapt to change. While many standalone associations have to gear up for one or two major events during the year, AMCs are doing this throughout the year. Our staff started shifting to virtual events within the first 30 days of the pandemic. Throughout spring and summer 2020, our staff became adept at executing virtual events and have truly mastered the format. AMC clients benefit from that shared staff expertise and exchange of ideas.



ANDY FREED

CEO
VIRTUAL, INC.
WAKEFIELD, MASSACHUSETTS

We've been working with our clients on "four Cs." The first being communication. It's critical to communicate with all stakeholders in uncertain times. Second is compassion—our staff, our clients, and their membership have been going through a stressful time. Compassion and patience are paramount. The third C is for connectedness: consortia, associations, and standards bodies can connect people at a time that many feel disconnected. And the last C is for certainty—our job is to help our clients make decisions and reassure them when they're not assured themselves.

Association Management Company Directory

	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF CERTIFIED ASSOCIATION EXECUTIVES ON STAFF	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	PUBLIC RELATIONS	PUBLICATIONS	TECHNOLOGY
(C) MANAGEMENT INC.	MD	50		22	1976		•			•	•		•							•	•	•	•	•	•	•	•	•
AMC SOURCE	FL	16	1	6	2001		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
AMPED ASSOCIATION MANAGEMENT	UNITED STATES	40	6	18	2008		•		•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
AMR MANAGEMENT SERVICES	KY	65	7	23	1997	•			•	•	•		•	•			•	•		•	•	•	•	•	•			•
ANTHONY J. JANNETTI, INC.	NJ	80	2	12	1972		•			•				•			•	•		•	•	•		•	•	•	•	•
ASSOCIATION & SOCIETY MANAGEMENT INTERNATIONAL, INC.	VA	35	4	8	1964		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION ACUMEN, LLC	WI	20	6	12	2006		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION ASSOCIATES, INC.	NJ	16		5	1992	•			•	•	•		•	•	•		•	•		•		•	•	•	•	•	•	
ASSOCIATION EXECUTIVES GROUP, LLC	WI	16	2	12	1986		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
ASSOCIATION HEADQUARTERS, INC.	NJ	183	17	40	1978	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION MANAGEMENT CENTER	IL	165	23	26	1974		•		•	•			•	•			•	•		•		•		•		•		
ASSOCIATION MANAGEMENT RESOURCES (AMR)	MI	11	2	10	1991		•		•	•	•		•	•						•	•			•	•		•	
ASSOCIATION MANAGEMENT SOLUTIONS	CA	47		17	1997		•		•	•	•		•				•	•		•	•	•		•	•	•	•	
ASSOCIATION RESOURCE CENTER, INC. (ARC)	UNITED STATES	14	3	18	1986		•			•	•		•	•						•	•	•	•	•	•	•	•	•
ASSOCIATIONS INTERNATIONAL, LLC	KY	150	5	10	1974		•		•				•	•	•		•	•		•	•	•	•	•	•	•	•	•
AVALON ASSOCIATION MANAGEMENT	PA	4		5	2010		•		•	•	•		•	•	•		•	•				•		•	•	•	•	
BASE CONSULTING AND MANAGEMENT INC.	CANADA	12		10	1988				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
BOSTROM	IL	54	8	16	1935		•		•	•			•	•			•	•		•	•	•	•	•	•	•	•	•
CAPITOL HILL MANAGEMENT SERVICES, INC.	NY	50	5	56	1981		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
CLEMONS & ASSOCIATES, INC.	MD	10	3	9	1977		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•

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CM SERVICES, INC. THE ASSOCIATION PARTNERSHIP COMPANY	IL	20	1	17	1977	•			•	•	•		•	•			•	•		•	•	•	•	•	•		•	•
THE CORE MANAGEMENT COMPANY	CA	15	4	10	2012				•	•	•		•	•	•			•		•	•	•	•	•	•	•		
CUSTOM MANAGEMENT GROUP	VA	16	1	6	2000		•		•				•	•	•		•	•		•	•	•		•	•		•	•
DOLCI MANAGEMENT SERVICES, INC.	NY	15	3	5	1978				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ELEVANTA	GA	24	2	7	1988		•			•	•		•	•	•		•	•				•	•	•	•	•	•	
EWALD CONSULTING	MN	92	8	36	1982	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
EXECUTIVE DIRECTOR, INC.	WI	270	28	37	1962		•		•	•				•						•	•	•	•	•	•	•	•	•
THE HARRINGTON COMPANY	MN	32	5	24	1977	•			•	•	•		•	•						•	•	•		•	•	•	•	•
HOLLANDPARLETTE	IN	22	1	17	1985				•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
IMN SOLUTIONS	VA	15	1	15	1985				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
INTERACTIVE MANAGEMENT, INC.	CO	8		10	1974	•			•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
J&M BUSINESS SOLUTIONS, LLC	OH	10		25	1994				•	•	•		•	•	•		•	•		•	•	•		•			•	•
KELLEN	GA	300	50	120	1964	•			•	•			•	•			•			•	•	•	•	•	•	•	•	•
KENES GROUP	SWITZERLAND	350	1	100+	1965				•	•	•		•	•			•	•			•	•	•	•	•	•		•
MANAGEMENT EXCELLENCE, INC.	OH	5	1	6	1984				•				•	•	•		•	•		•	•	•		•	•	•	•	•
MANAGEMENT SOLUTIONS PLUS, INC.	MD	45	12	30	1993		•		•	•	•		•	•	•		•	•		•	•	•			•	•	•	•
MCBRIDE & ASSOCIATES, INC.	UNITED STATES	6	1	5	1983						•		•	•			•	•		•	•	•	•	•	•	•	•	•
MCI GROUP/MCI USA	USA/ SWITZERLAND	300/ 1,450	16	150	1987	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
MCKENNA MANAGEMENT, INC.	MA	21	4	23	2004		•		•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
METACRED—WHERE THE BEST CREDENTIALS GROW	UNITED STATES	35	6	19	2007				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•

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MULTISERVICE MANAGEMENT COMPANY	PA	11		9	1962				•	•	•		•	•				•		•	•	•		•	•	•	•	•
NGAGE MANAGEMENT	MI	28	5	17	2013					•	•		•	•	•		•	•		•	•	•		•	•	•	•	•
P&N ASSOCIATION MANAGEMENT	LA	11	1	15	1991				•	•	•		•	•	•			•		•	•	•		•	•		•	•
PAI MANAGEMENT CORPORATION	MD	8	3	3	1980		•		•	•				•						•	•	•		•	•			•
PARAGON EVENTS ASSOCIATION MANAGEMENT	FL	26	1	9	1989				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
PARTHENON MANAGEMENT GROUP, LLC	TN	46	3	22	2008		•		•	•			•	•			•	•		•		•		•	•		•	•
PARTNERS IN ASSOCIATION MANAGEMENT	FL	42	7	21	1998		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
Q&A BUSINESS SOLUTIONS	MO	7	1	16	1989		•			•	•		•	•	•		•	•		•	•	•		•	•	•	•	•
RAYBOURN GROUP INTERNATIONAL	IN	30	13	13	1988		•		•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	
THE REES GROUP, INC.	WI	20	1	17	1984				•	•			•	•	•		•			•	•	•		•	•		•	•
SEVEN12 MANAGEMENT	MD	20		14	1993				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
SMITHBUCKLIN	IL	650	20	80	1949		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
STATUS PLUS, LLC	MN	17		12	1992				•	•	•			•	•		•	•		•	•	•		•	•	•	•	•
SYNERGOS AMC	IN	11	4	22	1996		•		•	•	•		•	•	•		•	•			•	•		•	•	•	•	
TALLEY MANAGEMENT GROUP, INC.	NJ	51	6	36	1987		•		•	•	•		•	•	•		•	•		•	•	•		•	•			•
TOTAL MANAGEMENT SOLUTIONS, INC.	NJ	4	2	5	2000		•			•	•		•	•	•		•	•			•	•		•	•	•	•	•
TVD ASSOCIATES, INC.	NJ	5	1	7	2013					•	•		•	•	•		•	•		•	•	•		•	•	•	•	•
VIRTUAL, INC.	MA	200	4	90	1999		•		•	•	•		•	•			•	•		•		•		•	•	•	•	
WJ WEISER & ASSOCIATES, INC.	IL	48		79	1988				•	•	•		•	•	•		•	•		•	•	•	•	•		•	•	•

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OTHER LOCATIONS: VIRGINIA

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OTHER LOCATIONS: NEVADA; VIRGINIA; WASHINGTON, DC; BELGIUM; SINGAPORE; SWITZERLAND; THE NETHERLANDS

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& FRATERNAL ORGANIZATIONS, COMMUNICATIONS & ENTERTAINMENT, CONSTRUCTION, ECONOMIC DEVELOPMENT, EDUCATION, EDUCATION-ALUMNI, EDUCATION-COLLEGES & UNIVERSITIES, EMPLOYMENT, ENGINEERING, ENVIRONMENT & WILDLIFE, FINANCE, GOVERNMENT & PUBLIC ADMINISTRATION, HEALTHCARE, HEALTHCARE-DENTISTRY, HEALTHCARE-GENERAL, HEALTHCARE-MEDICINE, HEALTHCARE-NURSING, HEALTHCARE-PHARMACEUTICALS, HUMAN SERVICES, INFORMATION MANAGEMENT, INSURANCE, LAW, MANUFACTURING, MINORITY-BASED & ADVOCACY ORGANIZATIONS, PERSONAL CARE & SERVICES, PHILANTHROPY & HUMANITARIANISM, PROFESSIONAL SERVICES, PUBLIC SAFETY, REAL ESTATE & HOUSING, RELIGION, RETAIL & CONSUMER GOODS, SCIENCE, SOCIETY OF ASSOCIATION EXECUTIVES, SPORTS & RECREATION, TECHNOLOGY, TOURISM, TOURISM-CHAMBERS OF COMMERCE, TOURISM-CONVENTION CENTERS, TRANSPORTATION & STORAGE, UTILITIES & ENERGY.

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Other Locations: Pennsylvania

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OTHER LOCATIONS: ILLINOIS; TENNESSEE; TEXAS

Since 1988, membership-based organizations have trusted Raybourn Group International as a leader that specializes in helping them thrive, not just survive. We are an accredited association management company offering full-service management, consulting, and event planning services to associations serving members in more than 100 countries.

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WWW.REESGROUPINC.COM

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INDUSTRIES SERVED: AGRICULTURE, FARMING & FORESTRY, EDUCATION-COLLEGES & UNIVERSITIES, ENVIRONMENT & WILDLIFE, HEALTHCARE, HEALTHCARE-GENERAL, HEALTHCARE-MEDICINE, HEALTHCARE-NURSING, SCIENCE.

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OTHER LOCATIONS: WASHINGTON, DC

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OTHER LOCATIONS: THE NETHERLANDS

Status Plus, LLC, is a full-service management company with offices in Minnesota and the Netherlands, serving national and international associations, membership societies, and foundations. We help nonprofits succeed by combining excellent associa-

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OTHER LOCATIONS: MINNESOTA

In these uncertain times, let Synergos AMC be the partner who helps your association thrive. We can help your association transition to a fully managed AMC model, provide a la carte staff services to augment your team, or act as a consultant to help you navigate management and staffing options.

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OTHER LOCATIONS: CHICAGO, IL; WASHINGTON, DC; INDIA; AFRICA

Talley Management Group, Inc., (TMG) is a 33-year-old, employee-owned association management company. TMG works with over 40 national and global associations providing full association management services, outsourced solutions and consulting services, as well as in-person, virtual, and hybrid meetings and events services.

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Virtual is a professional services firm that enables organizations to achieve their goals and make a mark on the world. Virtual provides strategic advisory and execution services that drive real results for technology consortia, standards groups, and associations that are forming, growing, or changing. To learn more, go to www.virtualinc.com.

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