



**IFMA**<sup>TM</sup>

International Facility Management Association

**Empowering Facility Professionals Worldwide**

# Membership Recruitment Campaign How-To Guide

Volunteers are at the heart of IFMA's work. We fulfill our promise to provide exceptional experiences, a vibrant community, and essential tools—only as a result of the time and knowledge volunteered by members like you, who serve your colleagues and further the facility management profession.

The following informative How-To Guide will walk you through the background of the membership lifecycle, some strategic foundations of a recruitment campaign, and then a step by step How-To conduct a recruitment campaign.

## Background:

### The Membership Lifecycle Process



The 5 key membership lifecycle stages to sustain membership growth:

1. Awareness- Prospects first discover you
2. Recruitment- Prospects agree to try you out
3. Engagement- Strengthens member ties to the organization
4. Renewals- Lapsed members decide whether to keep you
5. Reinstatement- Where former members agree to return to you

### Why do people join?

People tend to join associations for three simple reasons:

1. They are in **pain**- the prospect is in trouble and they want to get out of it.
2. They are **fearful**- the prospect sees trouble coming and they want to avoid it.
3. They want to **gain**- the prospect can visualize something great and want to experience it.

IFMA has surveyed over 3,700 members on their motives for joining IFMA.



The top three reasons for joining IFMA are to:

1. Have access to peer knowledge
2. Belonging to an FM community
3. Career Advancement

Networking with other professional members in order to ask questions, benchmark and to learn from others' experiences hits all three reasons of pain, fear and gain as to why people join professional associations. As the leaders of chapters and councils you are in a primary position to provide these services to IFMA members.

**Below are some examples of what other chapters are doing for true networking and engaging members:**

Northern Illinois Chapter- [Chapter Incentive program](#)

Central Ohio Chapter- [Rewards Program](#)

The Minneapolis/St. Paul chapter- [Mentor breakfast series](#)

San Diego Chapter- [Reverse Trade Show](#)

## Strategic Foundations of Any Recruitment effort:

1. **Target market-** who do you want to reach?
  - a. New professionals within the industry that are not yet members of IFMA?
  - b. Professionals within IFMA but are not yet a member of the chapter/council?
  - c. Young professionals?
2. **Promotional tactics-** how will you reach them? This includes selecting best channels, frequency and timing. Recruitment efforts should be high intensity. They shouldn't involve just one of the below but should be a combination of all with a unified branding effort of your chapter/council.

- a. Direct mail
  - b. Email
  - c. Social Media- LinkedIn, Facebook, Twitter
  - d. Visiting FM programs at local universities
3. **Membership offer**- What will members receive?
    - a. Includes asking prospects to join! Membership is a push product.
  4. **Marketing message**- Why should a prospect join? This involves proving your value prop and presenting solutions and benefits to members that are compelling.
  5. **Testing and tracking**- Where to take future efforts? Which lists, offers, messages and channels produce the best ROI and number of new members? If you aren't tracking you aren't learning anything! Identify and overcome the objections you are seeing to membership.

**Below are some examples of what other chapters are doing:**

Triangle Chapter- [Sponsorships](#)

Chicago Chapter- [Recruiting Incentive Program](#)

## Acquisition Essentials:

Before developing any recruitment campaign you should think through the below steps in order to create a campaign that meets your guidelines for what a successful campaign would look like.

1. **Develop your concept**- Set your goals and decide what you want to accomplish.
  - a. What recruitment number are you trying to hit?
  - b. Are you trying to increase your young professional numbers in your chapter/council by 25%?
2. **What is your unique selling proposition?** If you had 15 seconds to convince someone, what would you say? What sets you apart? Remember, the top three reasons members join IFMA is for access to peer knowledge, career advancement and belonging to an FM community....everything you provide!

Over 3,500 members IFMA has surveyed have rated the importance of IFMA's resources to them.



**The three most important resources are:**

1. Networking with other FM professionals
2. IFMA Credentials
3. Events

How are you fulfilling your members' reasons for joining by providing these resources and opportunities at the local level for members?

**Below are some examples of what other chapters are doing:**

Sacramento Valley Chapter- [Credential Scholarships & Grants Program](#)

Houston Chapter- [Professional Development Scholarship Program](#)

Banking Institutions & Credit Unions Council- [Credential Scholarship Program](#)

Chicago Chapter- [Mentor Program](#)

New York City- [Mentorship Program](#)

# How-To Implement a Recruitment Campaign:

## Campaign to do's

When you have your overall goals and strategic direction in place, now you must get down to the tactics of the campaign. We will discuss:

1. Developing a Budget
2. Define the Market
3. Know Your Value Proposition
4. Create message and call to action
5. Determine the media
6. Track Responses

### 1. Develop a Budget

How much will you invest? What % of your overall budget is dedicated to recruitment?

- Members are multiple year revenue streams. Think of them as 2-3 year programs, it is a long term investment.
- Spend to earn and justify your budget. What is the lifetime value of your members?
  - How much can you invest to get a member?
  - What does success look like?
  - Are your expectations reasonable?

#### *Know Your Numbers*

**Response rate**- This shows which approaches work best (lists, creative, channels and offers)

$$\text{Response rate} = \frac{\text{Number of new members received}}{\text{Number of total prospects contacted}}$$

**Cost to obtain a member**- shows how much you are spending to bring someone in

$$\text{Cost to obtain a member} = \frac{\text{Number of new members received}}{\text{Total cost of the campaign program}}$$

**Lifetime value**- how much total money a member provides over their time in the chapter/council. This will help you to understand the economic value of a member over time.

$$(Average\ annual\ dues\ revenue + average\ annual\ non-dues\ revenue\ per\ member) \times Average\ tenure^*$$

\*Average tenure is how long on average members stay with an association:

$$Average\ Tenure = 1 / Inverse\ of\ your\ renewal\ rate$$

**Maximum acquisition cost**- Defines the theoretical maximum investment that can be made to acquire a member at a profit.

$$((Average\ dues\ revenue + average\ non\ dues\ revenue) - (incremental\ annual\ servicing\ costs^* + average\ cost\ of\ goods\ sold)) \times Average\ tenure$$

\*Incremental Annual Servicing Costs includes mailing a welcome kit, mailing invitations to events. It is not costs that exist whether you get a new member or not.

## 2. Define the Market

Who do you want to talk to? Who is likely to listen? Doesn't matter what you're offering or what it looks like if you're not offering it to the right audience. Having a good list is the most important part of your recruitment campaign.



Some of your most responsive people are the ones that already have some sort of relationship with you. Sending recruitment campaigns to former members and to members of the association but the chapter will be some of your best prospects.

*Prospects can come from many different sources:*

1. Your lapsed members
2. Non-member event attendees
3. Member get a member campaign
4. Visitors to your website (offer free content in exchange for their contact info)
5. Rented lists
6. Business groups
7. Conferences or other business/tradeshows
8. Social media/online groups
9. Advertising that drives prospects to a landing page
10. Student members from colleges/universities

*Understand Your Audience:*

You speak to someone based on where they are in their career. How does your product services and benefits that they need at that particular point in their career.

- Where is your prospect in his or her career path? Entering, middle, or late?
- How does their point of view differ based on their generation?
- How should you modify your message based on your basic knowledge of generation differences and their progress in the field?

### 3. Know Your Value Proposition

- Define your value proposition to include what is your benefit to them? The offer solutions and benefits to members that are compelling.
- Craft your message to tell prospects not what they will receive but how they will gain with what they receive.
- Emphasize benefits first, then features, value & emotional drivers
  - Example of working through your value prop for face to face meetings:
  - Benefit - Networking with other professionals like you to discuss and solve problems.
  - Value (seen as avoidance- what are they avoiding by using this benefit) - Working in isolation on key issues that would benefit from multiple viewpoints.
  - Emotional drivers- Making professional friendships that last a lifetime.
  - Putting it all together- **You're not alone! Dozens of professionals attend our collaborative events designed to meet, learn, and grow alongside others in our field.**
- Indispensability is one of the most powerful messages to convince prospects that there is no other place to go to get what they need.



## 4. Create Message & Call to Action

- Grab their attention
- Speak personally- “from me to you”
- Describe benefits and show the value to the recipient
- Ask for the join! Tell the person what you want them to do
- Create a sense of urgency in the call to action.
  - “Respond by <date> and get <benefit>”
  - “Ending soon”
- Use testimonials and endorsements
  - People are more apt to believe what others say than what you say.
  - Have your chapter members contribute a quote!

## 5. Determine the Media

- How are you going to reach them?
  - Social media
  - Direct mail- make sure you are always following up the campaign with emails
  - Email
  - Video
  - Website
  - Calling

### *Online marketing tactics*

- Online marketing should drive prospects to a clearly defined online goal within their lifecycle.
- The purpose of each technique is to direct traffic at various stages they are in.
- Simply participating online is not enough. Without a strategy, online participation in various channels is largely wasted effort even though it may feel good.
  - Are you engaging your online community?
  - Are you creating and publishing content?
  - Are you creating webinars to reach members that maybe can't always attend in-person meetings?

## 6. Track Responses

- Test your way to better results...you can test anything.
- As soon as you find something that works....beat it!
- A/B testing- send two different versions of your campaign and see which performs better.
- Test your message

Thank you for all of the time and dedication that you gave to IFMA last year. IFMA is a member-centric organization that would not be what it is today nor be able to continue without the efforts of thousands of volunteers like yourselves. Being a leader in a chapter, council or community is a significant commitment but an activity that IFMA could not do without. I hope that you find your service as an IFMA leader rewarding and satisfying.

Please contact us for any questions, concerns, comments, or just to chat! We are here to support you.

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