

Judging Program and Service Effectiveness

*Knowing When to Pull The
Plug ... and How !*

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Introduction

MEASUREMENT

- **Setting performance objectives**
- **Assessment: how to decide what contributes/dilutes from focus**

APPLICATIONS AND ACTION

- **Does a program build member loyalty**
- **Evaluating value proposition for members**
- **The “Do’s and Don’ts” of transition**

MEASUREMENT

Performance Objectives
Assessment Techniques

What Kinds of "Services"?

- **Specific Services**
 - Affinity programs
 - Periodicals/subscription services
 - Conferences/educational programs
 - Special publications/catalogs
 - Web sites/services
 - One-timers:
vanity projects, new initiatives

Setting Performance Objectives

- **At each stages of life cycle**
 - **Startup through early adoption**
 - **Maturity**
 - **Decline**
 - **New editions/
off “life support”**

What Are We Looking For?

- **Metrics**
 - Consistent performance measures
 - Opportunities to improve (or eliminate)
- **Measures depend on development stage:**
 - Startup: marketing plan, coverage, reach, pricing, success-impeders
 - Early adoption: product problems, repositioning opportunities, buzz/viral marketing

What Are We Looking For?

- And, in “the autumn years” ...
 - Maturity: reinvigoration, new features and/or positioning
 - Decline: bundling opportunities, inventory exhaustion, giveaways, rebranding/folding into new initiatives
- Post-mortem evaluations

Metrics for Performance

- **Financial contribution**: direct, indirect to the bottom line, margins
- **Utilization measures**: traffic, users, revenue, satisfaction
- **Awareness**: aided/unaided recall
- **Lost potential**: performance relative to expectations

Understanding What We Measure

- **Any metrics are subject to caveats**
 - **“Traffic Generators”** items that produce sales elsewhere
 - **“Sacred Cows”** protected pet projects
 - **“Silent Majority”** some services are appreciated quietly, universally
 - Never know until you measure attitudes and behavior

Tools of the Trade

- **Don't rely on subjective judgment**
 - “But the Board likes this program”
 - Develop, maintain and *use* your fact base
- **Objective measurement tools**
 - Surveys
 - Qualitative research
 - Sales/transaction analysis

Surveys: Direct Assessment

- **Awareness of specific services**
- **Perceived importance, satisfaction, gap analysis**
- **Usage overall and by segment**
 - **Demographic profiles**
 - **Age brackets/generational differences**
 - **Practice interests**
 - **Industries/types of companies**
 - **New members**

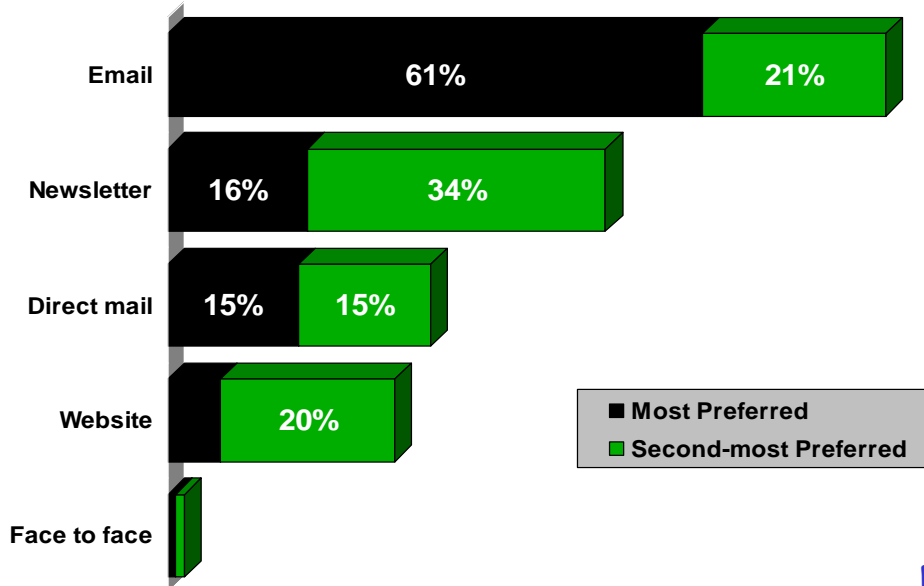
Needs Assessment Survey

B. SATISFACTION

For each Assn service, first indicate how important they are to your business, then how satisfied you are with the association's performance in delivering that service. (*circle your answers*)

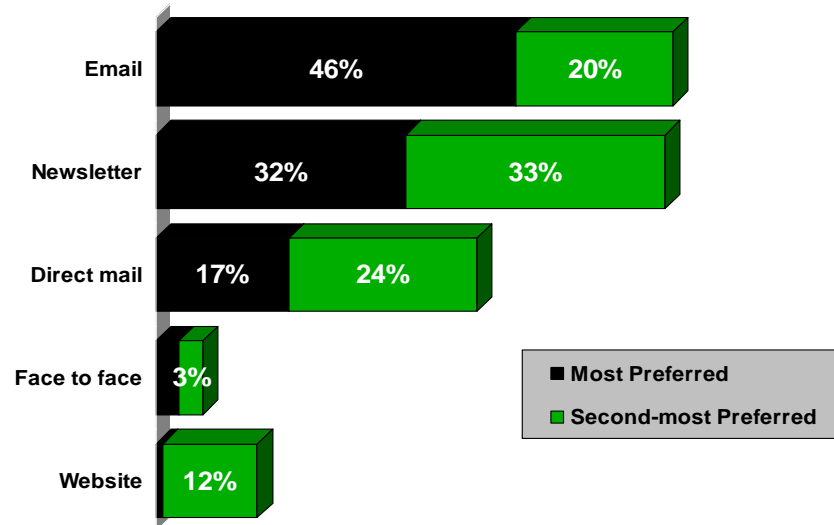
	IMPORTANCE					SATISFACTION				
	EXTREMELY IMPORTANT	4	3	2	1 NOT IMPORTANT	VERY SATISFIED	4	3	2	1 VERY DISSATISFIED
A. Annual Conference.....	5	4	3	2	1	5	4	3	2	1
B. Educational seminars/webinars.....	5	4	3	2	1	5	4	3	2	1
C. E-mail newsletter.....	5	4	3	2	1	5	4	3	2	1
D. Assn website.....	5	4	3	2	1	5	4	3	2	1
E. Association newsletter.....	5	4	3	2	1	5	4	3	2	1
F. Association information service.....	5	4	3	2	1	5	4	3	2	1
G. General industry research publications.....	5	4	3	2	1	5	4	3	2	1
H. Councils.....	5	4	3	2	1	5	4	3	2	1

Member Preferences



Distinct Audiences

Non-Member Preferences



<u>Products and Services</u>	Used	Satisfaction
Abstract submission online	47%	4.29
Being published in journals	58%	4.07
CEU Meeting	17%	4.04
CEU Syllabus	19%	3.93
CME online	4%	3.40
Conference abstracts online	40%	4.19
Conference exhibitor search	11%	3.74
Conference Science Planner online	16%	3.72
Society News	66%	3.67
ESN online	16%	3.70
Self-Assessment Program	12%	3.99
ESN Live	32%	3.43
Ethics scenarios online	3%	3.38
Journals online	51%	4.32
MCR Syllabus	6%	3.90
MCR Meeting	4%	3.91
Online registrations	41%	4.34
Placement service	14%	3.33
RPHR Book	3%	3.55

Gap Analysis	Importance	Satisfaction	Gap
Annual Conference	3.35	3.81	0.46
Educational seminar/webinar	3.34	3.58	0.24
e-mail Newsletter	3.20	3.50	0.30
Assn Website	3.24	3.57	0.32
Assn newsletter	3.64	3.94	0.30
Assn information service	3.48	3.79	0.31
Industry research	3.68	3.82	0.14
Councils	2.95	3.24	0.29

<u>Interest in New/Enhanced Services</u>	
Broader web-based education	3.61
Evidence based practice guidelines	3.39
Computer DSM algorithms	3.31
Develop new teaching tools	3.87
New programs: fellows/in-training	3.56
Tools to access articles/back issues	4.15
More representation: congress/admin	3.45
More public represent	3.65
More representation: public	3.44
CRO/SMO clinical trials	2.94
Collaboration: other societies	3.62
On-site meetings	3.46

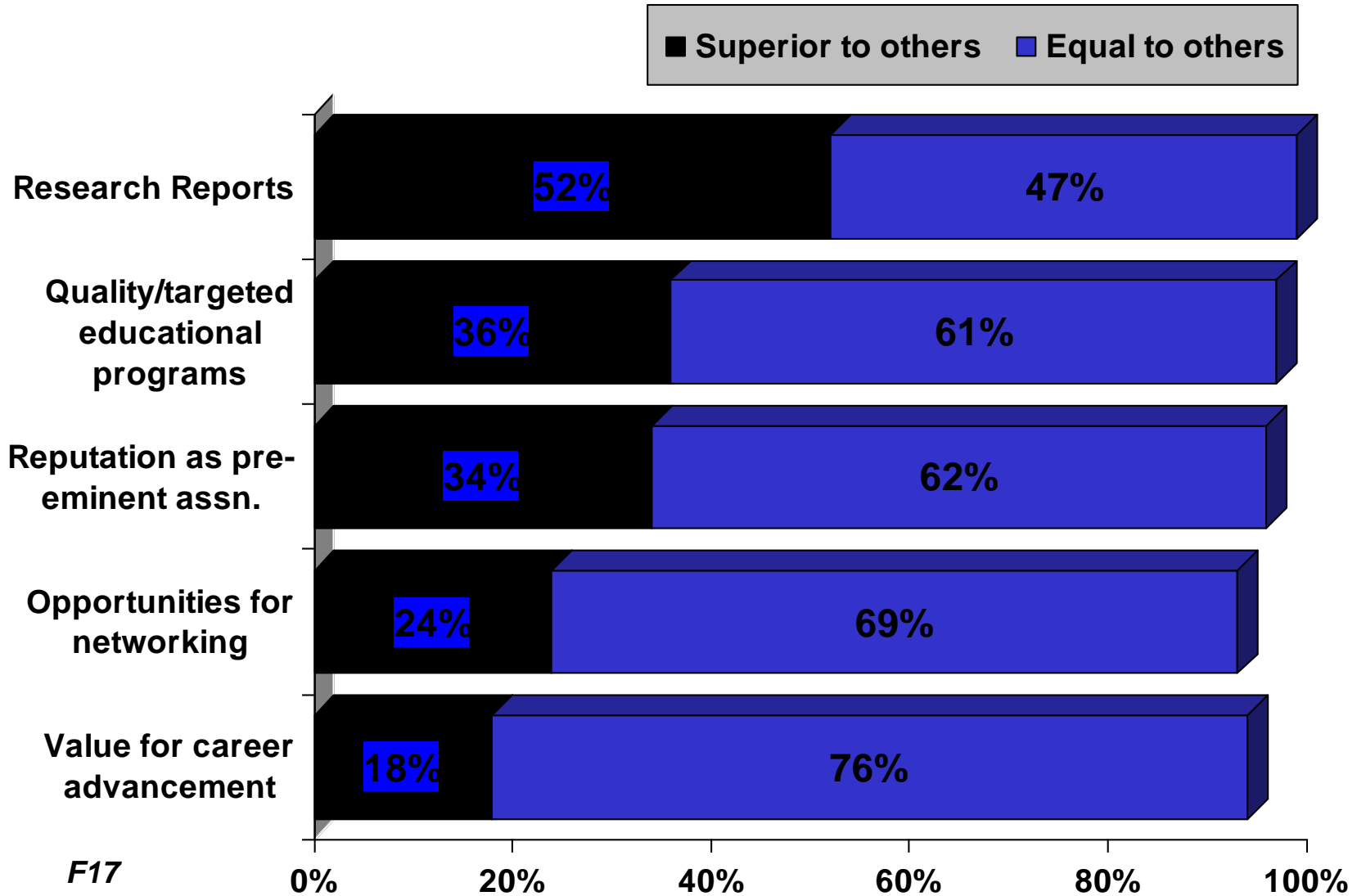
Online Subscriptions	Access online	Aware it's free
Yes	47%	83%
No	53%	17%

<u>Called for subscriptions</u>	
Yes	5%
No	95%
Treated courteously	4.19
Satisfied with info	4.15
Call returned/24 hrs	3.67

<u>Demographics</u>	Age
21-35	16%
36-45	29%
46-55	30%
Over 55	24%
Average age	48

<u>Rating for All Journals</u>	Score
Newness/cutting edge content	4.31
Scientific quality	4.42
Opportunity to publish	3.75
Relevance to practice	4.08
Coverage of news	3.66
Opportunity for dialogue	3.04
Coverage of legis/funding issues	2.78
Practice/lab management	2.74

Health Care Association Example: How Assn. Compares to Other Industry Organizations



Surveys: Indirect Assessment

- **Importance/satisfaction relative to *other* services**
- **Measures relative to competition**
 - Overall attitudes toward assn: good value, relevance
- **Linking these indicators to “grade on a curve”**

Surveys: Applying Results

- **Raising awareness of gaps**
 - What they mean/how to remedy
 - Excess importance: more attention, more resources
 - Excess satisfaction: less attention, divert resources
- **Interpreting open-ended questions**
 - Isolated comment or “tip of the iceberg”
- **Projections/trend analysis**

More Sophisticated Techniques

- **Contingent valuation**: willingness to pay
 - Specific services, overall membership
- **Conjoint modeling**: voluntary tradeoffs
- **Elasticity measures**: impacts on sales/usage of price/price changes
 - Impact of specific features
- **Projection models**: inferring trends

Using Qualitative Research

- **Focus groups**: audience segments in moderated discussion
- **Depth interviews**: long, candid discussions with individuals
- **Electronic chat**: listserver or emailed comments
 - Findings depend on objectives: testimonials vs. assessments

Sales/Transaction Analysis

- **Using in-house data often overlooked**
 - **Look at size of audience segments**
 - **Look at market share, penetration by segment**
 - **Look for patterns: sensitivity to promotion**
 - **Look for repeat purchase/attendance**
 - **Look for trial/conversion: proportion of one-time attendees to serial users and never-attenders**

Doing it Right the First Time

- **In addition to evaluating past launches**
 - **Conducting feasibility studies for new product/service launches**
 - **Desired features, contribution to probable success**
 - **Willingness to pay/tradeoffs**
 - **Likelihood of success with set features**
 - **Establishing expectations overall and by segment up-front**
 - **Facilitates ongoing assessment**

Ongoing Research

- **How many conduct user surveys**
 - Detailed questions on product content, frequency, quality
 - Assessing conference timing, location, pricing, length/structure
 - Surveying lapsed members, lapsed users, non-repeat customers
- **Creating a base of knowledge from which evaluation becomes easy to do**

Integrating Research & Quality

- Many believe “don’t ask if you *can’t* change it”
 - Avoiding conflicts or findings that cast a bad light
 - Other desires: avoid scrutiny, Board attention
- Need to regard ongoing measurement
 - The “cost” of delivering quality services

Diagnosing Causes of Poor Performance

- **Varied causes**
 - Pricing/affordability
 - Promotion/awareness
 - Placement/distribution
 - Product/features and design
 - Community/compatibility
- **Developing action plans to eliminate these obstacles**
- **Or ... Identifying steps for ending the product or service**

APPLICATIONS & ACTION

Building Member Loyalty
Member Value Proposition
Transition Do's and Don'ts

Today's Changing Environment

- **What's different today?**
- **Services versus Programs**
 - **Going direct....**
 - **Competition from other sources**
- **The Association as a distribution channel and its effectiveness**

Considerations for Services and Programs

- **Usefulness - Acquisition or Retention Tool**
- **Ability to obtain elsewhere?**
- **Sensitivity to regulatory and/or capitalization issues**
- **Think local, act global**

Considerations for Services and Programs

- **Organizational impacts (retention)**
- **Defining expectations**
- **Knowing remedial actions or options**

Positioning Your Services/ Programs

- **Organization branding and member loyalty are a **Must!****
 - **Relation to Mission & Vision**
 - **Blurring products and service**
 - **Acquisition lift**
 - **Know what your members are thinking!**

Establishing the Value Proposition for Services & Programs

$$\text{Value} = \frac{(\text{Product} + \text{Features}) + \text{Member Service}}{\text{Price}}$$

Before You Pull the Plug...

- **Consider the Five R's**
 - **R**e-visit brand impact
 - **R**emedial action
 - **R**e-package
 - **R**evise communications
 - **R**e-structure

Methods for Decision-Making

- **The “good, the bad and the ugly”**
 - **Cowboy decision**
 - **Internal task force (“group grope”)**
 - **Clear owner**
 - **External consultant**
 - **Board involvement**
 - **Need for education**
 - **Need for buy-in**

So You've Decided to Pull the Plug . .

- **Know your destination**
- **Think strategically**
- **Impacts to:**
 - **Life cycle of Service/Program**
 - **Relationships**
 - **Revenue**
 - **Communications**

So You've Decided to Pull the Plug . .

- **Communication is critical**
 - **Control it!**
 - **Timing**
 - **Level of Detail - various audiences**
 - **Members**
 - **Board members**
 - **Non-members**
 - **Staff**
 - **Expect the Unknown!**

So You've Decided to Pull the Plug . .

DON'T TAKE IT PERSONALLY!

-and-

DON'T BURN YOUR BRIDGES!