



HAA International Leadership Workshop





MEMBERSHIP MATTERS

Facilitated by Pavlos Photiades AB'88
*Harvard Club of Cyprus, and
HAA Director for Clubs & Shared Interest Groups, Europe*

Panelists:

Harvard Club of France: Jakob Haesler MPA'99

Harvard Club of Japan: Jun Tsusaka AB'83, MBA'88

Harvard Club of Spain : Ivan Poza MBA'94



To “Due” or “Not to Due”?

Jun Tsusaka

Harvard Club of Japan

10/11/
2019

Issues to Consider for Membership Dues

Pros

- Provide immediate and unrestricted funds
- Predictable and ongoing funding base
- Provides members with an ongoing relationship with the club
- Higher “qualified” and “attentive” mailing list

Issues

- Need to quantify quality and quantity of benefits
- Higher decision-making role in the club
- Appropriate price of dues?
- Requires accounting and record-keeping
- Older alumni bias?



Harvard Club of Japan Model: No Membership Dues, Event Based Model

- No membership dues to drive **greater participation**
 - ➔ Events charge fees to make a **slight profit**
- Provides flexibility and is simple to manage
- Alumni become “members” by joining the HCJ email list at no cost and receive email blasts
- Officers can focus on Events and number of members (versus dollars)
- Collaboration with HAA, Reischauer Institute, other clubs and organizations for larger events requiring upfront deposits
- Open forum for “younger members” and “not inclined to actively participate” community





Approaches to Membership Dues: To “Due” or “Not to Due”

Tiered
Dues

No
Dues

Fixed
Dues



Engaging Young Members

- Social Media Groups
- Free or Low-Cost
- Social, networking or athletic activities



All About Increasing Participation and Engagement

- Everybody is a recruiter
- Make the events interesting and diverse to attract a variety of age groups, backgrounds and interests
- Collect contact information at events and have sign-up sheets
- Recruit people to the Board (Initially as Observers)
- One Harvard, One Planet



Let's Charge Dues

- What Price? (US \$15 - \$50)
- Memberships by household?
- Discounts to young (definition?) alumni?
- Free membership for recent graduates?



Harvard Club of Japan Q&A



MEMBERSHIP RETENTION

Ivan Poza

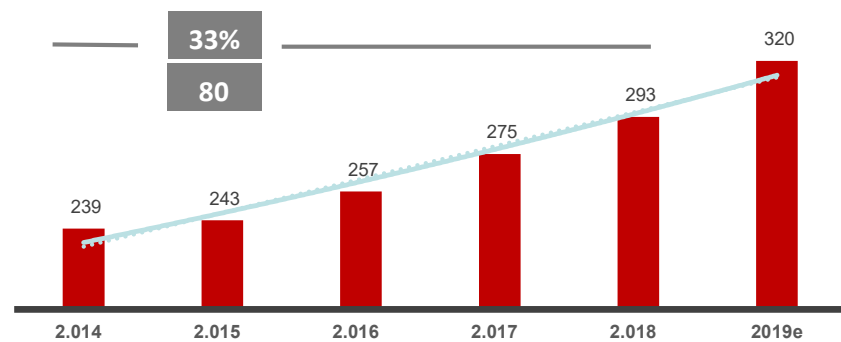
Harvard Club of Spain



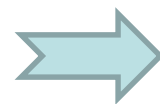
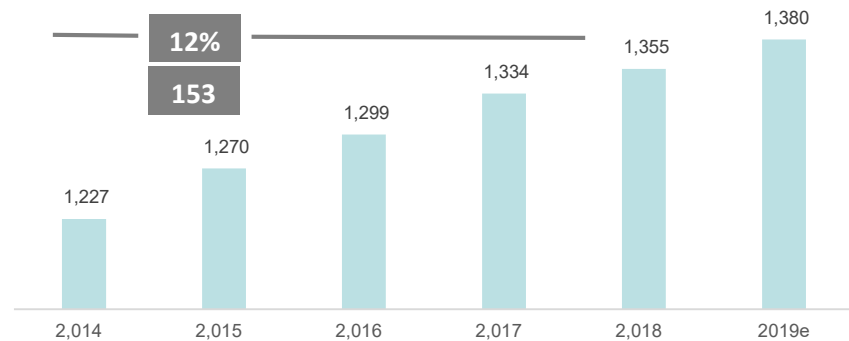


Harvard Club of Spain

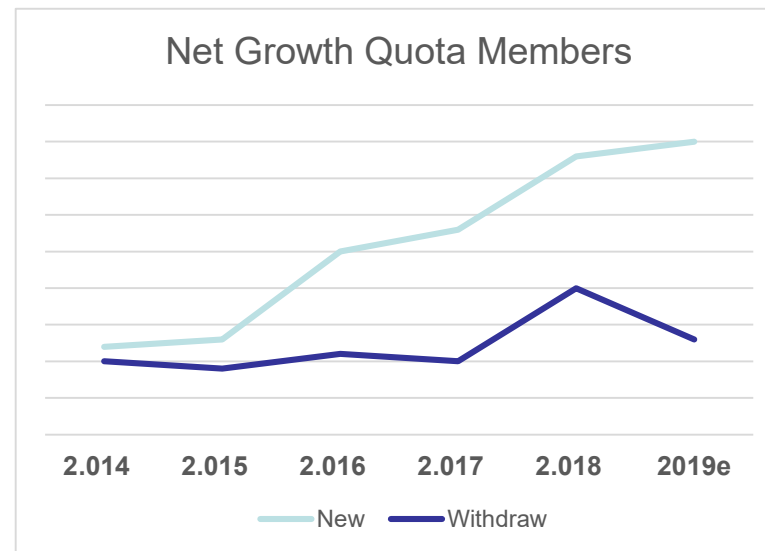
Quota Members Evolution 2014-2019e



Total ALUMNI Evolution 2014-2019e



Net Growth Quota Members



- New Members from 10 to 40 p.a.
- Withdraws stable avg 10-12 p.a.
- Net New rate avg. 25





Harvard Club of Spain

- “Events, Events and Events” = +30 per year
- Diversification of formats and themes to attract diverse alumni
- 2 Anchor social events per year to build community
- New Alumni= Welcome events (Spain/Boston) and Mentorship Program
- Focused marketing plans & campaigns
- Communicate what you do and what you will do
- Increase discounts on events & benefits to members (Network of Sponsors & Collaborators)



Harvard Club of Spain Q&A





Harvard
Club of France

**Member acquisition and retention:
Lessons learned**

The situation: A few years ago...

- Membership used to follow academic year for a fixed one year period
- The financial year is from August 1st to July 31.
- Then...Membership fees were increased by 40% to include entrance to an annual event at the US embassy which had become a tradition.
- In the following year, the US embassy declined to host the event...(which was interrupted for 3 years until 2018)
- To further complicate things, the membership year was changed from academic year to calendar year...

The result: A mess...

- Loss in revenue from price increase
- Confusion about renewal. Many members "jumped" a year as the club needed extend to cover the end of the year
- Sustained drop in renewals

Our actions: Ensure viability of each event

- All events have to support themselves with direct mailings to ensure turn-out
- Differentiated pricing ensures that economics still work out
- Membership is “economically” advantageous for members attending more than 3-4 events depending on type of events
- We are planning to migrate to Magnet as soon as HAA finalizes its negotiations in order to have individualized membership years.

Lessons learned:

- If it ain't broke, don't fix it
- If you have a fixed term membership, align it with the financial year as close as possible
- In times of overall decline in willingness of alumni to pay for events, stringent event management is key.
- Individualized annual membership is the way going forward to avoid these problems.

Group Q&A



