



MEMBERSHIP MATTERS CASE STUDY: Harvard Club of the Palm Beaches

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HARVARD
Alumni Association

CLUB PROFILE

Harvard Club of the Palm Beaches

- Founded in 1976
- Board expanded this year (12 to 20); greater diversity (schools, geographic, & demographic); other rationale for expansion: “more worker bees”
- 2,171 active alumni addresses in geocode (includes seasonal addresses)
- Seasonality of members an important consideration (lessening over time)
- Closest neighboring Clubs (miles from West Palm Beach in parenthesis):
 - Harvard Club of Broward County (Fort Lauderdale; ~47 miles)
 - Harvard Club of Vero Beach (75 miles)
 - Harvard Club of Miami (~70 miles)
 - Harvard Business School Club of South Florida (throughout tri-county area)
 - Takeaways: transience by event class; members’ agnosticism; “free riders”; differential branding; “shadowing”(?)
- Relationship to Schools & Scholarships Committee: evolving towards “complete” integration after ~5 years of “siloed” relationship
- Positive, ongoing collaborations w/ other Clubs/SIGs/Ivy+ groups
 - All four “sibling” Clubs above, plus Yale, Princeton, etc.

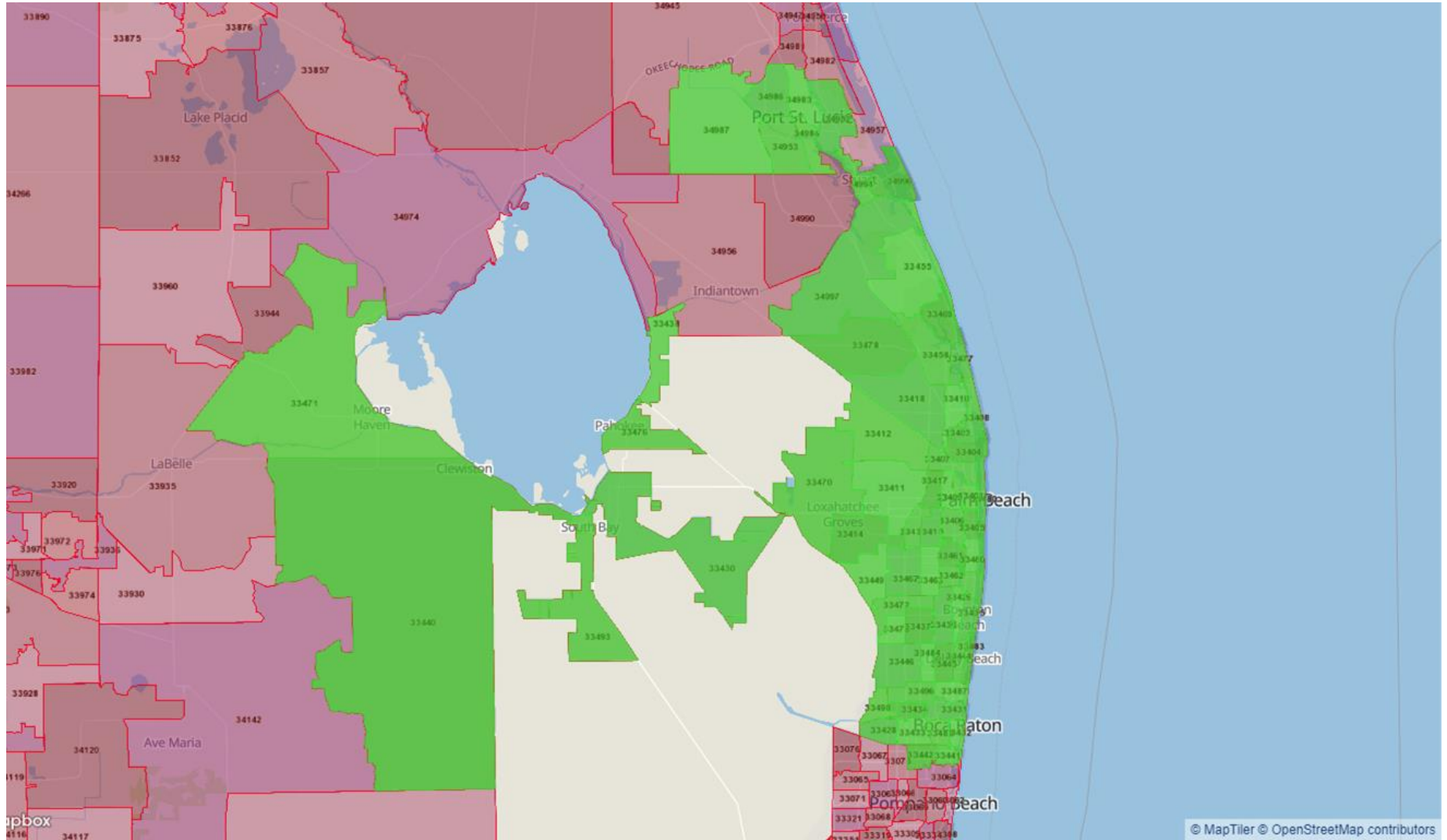
CLUB PROFILE

Harvard Club of the Palm Beaches

- ~45 events in academic year 2018-2019
- 42 broadcast emails in 2018-2019
 - 40 event communications
 - no newsletters
 - 2 other communications (membership; elections)
- no mailings in 2018-2019
 - internal pushback by key stakeholders
- Paid administrator
 - Part-time: 12 to 15 hours/week
 - Compensation recently raised to \$27/hour
 - ~\$15K/year; 80% of Club's annual revenue(!)
 - “Indispensable” resource; “supply creates its own demand”
 - Event planning, communications, website maintenance, Board meeting prep, scheduling for alumni interviews, customer service for members, etc.
 - Mamluk syndrome(?)

CLUB PROFILE

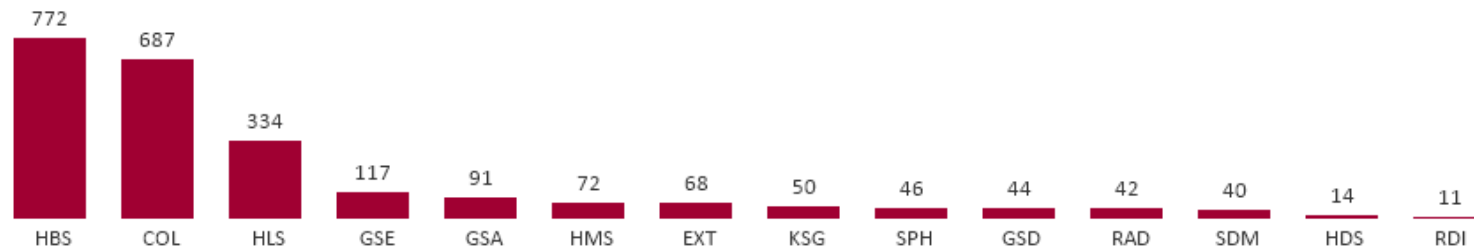
Harvard Club of the Palm Beaches: Geographic Radius



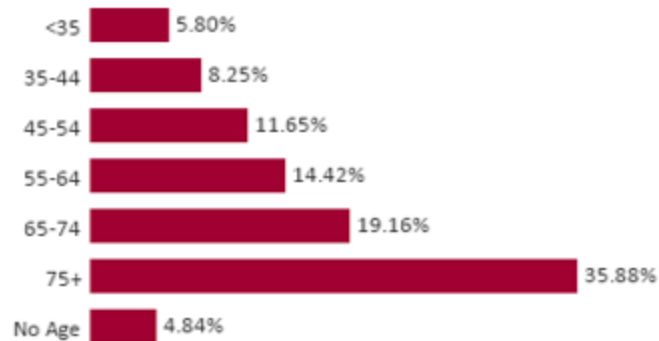
ALUMNI COMMUNITY

2,171 active alumni addresses in geocode

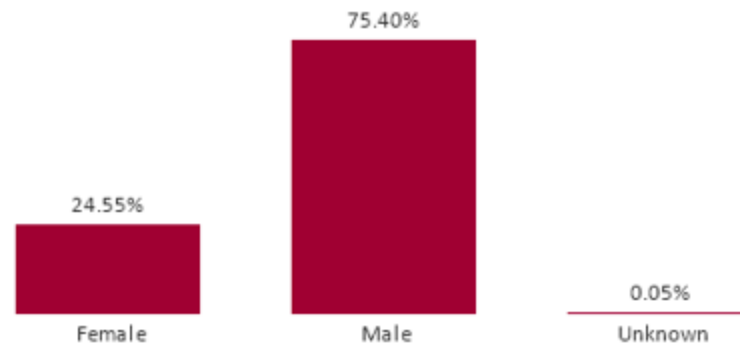
Population by Degree School



Age Cohort



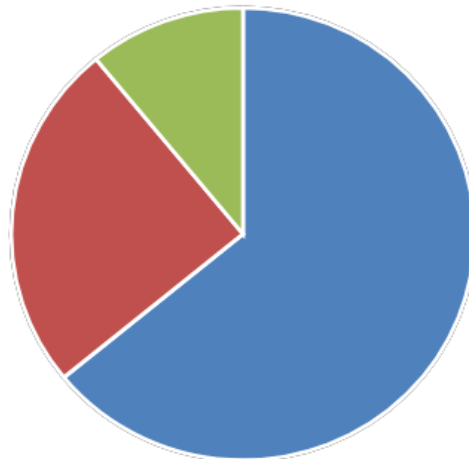
Gender



Harvard Club of the Palm Beaches

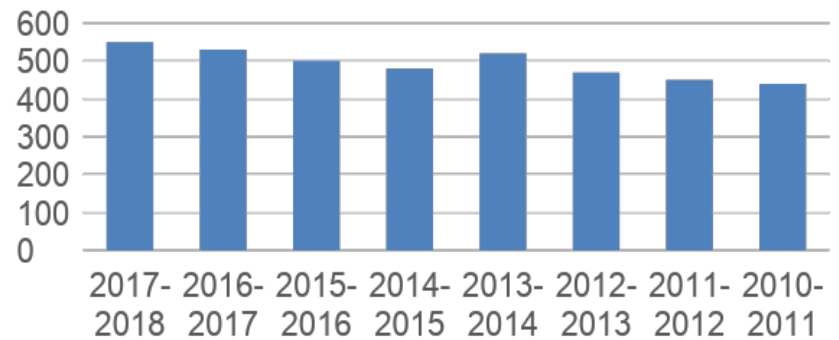
- 200 Members
- Membership term of 1 year; Directors/Board Officers serve 2 year term
- Dues: tiered structure of \$0/\$50/\$200/\$1K (one-time)
- Membership tiers & classes are benchmarked every 2 - 3 yrs. vs. other Clubs

Membership Distribution 2018-2019



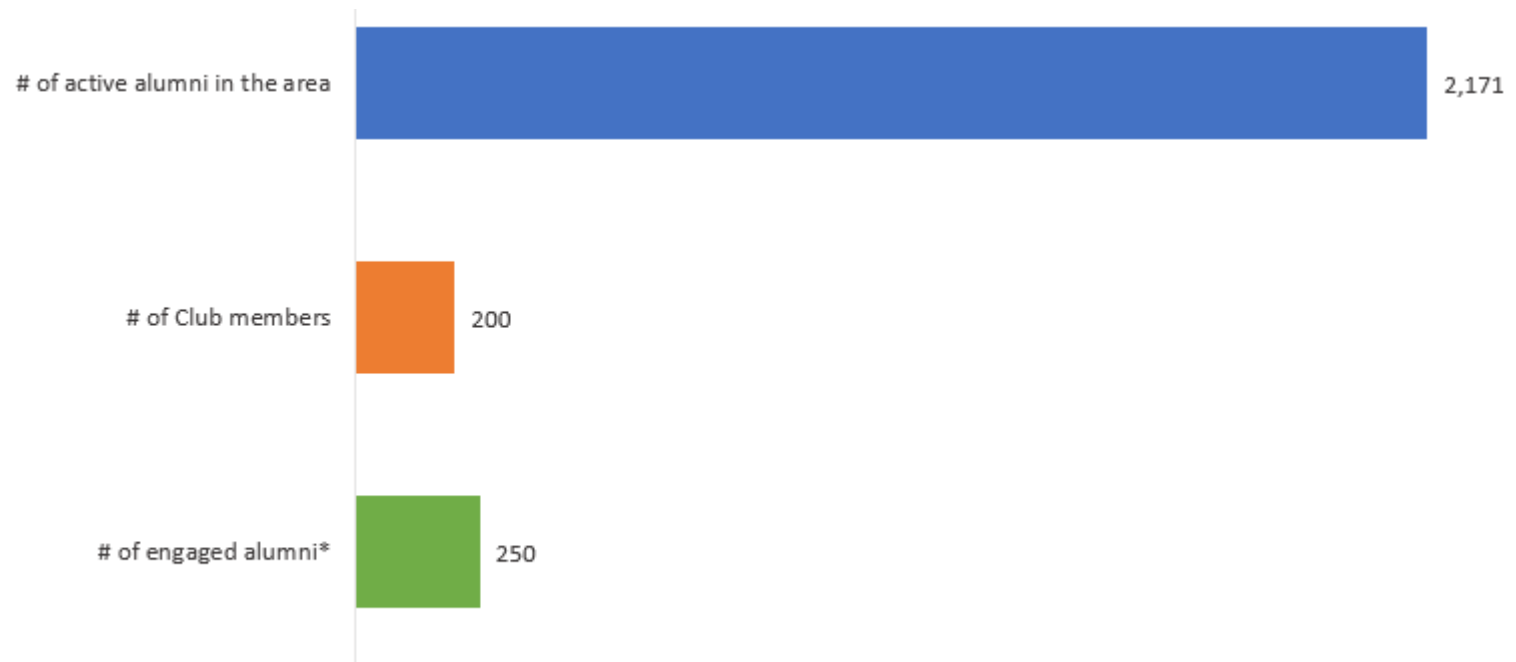
- New Members
- Second Year Members
- Longer Term Members

Year Over Year Membership



■ Year Over Year Membership

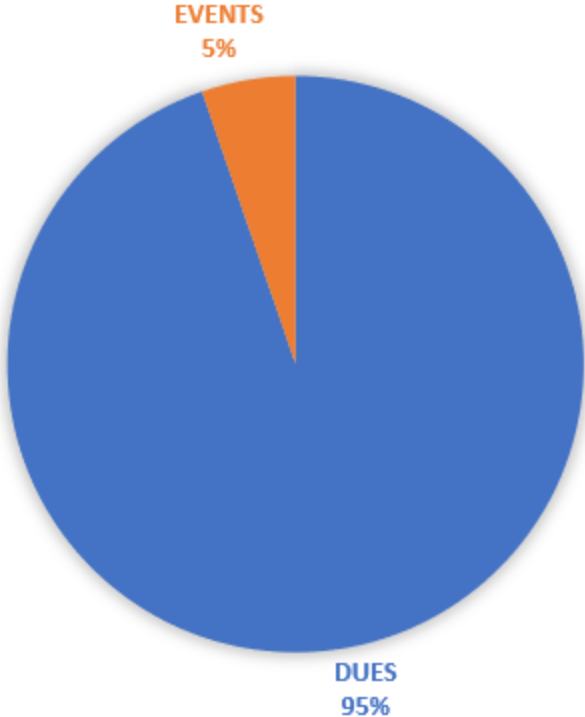
Club Membership v. Local Alumni Population



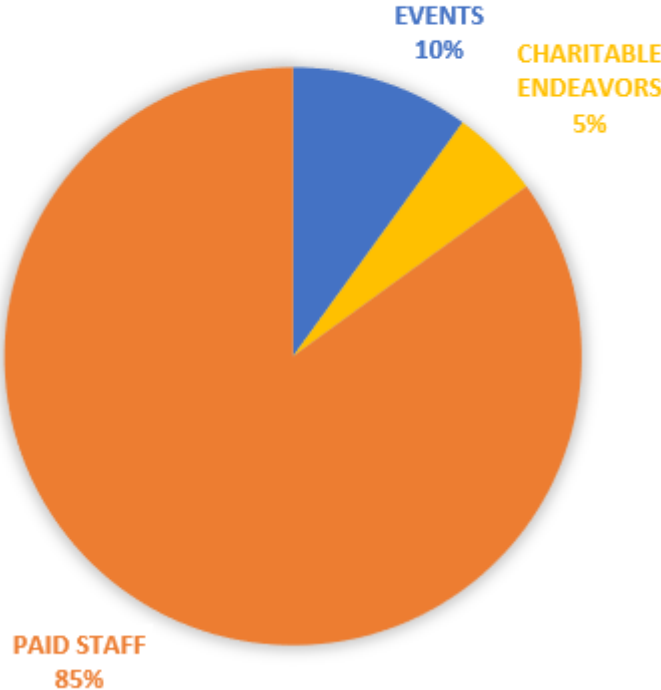
*this is an average; original data indicates a range from 200-299

INCOME & EXPENSES

ANNUAL INCOME = \$10,000 - \$24,000



ANNUAL EXPENSES = \$10,000 - \$24,000



MEMBERSHIP NARRATIVE

VALUE PROPOSITIONS

Filiation/connection

Networking/career

Supporting regional Harvard community

Service (e.g., Schools & Scholarships)

Prestige (unspoken)

MARKETING APPROACH

Personal referrals; email blasts for events; website; occasional mailing

Admittedly underdeveloped (strategy, committed resources, etc.)

NOTABLE SUCCESSES

“The Bold Experiment” worked(!): 50% cut in dues pricing = 100% growth

Offering events across Club’s geography paid off (but increased complexity)

Regular, monthly, low-cost events are key (“touches”, recruitment, branding)

- HCofPB increasingly a draw for members of other Clubs

CHALLENGES

Club’s high “operational tempo” requires a PT paid Club administrator (CA)

“Supply creates its own demand” vis need for paid time by Club administrator

What now?! Grow membership, or raise dues pricing, or both?

QUESTIONS?



THANK YOU

HARVARD
ALUMNI ASSOCIATION

