

Relevance

5 Strategies for Competitive Associations

HARRISON COERVER AND MARY BYERS, CAE

The Center for Association Leadership

WASHINGTON, D C

Contents

Foreword v

CHAPTER ONE

The New Normal 1

CHAPTER TWO

Build on Strength 7

CHAPTER THREE

Assessing Strengths 15

CHAPTER FOUR

Concentrate Resources 41

CHAPTER FIVE

The Concentration Decision 57

CHAPTER SIX

Fit: Integrating Programs and Services 69

CHAPTER SEVEN

Capitalizing on Fit 79

CHAPTER EIGHT

The Lean Association: Aligning People and Processes Efficiently 91

CHAPTER NINE

Understanding and Reducing Waste 101

CHAPTER TEN

Purposeful Abandonment 119

CHAPTER ELEVEN

CEO and Board Roles (and Potholes) on the Road 139

Afterword 147

APPENDIX A

Resources 149

APPENDIX B

Program and Service Evaluation Matrix

Endnotes 153

Acknowledgements 157

About the Authors 159

Index 161