

Don't leave money on the table!

Pricing and revenue strategy for associations

HALMYRE'S MEMBERSHIP AND SPONSORSHIP
PRICING STRATEGY SERVICES

halmyre[™] | YOUR MARKETING
STRATEGY PARTNERS

Hello.

Thank you for the opportunity to share Halmyre's unique process for aligning your association's membership structure, services, and sponsorship categories with your value proposition through pricing and revenue modelling strategy.

Membership pricing and structuring are your ultimate expression of value. They succeed when the members feel that they are getting more value than the price they are paying.

Pricing for Associations – It's Not a Shakedown, It's a Win-Win

With that success as your end goal, your pricing strategy becomes very clear: when it's good for the association, it's good for the members and vice versa.

Our promise to you

- Your stakeholders will be heard and included every step of the way.
- Solutions will have options, with analysis, for you to consider.
- We will strive for what's right for you. Our advice is grounded in "If it were my money, here's what I'd do."
- We will prepare you for and support you in your journey – from ideation to implementation, roll-out to change management.

Our approach will differ from that of other consultants you review because we understand the unique ecosystem that will help you grow. We are leaders who will get to the heart of your ask and situation to guide you to results you didn't imagine possible.

We welcome your questions and will work hard to earn your business.

Thank you for your interest in our services.



VALUE

REVENUE

BELONGING

When you align value, pricing, and membership modelling,
it connects association growth to member satisfaction.

SPONSORSHIP

GROWTH

LONG-TERM PLANNING

PRICING

PROGRAMS

DECISIONS

MEMBERSHIP

COST

EVENTS



Our event sponsorship revenue has doubled over previous years – and we’ve just started! Halmyre’s review of our sponsorship pricing gave us the analysis, confidence, and know-how to go to market and grow the value of our event for all involved.

ROZALYN WERNER-ARCÉ, CAE
EXECUTIVE DIRECTOR
ONTARIO PUBLIC BUYERS ASSOCIATION



Associations need to:

- Ensure that revenue models support operational and governance requirements
- Support informed and transparent membership and sponsorship purchase decisions
- Consider all “currencies” of pricing – revenue, expertise and time – in their modelling

Associations want to:

- Make revenue an operational issue
- Remove pricing issues from member feedback
- Ensure they get the resources to grow and invest
- Exceed member expectations for value delivery
- Implement pricing and membership model changes that make sense

Is this you?

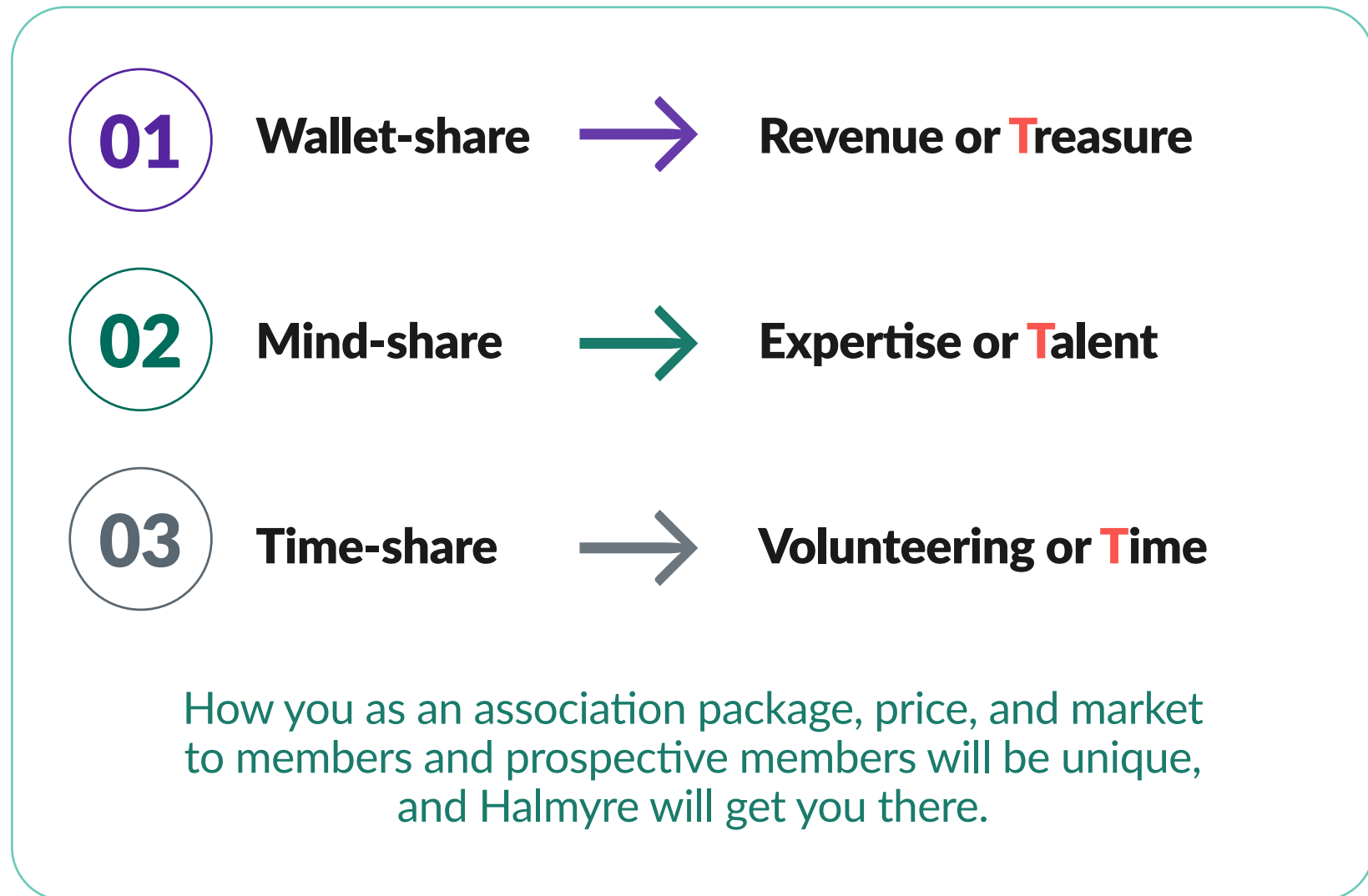
Halmyre’s approach

“Our members are cheap.”	Identify and package the “whole” and not just individual parts of association value.
“Our members leave because of the cost.”	Identify and maximize value to make it worth the cost.
“Our board won’t pass a dues increase.”	Get a process – with data – that neutralizes the decision of what the price should be.
“We might be undervaluing our event sponsorships.”	Get a process to check, so you don’t leave money on the table.

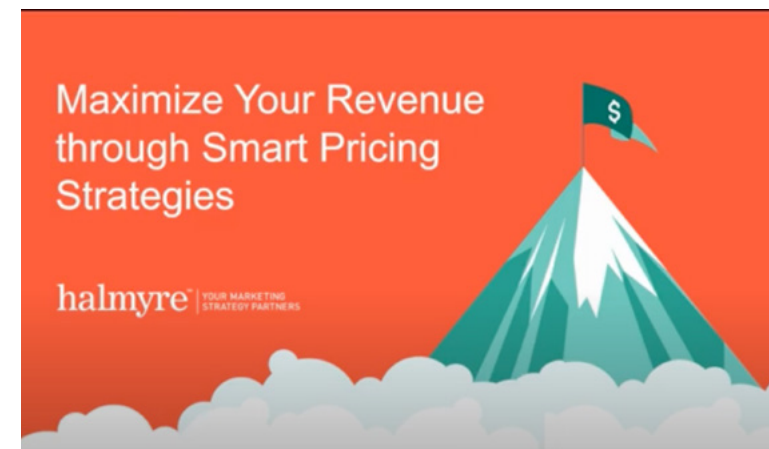
Turn the page with us to learn how Halmyre aligns **VALUE, PRICING, AND MEMBERSHIP MODELLING** to drive association growth and member satisfaction

Halmyre's Unique "3 Ts" Pricing Model for Associations

Yes, of course, it's about revenue first and foremost. However, our creative pricing solutions understand that an association requires three currencies to be healthy.



What is a pricing and revenue strategy anyway?
Here's a primer.



Halmyre Pricing and Revenue Strategy Services

We are your one-stop partner, capable of handling everything required to make your pricing and revenue strategy successful.

- Value proposition audit
- Pricing audits
- Competitive analysis
- Membership structure, packaging, and pricing options
- Product and service pricing options
- Sponsorship program pricing and structure
- Sponsorship pitch-deck preparation and staff training
- Roll-out communications and change management strategy

Preparing Your Board for Pricing Conversations

If you are not prepared, pricing decisions can easily hit roadblocks at the board table where emotion and hesitation can impact sound decision-making. Halmyre's pricing and revenue strategy practice sets the table for these conversations with

- objective analysis of membership and financial data
- clear-eyed triangulation with competitors and market-place dynamics
- a patient change-management approach with associations and their boards to help them understand and acclimatize to recommendations over a series of meetings and engagements to ensure success.

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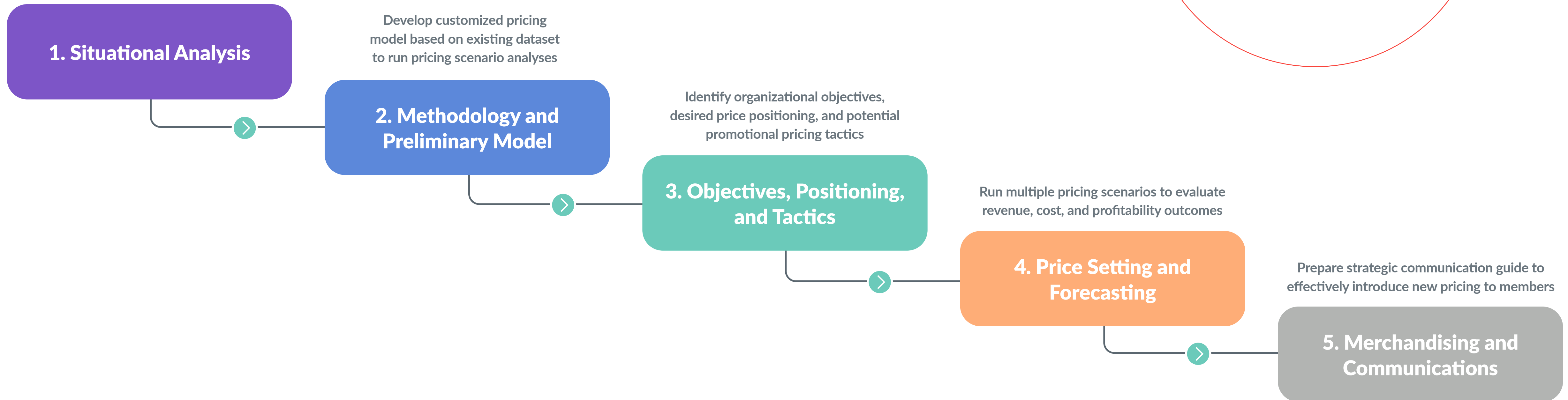
When done properly and thoughtfully, pricing and revenue structure is one of the most strategic tools for an association's member and value perception growth.

CHRISTINE SAUNDERS
PRESIDENT – HALMYRE

Halmyre's Approach to Strategic Pricing, from Analysis to Roll-out

Halmyre will design a model using a disciplined approach that aligns the value you offer with what your audiences care about. We will incorporate market and competitive forces and ensure that how you “merchandise” or communicate pricing changes will be grounded in a change management model that your members will appreciate.

Review current offerings, pricing, and audiences.
Identify opportunities and limitations. Evaluate external competitive offerings and price positioning



Just one client example of success:
the Canadian Finance and Leasing Association saw a

216%

growth in conference sponsorship revenue over their previous record.

What Does Success Look Like?

Price < Product/Service Value
Happy, Satisfied and highly likely to renew

Price = Product/Service Value
Content, satisfied and likely to renew

Price > Product/Service Value
Unhappy, dissatisfied and less likely to renew

Three case studies

To inspire and support your planning

Case study one: Materials Technology Institute

The situation

- MTI was experiencing event revenue pressures, stagnating member growth, and deepening negotiation pressures with new and renewing members.
- A classic pricing and revenue audit unpacked MTI's value proposition issues and articulated priority areas for revenue strength improvements.

Impact to the business

- Provided clear, actionable recommendations to address audit findings.
- Exposed the core issue: MTI was losing high-value members and replacing them with lower-value members.
- Uncovered fragmentation: of 13 membership tiers, 40% of members were in the first tier.
- Identified a meaningful gap in non-member research to inform acquisition decisions.
- De-prioritized conference revenue as an immediate focus.

Takeaways for your planning

- Simplifying membership and fee structures clarifies value and increases efficiency.
- A "one size fits all" approach wastes energy and revenue.
- Research is a critical but often overlooked part of pricing strategy.



Pricing & Revenue Audit

ASSESSING YOUR SITUATION AND OPTIONS

halmyre | **MTI** Materials Technology Institute

Analysis Undertaken

Audit - Identifying Issues & Opportunities

Jan - February 2024 - Halmyre has performed an audit of issues and opportunities aligned to MTI's pricing strategy and overall revenue.

- Several rounds of document exchanges with the client
- Detailed briefing with the client – for further background, context
- 5 x stakeholder interviews
- Working analysis presentation with the client – to check, align and gain understanding
- Development of this report

Our purpose is to unpack the issues and opportunities of MTI's pricing and revenue.

Key Factors for running a Conference

Pricing should be the last factor we analyze

1. Frequency
2. Content
3. People
4. Technology
5. Location/Venue
6. Time/Seasonality
7. Pricing

- Before determining price, determine how customers will value the product/service
- A product's different applications cause different perceived value

Membership is very stable

But Membership dues revenue is declining

- Meaning MTI is losing high value members and replacing them with lower value members
- Or offering discounts and/or incentives to attract new members or retain members
- (and it's not solving the problem)

Case study two: Ontario Public Buyers Association

The situation

- OPBA was motivated to correct an inequitable and inefficient pricing structure and examine membership value.
- There was opportunity to refocus the pricing and membership structure for member satisfaction and financial resilience.

Impact to the business

- Created a new, more equitable membership structure.
- Updated pricing to provide greater value to all membership tiers, which increased OPBA's share of the wallet and simplified administration.
- Implemented guidelines for the development of non-dues revenue and profitability.
- Developed a communications playbook to frame value and aid promotion.

Takeaways for your planning

- An equitable membership structure and updated pricing provide greater value and a stronger foundation for growth.
- Investing in guidelines and playbooks creates consistency, gives staff confidence, and supports profitability.

Our Task

Support, clarify and simplify – where possible

- 202x is set to be a transformative year for the OPBA
 - Fresh start and new direction
 - New leadership/new executive,
 - Need to reviewing revenue structure
 - Evaluate pricing of products & services
 - Finish implementing D2L software
 - Implementing new association management software (AMS)
- How to better position pricing – for clarity, for profitability
- Opportunity identification – ways to strengthen your value proposition, organization to become more resilient

Pricing & Driving to Profitability

PREPARING FOR BETTER VALUE, PRICING & PROFITABILITY

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Walk, trot then run – towards

This is a foundational approach – smart, confident

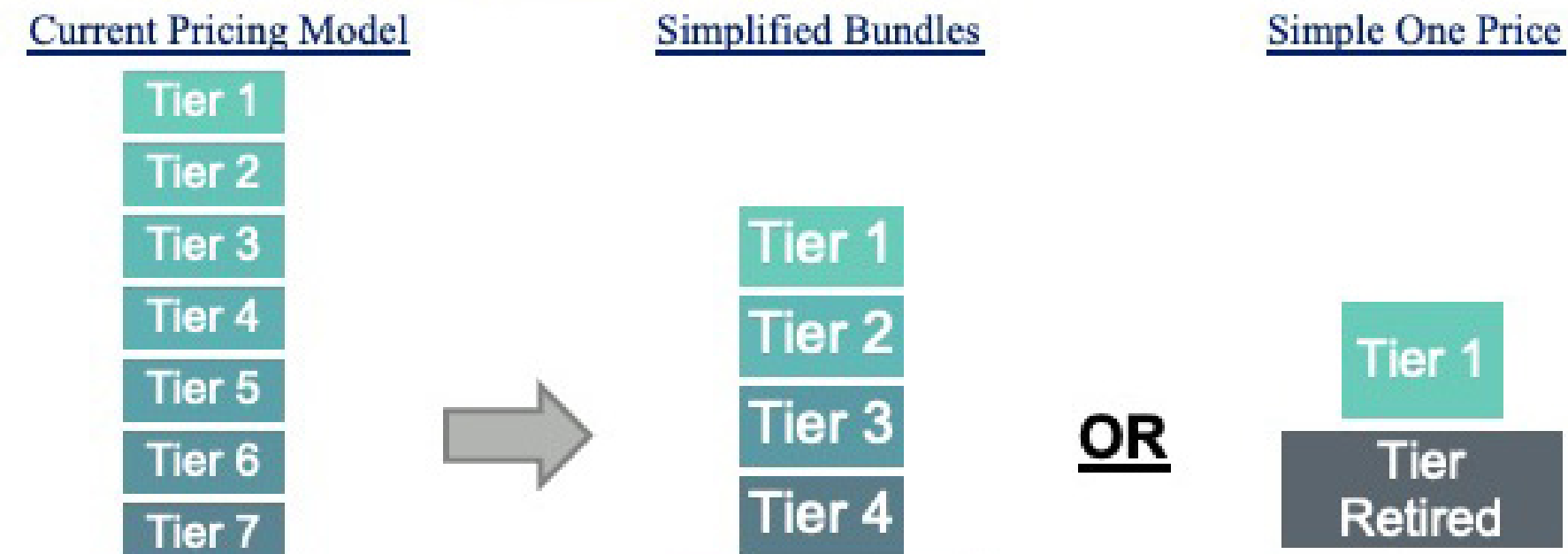
- Confirm approval on new membership “simple”
- Confirm approach on inflationary catch up a
- Start collecting more financial, membership confident decisions in a few years' time
- Understand that costs need to be controlled products/services
- Then develop out new features and benefits interviews
- Lastly, revisit opportunities to improve your p

And always – ask questions!

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Two Options to Simplify the Pricing Structure

How streamlined does OPBA want to make its pricing model?



Potential Revenue Per Member

Based on Aggregate Financials, OPBA is only capturing very low potential revenue (shopping cart) per member

	Member	Non-Member
Member Due	\$0	\$0
Principles Certificate Program *		\$00
Principles Textbook	\$	\$0
OPBA - Supply Chain Canada-Ontario Institute Live Chat Series	\$0	n/a
OPBA Spring & Fall Workshops	included	\$0
Live Conference**	\$	\$
Total Potential Revenue	\$,010	\$,545
Average Revenue Earned per all Membership types in 2021 (973)	\$x.86	

Inflationary Price Increase – 2 Year Catch-

Implement a one-time annual inflation rate catch up in Year One for last year

- Projected price points of the Discount Bundle Model if inflationary price increase the next few years

	Year 0	Year 1	Year 2	Year 3	Year 4
Tier 1					
Inflationary mark-up	8%	4%	4%	4%	
Tier 2 (per #)					
Tier 3 (per #)					
Tier 4 (per #)					

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Case study three: Canadian Finance and Leasing Association

The situation

- Following investments in value proposition, website, programming, and more, it was time for CFLA to revitalize its in-person national annual conference.
- CFLA's sponsorship kit was complex and too much like a checklist; it did not convey value.
- Halmyre applied strategic pricing techniques, marketing messaging, and an ROI-based approach to help CFLA align its value points with sponsor needs.

Impact to the business

- Revenue growth of **216%** for sponsorship over the previous record.
- Sufficient demand that staff had to scramble to accommodate the volume of interest.
- Substantial savings in staff time and effort in selling sponsorships.

Takeaways for your own planning

- Focus on how sponsors will benefit over what they will receive.
- Creating space between sponsorship options helps tell the story of differentiated value.
- Staff are your front-line ambassadors – invest in them and help them succeed..

What does a Sponsor want

What's in it for me (WIIFM)?

1. Reinforce Image
2. Increase Brand Loyalty
3. Create Visibility/Awareness
4. Showcase Social Responsibility
5. Stimulate sales/usage
6. Attract Traffic
7. Showcase product and services
8. Capture databases

Year to Year Performance Tracking

Key Points of "Tracking" Excel Sheet

	2022-23		Difference	
	Projected	Actual	#	%
	Delegates			0
Other Attendees			0	#DIV/0!
Total Attendees	0	0	0	#DIV/0!
Revenue - Registration			0	#DIV/0!
Revenue - Showcase			0	#DIV/0!
Revenue - Sponsorship			0	#DIV/0!
Total Revenue	0	0	0	#DIV/0!
Expenses			0	#DIV/0!
Net	0	0	0	#DIV/0!



CFLA Sponsorship Pricing

INTERIM REPORT: ANALYSIS AND PROPOSED METHODOLOGY



For CFLA this is an all-year event that needs managing

Setup Key Performance Indicators to manage the event

- Pre-Event
 - # of Sponsors
 - # of Attendees
- Showtime/During
 - Real-Time Attendance
 - Session Attendance
 - Social Engagement
- Post-Event
 - # New Sponsor Leads
 - Satisfaction Metrics, e.g., NPS Score
 - Attendees
 - Sponsors
 - # Post Event Survey Responses
 - Suggested changes
 - Keep doings
 - # of social media posts/website traffic
 - Time/# Webinars viewed



The Halmyre Advantage

We Know How Associations Grow

We have served over 100 professional, trade, and regulatory associations across North America. They're our specialty.

Our award-winning experience in helping associations grow relies on our understanding of the strategic and tactical connections between your


- Value proposition
- Performance data and dashboarding
- Customer experience and tech stack
- Creative and branding
- Content and promotional abilities

It is within this total Halmyre Marketing Ecosystem™ context that we provide your association with a solution that is

- Intelligent
- Integrated with your strategy
- Member-centric
- Designed for your size and needs
- A model for growth for years to come

Our 5-star Google reviews

- strategy
- value proposition
- pricing

 Michael Rothe
Canadian Finance and Leasing Association



Halmyre's work has made a meaningful difference to our member satisfaction with their Canadian Finance and Leasing Association sponsorship (they get more ROI and see it more clearly) and this has positively impacted our bottom line. We've doubled our pre-pandemic sponsorship revenue after the revamp and are on track to quadruple our pandemic sponsorship revenue.



Just some of our recent pricing and revenue strategy clients



We are serious about your marketing dollars

Five things about us that may be of interest to your business

We are an Agency of Record for the Ontario provincial government. This means we have met the highest standards of business and creative excellence for the following categories of marketing:

- Logos/wordmarks/visual identity
- Digital products
- Data/information elements
- Illustrations
- Print/digital publications



We have an environmental, social, and governance policy to challenge ourselves to constantly be better actors in the communities we serve.



We are a Certified Women Business Enterprise, meaning that we have met a rigorous independent vetting of our business and can support your supplier diversity programs.



As responsible and prudent professionals, we are fully insured, carrying \$2 million in general liability and \$2 million in errors and omissions insurance to protect both of our organizations.

Our clients will peer-recognized awards. In 2022, 2023, and 2024, four clients won six CSAE Association Centre of Excellence Awards:



for **MEMBER ENGAGEMENT** and **RESEARCH & INSIGHTS**



for **MEMBER PRICING** and **SPONSORSHIP STRATEGY**

FORUM OF CANADIAN OMBUDSMAN



FORUM CANADIEN DES OMBUDSMANS

for **VALUE PROPOSITION STRATEGY AND PLANNING**



for **SPONSORSHIP PRICING STRATEGY**

Are you ready for your future?
Contact us:

Contact Halmyre and ask us anything — you won't get a sales pitch; you'll speak to an association strategy expert and get straight answers to your real questions.

hello@halmyre.com

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