

Refocusing the Value Proposition of a 150-Year-Old Association with “Outside-In” Thinking



In 2016, the Canadian Medical Association (CMA), after 150 years, was looking critically at its own future. Like many professional associations it was facing pressure to demonstrate its value and role to its members. Furthermore, the CMA was over-relying on “selling” memberships based on products and services offered

by its subsidiaries and partners. The CMA needed to develop, enhance and re-articulate its core value proposition – advocacy.

THE CHALLENGE

The CMA supports physicians and Canada’s healthcare future. Its leadership was founded on its role as an advocate for physicians, the medical profession and the health of Canadians.

To ensure future success, associations must take bold steps to create unique value propositions. The CMA made the proactive determination to approach things in a new way.

To carve its strategic future, the CMA needed to step outside of its “inside” perspective and more deeply understand – and respond to – the “outside” perspective of its members.

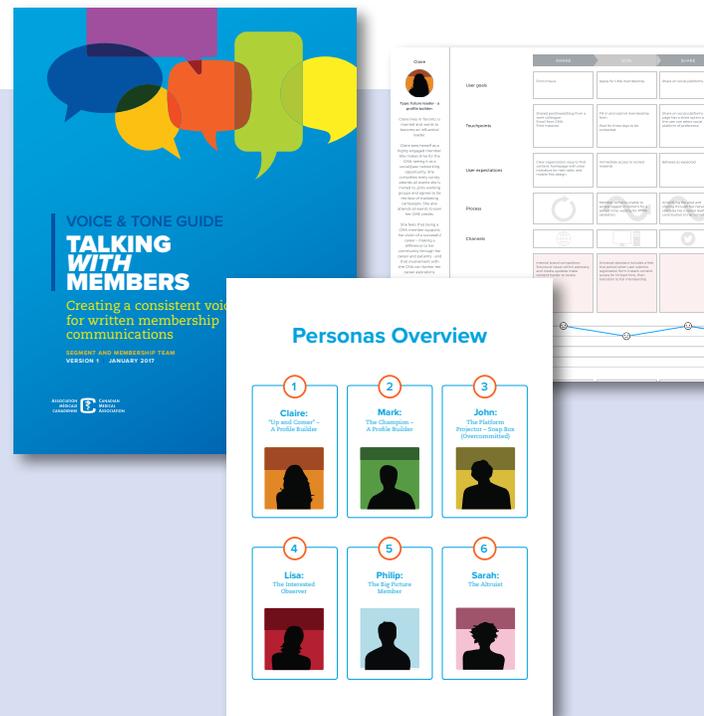
“Our newly created membership engagement team needed to attract, retain and engage our national members. Halmyre facilitated strategic analysis and insights-driven research to help us see our organization more clearly from our members’ perspective.”

John Feeley, Vice President, Canadian Medical Association

Results:

The engagement built the foundation of outside-in, member-led thinking for the CMA. It supported a strategy that strongly influenced a wide array of CMA initiatives:

- Value proposition – at the heart of the CMA’s Vision 2020 Strategy
- Journey maps – that influenced the digital customer experience
- Membership programs – enhanced planning to drive better engagement
- Tone and Voice Guide – guiding communications from the C-suite down



THE SOLUTION

The CMA collaborated with Halmyre to facilitate a strategic understanding of the CMA’s value to its members and to create a new method for analyzing the organization from the “outside-in” to ensure member-led thinking was central to strategy development.

Halmyre led a multi-phase engagement to reset the CMA’s membership engagement plans to:

- Articulate a clear, singular, powerful value proposition
- Develop six distinct member personas to drive engagement in membership acquisition and retention
- Map the customer experience for those personas – online and offline
- Craft a Tone and Voice Guide and lead workshops to train front-line CMA staff to better engage with members
- Document plans to drive the strategy forward through acquisition, retention and on-boarding

GOALS

Key success factors:

- Influence all departments of the organization with the insights gathered about members
- Unify the organization to better serve members
- Clarify a singular value proposition for the CMA – without the features of subsidiaries

Key performance indicators:

- Uncover the hidden gems in the research and leverage them to drive differentiation
- Focus on outcomes that matter to members, not to the organization
- Genuinely care about the experience of members
- Drive listening and action within the organization
- Lead the organization with outside-in thinking – the members’ perspective

PROCESS

The CMA engaged Halmyre to design and lead a customized consulting engagement involving strategic advice, research, customer experience design and communications support through tone and voice guidance. The engagement was collaborative and was designed to involve as many internal stakeholders as possible for strength of results. It included:

- Conducting a detailed review and prioritization of all current membership engagement efforts
- Facilitating internal stakeholder strategy sessions with all levels of the organization
- Mining existing one-on-one interviews with members and stakeholders for persona and user experience insights
- Developing detailed journey maps
- Developing and leading customized tone and voice writing workshops to enable organizational adoption of the new value proposition and personas
- Deepening understanding of personas through social media analysis to gain actionable insights