

Membership Programs

Submitted by Terry Monroe

ISOC is entering an exciting time as it relates to membership. We see much opportunity to grow the membership, to provide new member programs and services and to attract new sources of funding and sponsorship for ISOC's programs across our pillars in 2007-2009.

Our ability to realize these opportunities will benefit greatly from the addition of several highly qualified individuals to the membership department, thereby giving us both the expertise and the human capital necessary to implement change. We expect to be fully staffed in the membership department by the first quarter of 2007. In addition, we are planning an additional hire and one employee internal move to allow us to increase the expertise available in support of chapters. Dawit Bekele, Manager of the African Regional Bureau is now onboard and we are reviewing candidates for the Latin American Bureau and expect to have that position filled by year's end.

ISOC's membership program for 2007 will focus on the following areas:

- Organizational member growth
- Chapter development program
- Regional Bureau Program
- Infrastructure improvements to support members/chapters

Each of these areas is discussed in detail below. The activities associated with each are multi-year initiatives to be developed and built upon through 2009. Also, each of these areas will be developed in conjunction with and in support of our Education, Standards and Policy pillars.

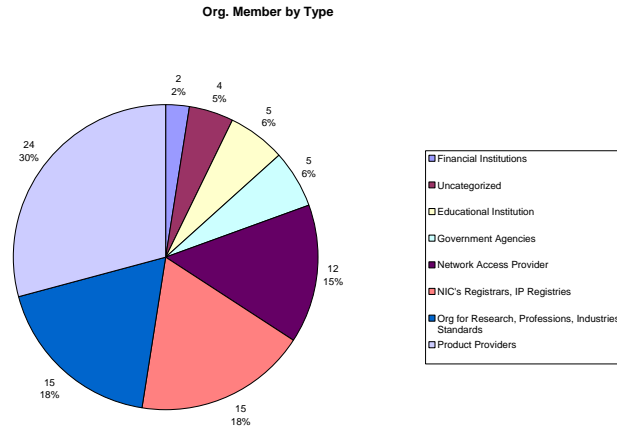
2007 Activities

1. Organizational Members

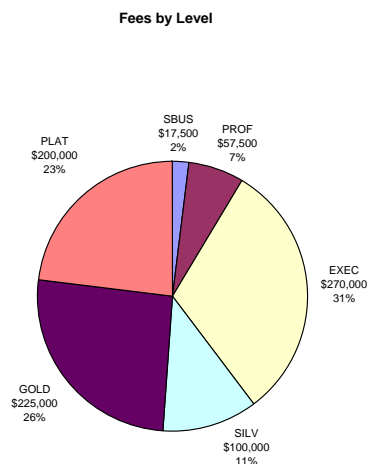
Growing organization membership is a critical goal for 2007. To accomplish this goal requires retaining current members and attracting new members. Retention and recruitment strategies will focus upon (1) examining the benefits and value proposition, applicability of the current dues structure, and membership levels; (2) assuming changes are required, determining what those need to be; (3) developing a action plan for recruiting new members.

a. Membership Audit

Organizational members represent many different constituencies, including network access providers, product providers, educational institutions, registries, financial institutions, government agencies, and organizations for research, professions, industries and standards. Of our current 82 organizational members, product providers represent the largest grouping, with 24 members.



Product providers also lead in the amount they pay in membership dues. In 2006, they are projected to contribute 365,000 in dues, representing 43% of total membership revenue. They are followed by the NIC's, Registrars & IP registries, which contribute \$260,000 in dues (much of that coming from our Platinum members)



Looking at financial support by level, we see that 11 Platinum and Gold members represent \$425,000 in FY 2006 dues, or 49% of total dues revenue. These statistics highlight the importance of member retention, as the loss of any of our top tier members can have a significant negative impact on membership revenues.

As for the reasons for being a member, a 2005 survey found, not surprisingly, that respondents identified ISOC's support of the IETF's standards work as the primary reason for membership (it should be noted, that only 10% of org. members responded to the survey, and of those respondents, nearly all were from the vendor category).

We would expect that ISOC's efforts in supporting the activities of the IETF will continue to be the main reason that many of our organizational members remain in ISOC. For some of our newest members (e.g., Verizon, Boeing), however, our expanded public policy activities will be important to their continued membership.

b. Retention

A key to retention is improving member outreach and making sure that members are getting full value from their membership. Another strategy is to broaden the number of individuals and divisions within each member company who participate in ISOC and utilize our programs and services. This tactic has two benefits: (1) the more people that utilize the membership, the greater the perceived value of ISOC to the company; (2) should the primary contact leave, ISOC still has a chance to retain that member since others in the company will be familiar with the value of ISOC membership.

Retention ideas include the use of subgroups with the Advisory Council, thereby allowing subsets of organizational member companies and their representatives to come together on issues of interest to them. We also should improve the way we disseminate information to the members. Targeted e-newsletters, new features on our website, blogs, etc. are some ideas for improving member outreach.

Another retention issue relates to the dues structure. We recommend revisiting the distinctions and benefits among the various levels of membership (executive, silver, gold in particular) to ensure they remain appropriate given our principles and purposes. We will bring a recommendation to the Board by year end 2007.

c. Recruitment

There is significant opportunity for ISOC to expand the number of organizational members. This requires that we fully engage organizations that directly benefit from the work of the IETF or participate in its operational management such as ISP's, etc. We will also revisit supporting tools/information to allow all staff members, Trustees, etc. to more easily make referrals and participate in outreach activities to prospective new members. ISOC also must be more active in promoting its message and value proposition to prospective members. Central to our recruitment activities is a major initiative for a marketing outreach program. The description of this initiative follows:

d. Marketing Initiative

Abstract:

This initiative will focus on developing a marketing outreach program that enhances ISOC's visibility within the global community of Internet supporting organizations and those organizations that are benefit from the Internet, promotes ISOC's value proposition, and more clearly defines the benefits of membership.

Description:

Growing organization membership is a major objective for 2007-2009. To be successful, it is important that ISOC (1) increase its visibility among Internet supporting organizations as well as those organizations that benefit from the Internet; and (2) clearly articulate its value proposition to these organizations. We propose to accomplish these activities by developing a marketing outreach program.

We expect this program also will benefit our outreach to potential sponsors of future IETF meetings. For 2007, there is a \$325,000 commitment in the IASA budget, which is in line with our commitment to the IETF per RFC 4071 and supported by a

change in the meeting management and host models as agreed by ISOC and the IAOC during 2006. Agreements are in hand today totaling \$175,000 for 2007 and we are confident we will meet this target.

A multi-tiered marketing outreach program will be comprised of the following components:

- Review ISOC's current marketing materials and assess their effectiveness and relevancy in attracting new members.
- Analyze and segment prospective customer base to assist in marketing campaigns aimed at growing membership and program revenue.
- Survey prospective members to determine their knowledge of ISOC, its mission and work and what they are looking for in terms of value proposition.
- Refine and expand ISOC's value proposition to prospective organizational members (we will work with the Advisory Council and selected past members on this task).
- Develop new marketing materials, with an emphasis on multiple levels of marketing collateral which is targeted to those organization segments we identify for membership.
- Implement new electronic approaches for membership recruitment (e.g., blogs, e-marketing, website enhancements, etc).

Involvement of and benefit to ISOC community:

The potential benefit of this initiative is significant to the ISOC community assuming we will be successful in attracting new members. Membership growth will generate new revenues to support ISOC's activities in standards, policy and education. And, as ISOC's membership increases, so too will ISOC's standing as the voice for the global Internet community globally.

Partners:

As part of our market outreach program, we will look for partners, both within our membership, as well as outside ISOC, to assist us in promoting our message.

Sponsors:

As noted above, we will be using our marketing outreach program to reach out and sell the value proposition of ISOC sponsorship. Telecommunications operators and ISPs are an example of new sources of potential sponsorship that ISOC should target. We also will be working with Education and Policy to find sponsors for several of their programs, including support of the IETF fellowship program, technical training programs, IGF-related meetings, Internet Pavilion, etc.

Measurable goals:

The 2007 projects revenue of \$400,000 for platinum members, \$800,000 for organizational members \$325,000 for IETF meeting sponsorships, and \$150,000 for miscellaneous sponsorships (supporting the Education and Policy programs).

Risks:

None. Getting the word out about ISOC and its value proposition is critical for growing membership and attracting sponsorship.

Costs:

The budget proposal for marketing outreach efforts in 2007 is \$150,000, which is broken down into \$100,000 for an outside marketing firm to help ISOC shape and promote its message and an additional \$50,000 for design/printing costs.

2. Chapter & Individual Members

Our chapter activities in 2007 will focus on chapter development. As of October 2006, we have 77 active chapters, with another ten chapter applications pending. We are very excited to have Anne Lord lead our chapter development program in her new position as Sr. Manager for Chapters & Individual Members. Anne brings to this position a strong understanding of the Internet and the Internet community, knows how to build member programs, and has comparable "chapter experience" in her workings with the National Internet registries. For 2007, we are raising significantly our commitment to funding of our chapter development program. This is in addition to funds ISOC is committing to our Regional Bureaus for 2007, as well as support being provided to upgrading our membership management system and IT infrastructure, and improved communications processes, all of which will benefit our chapters and individual members.

a. Chapter Development & Professionalism

The level of chapter development is quite varied among the chapters, with some having a good infrastructure, organizational/leadership structure and active membership, while others are struggling to remain viable. With the addition of our new Sr. Manager for Chapters and Individual Members (Anne Lord) this fall, ISOC will focus in 2007 (and beyond) on working to create strong and professional chapters. This will include: working with chapters on improvements to the ISOC database (see below), improving chapter-to-chapter communication (through our website and e-mail communities) to allow for sharing of "best practices" among chapters; (3) hosting an annual in-person regional symposium that would bring together chapters within a region to network with each other, to learn about ISOC's activities in education and public policy, and to provide a forum for discussion of chapter topics and skills for improving chapter operations.

b. Project Funding Initiative

In 2006, four applications (out of 27) were funded in the Spring round. The second round is now being vetted by the Committee and you will see more on this subject elsewhere. We have 17 applications in the Fall Round and they appear, on an overall basis, more likely to achieve a higher percentage of funding than the Spring Round. For 2007 and beyond, we see the project funding initiative as playing an important role in our chapter development strategy.

c. Regional Bureaus

An important component of our chapter development and expansion activities will be our Regional Bureaus. In 2006, we launched our first Regional Bureau in Africa. We are replicating the same process that we used in Africa to hire a Regional Bureau manager in Latin America and the Caribbean. We expect to have a short list of

candidates by mid-November for interviewing by the entire team and including our ISOC friends in the Region (Rosa Delgado, Eduardo Diaz, Raul Echeberria, Alejandro Pisanty, Sebastián Ricciardi, and Edmundo Valenti). We expect an offer to be made by the end of November/first week in December.

As discussed in the 2006 budget book, the relationship between the Bureaus and the in-region chapters will be as follows:

- The Bureaus will support and amplify existing chapter initiatives and encourage new regional initiatives among chapters;
- The focus of the Bureaus will be at the regional and sub-regional levels, not the national levels;
- The Bureaus will be a resource for chapters and will encourage but not direct chapter activities at a regional and sub-regional level;
- The Bureau representative will be an extension of the ISOC team in the region, including functioning as an integral part of the internal ISOC Chapter/Member team.

We will use the first part of 2007 to get the Bureaus fully operational and also to gain experience with the Bureau model. We will use the lessons learned from our initial Bureaus in Africa and Latin America as we consider creating a 3rd bureau (target date mid-year 2007) for Asia.

d. Chapter Outreach

It is clear that the Board and Senior ISOC Management desire more and more helpful chapter outreach. We have made this a conscious effort but there is more to be done and the 2007 budget, as you will see, has additional resources dedicated to continuing this upward trend of chapter outreach.

Since January 1st of 2006, David McAuley has sent 34 direct notes - nearly one a week (excluding newsletters and formal requests) - to the chapter delegates with announcements (not including the newsletter related items), requests for feedback, notices of important initiatives/requests and the like. In addition he sends out monthly requests for newsletter information from the chapters and then sends the newsletter itself monthly. He and Terry Weigler have had many more individual contacts with chapters. Dawit Bekele has already begun the process of chapter outreach in Africa and we expect to expand on this outreach with the addition of our new Regional Bureau in Latin America (and Asia later in 2007) and with the addition of our new Sr. Manager for Chapters and Individuals.

Chapter status:

this is where the status report should go (and the table Terry and David are working on)

e. Hall of Fame/Internet Pioneers

A new initiative for 2007 is the Hall of Fame/Internet Pioneers project. This idea was first proposed in 2003, but not pursued due to budget constraints. We now recommend moving forward with this initiative. The objective of this project is to recognize on a global basis individuals who have made significant contributions in the

Internet field. As well as honoring the individual's contributions, a global 'recognition' would serve as a resource base for local and global initiatives and also help ensure appropriate recognition of an individual's contribution within their own geography, thereby aiding the development of the Internet and significantly helping in our community building and outreach efforts. Chapters would be solicited to assist in gathering information on Hall of Fame candidates.

f.. Individual Members

As of October 2006, we have 23,670 individual members. This is down by nearly 900 since the last report but in the interim we have taken a close look at scrubbing out inactive and inoperable e-mail addresses (the requirement of membership). The overall upward trend appears to be continuing.

The *Sustaining Member* level of individual membership is now at 126 (86 paid, 40 renewals pending) and progress continues to be slow in convincing members and friends of the ISOC community to join at this paying level of membership (\$75/year). For 2007, we will review the value proposition for becoming a sustaining member to see what changes, if any, are required to attract more individuals to sign up as paying members.

4. Infrastructure Improvements

a. Membership Database

Improving our membership database will be a major activity in 2007. The long history of the current GO system will not be repeated here; we are keenly aware of the lack of favorable comments regarding the system and its implementation, by the members.

A chapter survey completed this past July yielded valuable information regarding member priorities for the ISOC database. In addition, we have generous offers from several of our chapters and individual members to participate with ISOC as we consider improvements to our database capabilities and we fully expect to take them up on that.

Any decision on how best to proceed is currently pending as we fill out the staff positions. We want to ensure that whatever decisions are made have the full input of our new Director of Development and Membership and our Sr. Mgr for Chapters/Individual Membership. We remain committed, however, to moving quickly on this matter.

For the 2007 budget, we have included \$50,000 in the event it is determined that the best course of action would be to build a new system (or if we decide to keep the current system, but determine we need upgrades).

b. Website

In the SOP, we made several recommendations under the Communications section to improve member outreach programs, with a focus on developing new ways of communicating. Those recommendations included:

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- Re-design the ISOC website

- Blogs, RSS Feeds
- Posting of Chapter News
- Improve interactivity (online surveys, Wikis)

As part of our strengthened focus on IT, many of these recommendations have already been put into practice with the implementation of new methods and tools on our web site.

Continued efforts in this area will not only help with member outreach, but also will support the efforts of our Education, Policy and Standards program areas. The Membership Department will work closely with the Communications Department, the IT Department, and our members in this area.