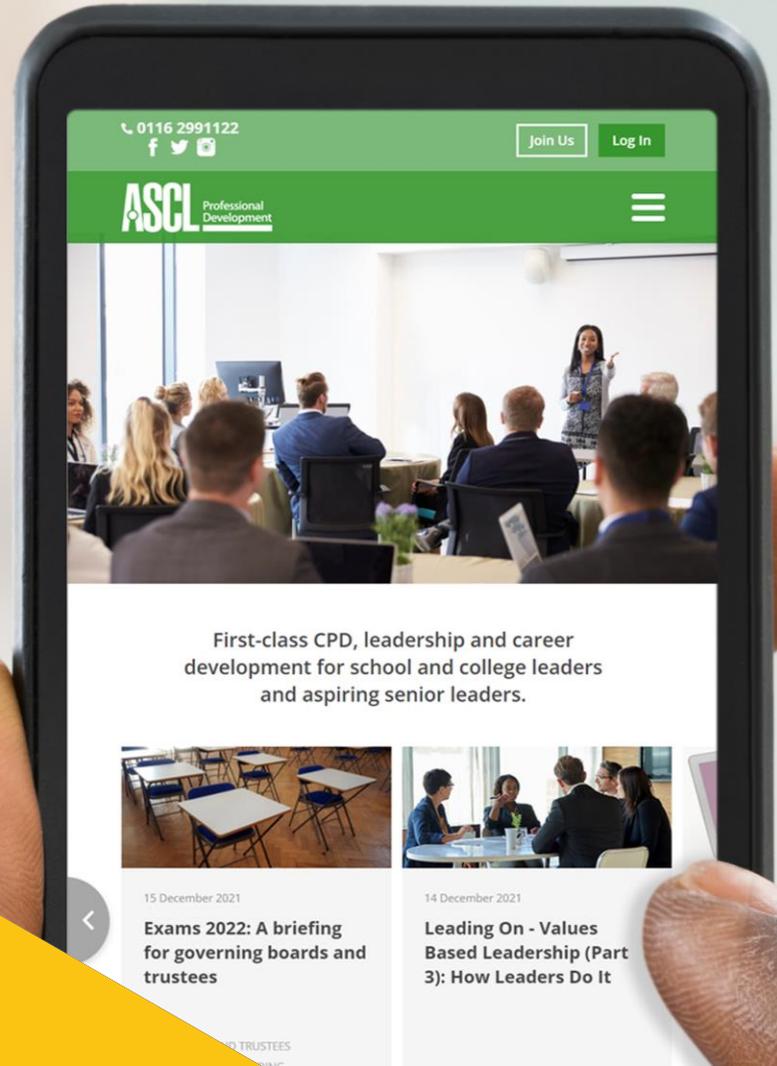


Here are your top strategies to drive membership growth

Practical help on recruitment and fixing the leaky bucket



Your hosts today

Allen Reid, Jeremy Jalie, Steve Sydee



Allen Reid

Independent Non-profit consultant



Jeremy Jalie

Business Development Lead



Steve Sydee

Head of Sales and Marketing

Contact info@smartimpact.co.uk

Webinar etiquette



This session will be recorded



Please **use the chat box** for any content-related questions for the speakers



Send in your questions at any time during the webinar



We will address as many of them as possible them **during the Q&A session** at the end of the presentation



Please check your microphone is on mute



Today's agenda

1

Introducing
the
challenges

2

10 strategies to
achieve
membership
growth

3

Audience
**questions
and answers**





Allen Reid

Independent non-profit consultant

1

Let's understand the challenges first

Attracting and retaining modern digital consumers into membership

What's happening in the membership world?

There are some real challenges

- The Membership Marketing Benchmarking Report shows **45%** of Associations with a decline of (average) **9%** compared to the previous year.
- A GrowthZone survey of Associations showed **57%** saying member recruiting is among their top challenges
- “Only **29%** of Associations saw an increase in new member acquisition in 2023, a decline from the prior year”.

But it's not all doom and gloom

- Some associations still saw membership growth last year **26%**
- One of the most critical factors was “**A continuing focus on membership recruitment efforts.**”
- Associations with an ongoing recruitment strategy were far more likely to see overall membership growth (**63%**, compared to **7%**).
- Also, Associations with more young members (under age 40) reported higher levels of membership engagement.





So, what can membership bodies do about this?

The good news is you can start with small steps that have a big effect.

Here are nine practical areas you can focus on that will make all the difference



1

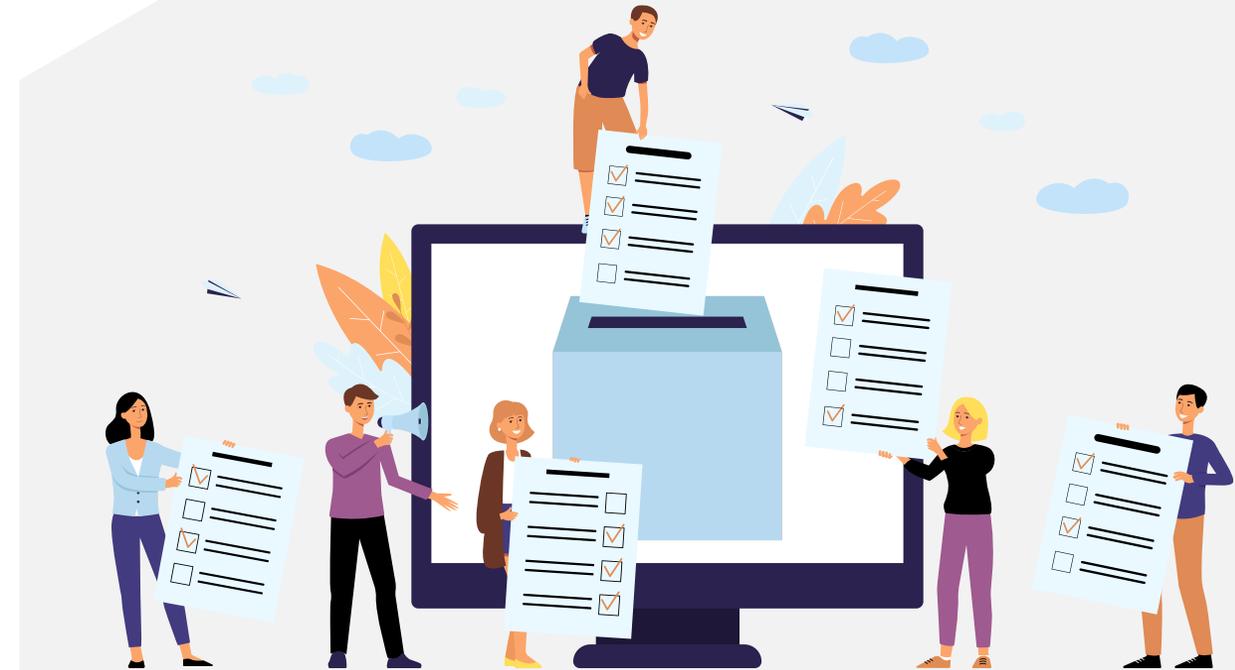
1. Getting and retaining younger members

Interesting survey factoid

According to Abila's member engagement study:

“Professional associations should focus on recruiting new members who are still early in their career – either students or young professionals up to five years in work.”

This makes a lot of sense and has important implications



Getting and retaining younger members

Understanding what young members value



They want a job and promotion

- Develop new skills in their field.
- Add credibility to their CV.
- Help them show commitment to learning



They want connections

- Forge new connections through networking
- Learn from more experienced people
- Find people who will help them get the next job



Get qualified and show it

- Keep up to date with industry trends
- Show a commitment to CPD
- Provide affordable industry qualifications



They want cheap stuff

- Sorry, but the research shows it's a big factor.
- Young people are used to getting 'intangible' benefits (including training) for free

One of the most effective strategies for young people

Offer a mentoring programme

Millennials and Gen Z value collaboration, they crave development, and they want to find answers to their questions quickly.

A study by PGI found that 75 percent of millennials want a mentor and deem mentoring crucial to success.

The magic of a mentoring programme is that provides the Association with double-benefit:

Both the mentee and the mentor are more likely to feel greater membership value



One of the most effective strategies for young people

Case Study - Society of Petroleum Engineers

“Our eMentoring Program gives SPE members a way to contribute by sharing industry insights and career advice with young professionals, or by helping university students with career direction.”

Sandy Wilson manages the eMentoring program at SPE. *“It’s a volunteer opportunity for our professionals and a way for them to give back by sharing their experiences.”*

“We can match members in remote areas as there are no boundaries, no borders with electronic mentoring,” said Wilson. “You can mentor anyone, anywhere, anytime.”



SPE provides unparalleled insights, shared expertise, life-long learning and community strength to fuel the success of our members and the future of the industry.

Practical strategies for recruiting young members

01

Platform Preferences:

Don't be in the dark.

Survey current young members about their preferred platforms and analyse engagement rates on past association posts

02

Social media strategy:

Exploit social media strategically to engage potential younger members. Your best social media content – posts from your own younger members.

03

“Boost your career”:

Explain clearly how membership will help find the right job, get the right promotion, get a good appraisal

04

Revise your value proposition:

Clearly communicate the value of association membership to attract younger professionals.



05

They love a bargain:

- Try before you buy
- Time-limited access to free content
- Free webinars or courses



06

Listen, listen, listen:

Do not presume you know!
Regularly seek feedback from younger members and be willing to adapt strategies based on their preferences and needs.





2

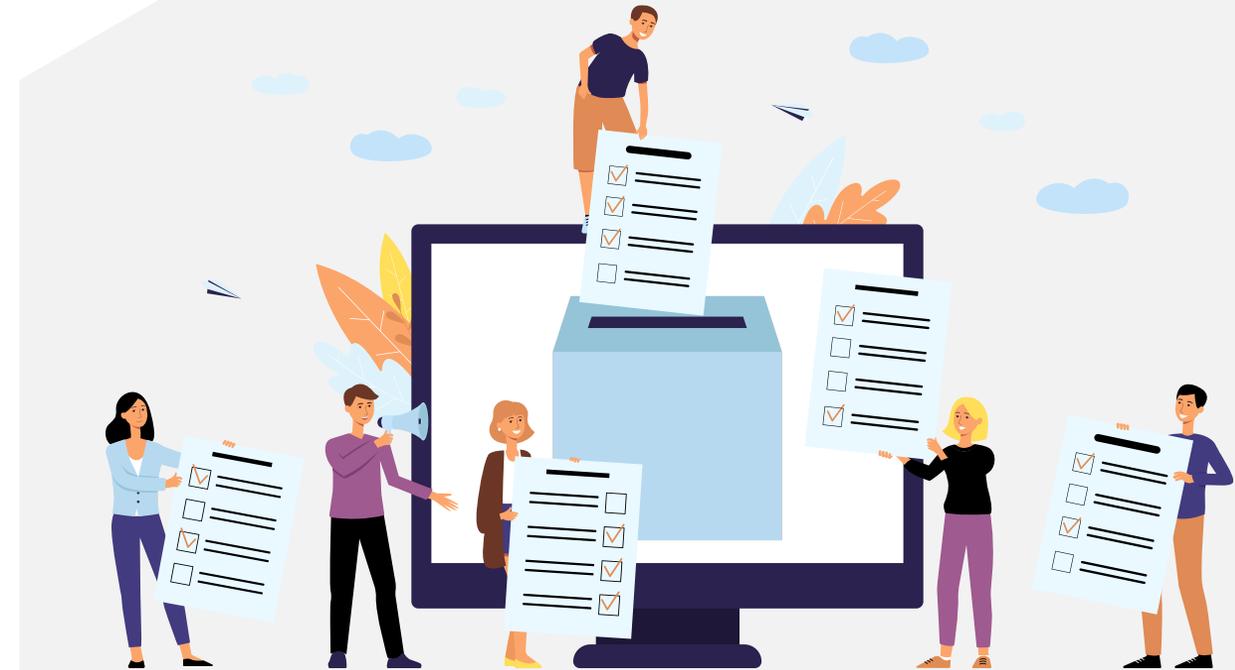
Innovate to recruit new members

Interesting survey factoid (ii)

The percentage of Association executives who consider their organisation very or extremely innovative has seen a significant increase (**29%**, up from **20%**).

The ability to innovate correlates with increases in new members. An impressive **78%** of Associations reported that they developed new products and services to assist members and member companies over the past year.

Source: *Membership Marketing Benchmarking Report*



A one of the major blockers to recruitment

Analysis paralysis

Or, I just don't know how to get started!

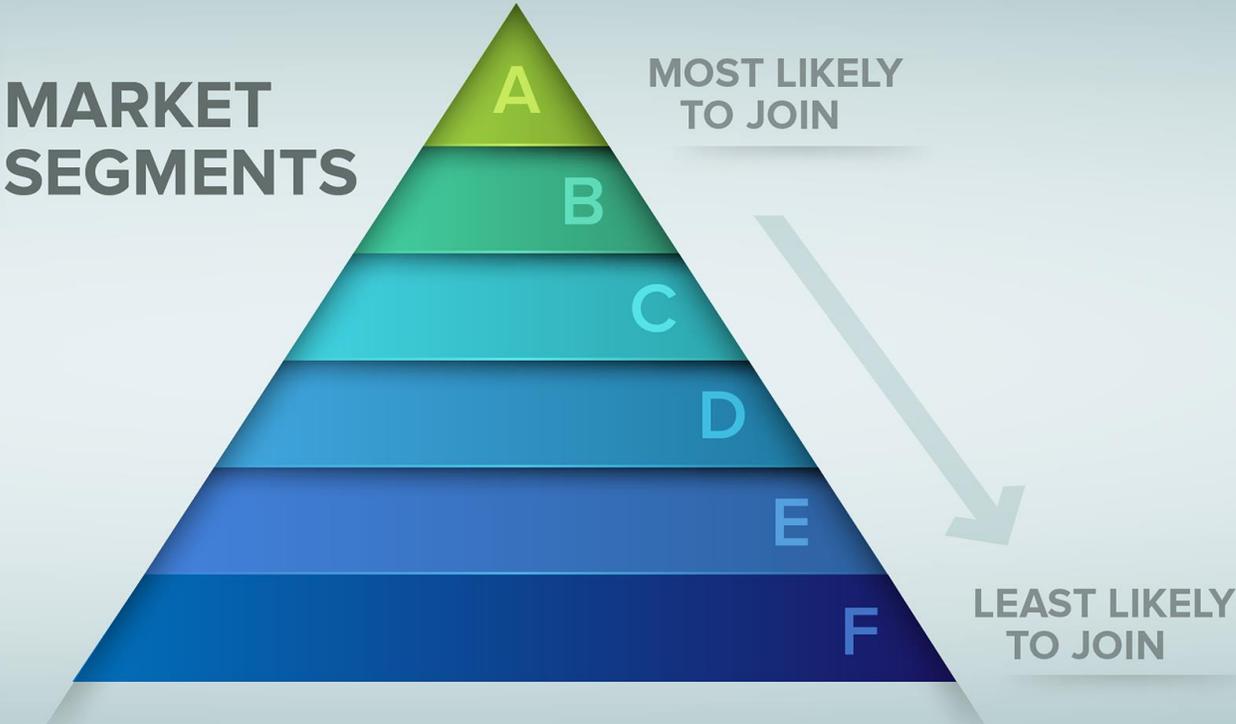
Some Associations spend so much time and effort researching, debating, and planning that a program is delayed or, in some cases, never implemented.

Let us introduce a simple tool you can use today:

The “one page recruitment plan”



Introducing the Membership Recruitment Marketing Matrix



CHANNELS	VALUE	OFFER	MESSAGE	FREQUENCY

Includes each of the critical coordinates for creating an effective plan by connecting each potential membership segment with the proper **channels, value proposition, offers, messages, and frequency.**

Start by listing your market segments—from most productive to least productive. The top layer includes the very best candidates, and each lower layer displays less-qualified options sequentially. The bottom layer can represent entirely new membership markets that you are trying to reach.

Let's use an example – Recently lapsed members



Most associations will find that their very best performing potential prospects include recently lapsed members. So, these prospects will go in the top segment

Here's an example of how to use the matrix for one segment—recently lapsed members.

- **Marketing channels** – Lapsed members are the most responsive segment with an established relationship, all marketing channels can be deployed, including more expensive channels like telemarketing are appropriate.
- **Value proposition** – Lapsed members may not renew out of financial panic or simple “passivity” Offer opportunities to reengage with their peers through networking and career assistance
- **Offers** – Incentives like discounts or free months of membership. Give reason to act promptly
- **Messages** – Former members do not need a detailed explanation of the benefits. Keep it short and to the point: “We want to welcome you back into our community.”
- **Frequency** – Because lapsed members are the most likely segment to join, they can support the highest level of contact. A reasonable frequency of contact would undoubtedly be ongoing digital ads, a monthly email, a quarterly mailing, and an annual phone call.



3

Really work on great onboarding

A tale of two on-boarding processes

(I joined two membership bodies in early 2022)

MEMBERSHIP BODY 1

MEMBERSHIP BODY 2

A tale of two on-boarding processes

(I joined two membership bodies in early 2022)

MEMBERSHIP BODY 1

Joined online

MEMBERSHIP BODY 2

Joined online

Dear Allen,

We hope you're doing well! It was great to chat to you the other week and hear your thoughts about your Fellowship experience so far.

We would be delighted to invite you along to our next Fellows welcome event on **Tuesday 24th Feb from 18.00 – 19.30 BST**. You can register for the event via Eventbrite [here](#). We're committed to making your time as a Fellow as impactful as possible, and the welcome event is a great space to learn a bit more about how you can engage with the RSA community, so we hope to see you there.

If you can't make the event this month, then we'll be running another on **26th March** as well. Keep an eye on your inbox for more information in the weeks to come for more information!

We know some of you had specific queries about various aspects of Fellowship and we'll endeavour to respond to those questions individually. In the meantime, if you want to get in contact then please do drop the Fellowship team an email at fellowship@rsa.org.uk.

All the best,

Nik

A tale of two on-boarding processes

(I joined two membership bodies in early 2022)

MEMBERSHIP BODY 1

UPCOMING TALKS & EVENTS

in



The cost of living precariously
Thursday 24th February 2022 at 13:00



The story of disorder

Thursday 3rd March 2022 at 13:00

How should we understand the turbulent age we're living through? Professor **Helen Thompson** examines the geopolitical, domestic, and economic histories of the current moment, and what we can learn from the challenges of today.

▶ REGISTER YOUR INTEREST

MEMBERSHIP BODY 2

Joined online
Initial capture of interests

Thanks and welcome.
No personalisation or relevance
No response from me

Newsletter with little apparent
personalisation. No response from me

Allen Reid

Over 20,000 Fellows have an online profile. Find out how to set up your own and you can start connecting with the issues and people that matter to you.

▶ GET STARTED

A tale of two on-boarding processes

(I joined two membership bodies in early 2022)

MEMBERSHIP BODY 1

Joined online
Initial capture of interests

Thanks and welcome. Good introduction
to relevant content.
Invitation to get involved in events and refine profile
Clicked through to refine profile and interests

Two personalised e-shots of relevant content,
further invitations to get involved.
Phone call! Am I aware of the benefits I have paid for?

Two personalised e-shots of relevant content,
further invitations to get involved.

Jan

Feb

Mar

MEMBERSHIP BODY 2

Joined online
Initial capture of interests

Thanks and welcome.
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Phone call! Am I aware of the benefits I have paid for?

Two personalised e-shots of relevant content,
further invitations to get involved.

Book and attend good quality webinar.
Read two articles

Jan

Feb

Mar

Apr-Sep

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Mar

Newsletter with little apparent
personalisation. No response from me

Book and attend good quality webinar.
Read two articles

Apr-Sep

Newsletters with little apparent
personalisation. No response from me

Likelihood of renewing? 80%

Oct

Likelihood of renewing? 0%

Go overboard with on-boarding

- If you do nothing else from today's session, go and review your on-boarding process and "first year" processes
- Research shows this is the **most impactful** part of the relationship
- Of course, you only get one chance at a first impression

Must-haves and ideas:

- A personalised welcome letter
- Calendar of upcoming events and webinars
- Welcome brochure with some goodies
- A benefits sheet with channel information.
- Membership perks include discounts, promo deals, and offers
- Login credentials to your website and communities
- App download, if you have one
- Get on the phone! (You will learn so much from a 10-minute call)



A quick poll

How would you describe your “value proposition” for members?

- Quite poor – not the best value for money
- OK – I would buy it, but lots of room for improvement
- Compelling – good value for money



4

Fixing the leaky bucket

To state the obvious...

Reducing your loss rate is just as important as your recruitment

Too many Associations and Unions accept a rate of churn as just a fact of life.

The reality is that most members do not renew because they are not feeling the value or need..

...and a surprisingly high number are happy to renew but just don't get round to it

Either way, churn **must not** be regarded as just a fact of life – you can do something about it.



The key to increasing member retention?

AWARENESS

RECRUITMENT

Continually evolve your value proposition >>>

>>> Measure it >>> Refine it

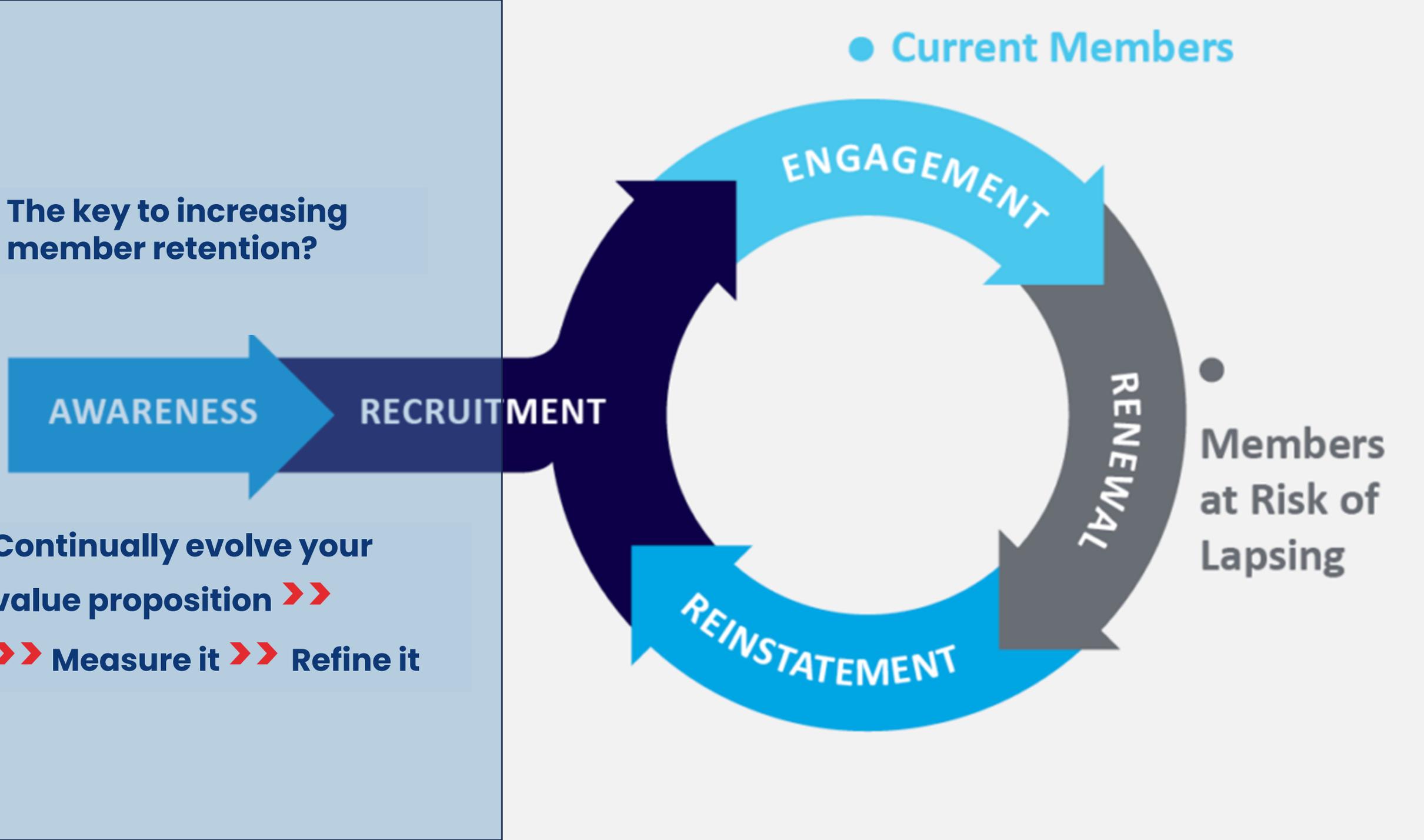
● Current Members

ENGAGEMENT

RENEWAL

REINSTATEMENT

● Members at Risk of Lapsing



***Demand* members use their benefits**

- Most members make little use of their member benefits – this must be seen as a **huge problem that needs addressing**
- Make it as easy as possible to use benefits – convenient channels, push-delivery
- **Remind them of their benefits** – done right, this will always be welcome (make it interesting, contextual, personal. Tell member stories of what they used and how it benefitted them)

Benefits ideas:

- Member-only communication
- Member-only events
- Member-only services
- Networking opportunities
- Career development tools
- Useful webinars
- Affinity programmes
- Engaging content
- Member discounts
- Mentor programmes
- Volunteer opportunities

And have an ongoing phone outreach campaign to see what's working



5

**Develop (and push) your
value-added benefits**

The most effective membership benefits



Professional Development:

Workshops, webinars, and certification to help members advance their careers.



Networking Opportunities:

Create events and forums for members to connect, share ideas, and collaborate.



Exclusive Content: Provide members with access to exclusive articles, research papers, and industry insights.



Member Discounts:

Negotiate discounts on products, services, or conference fees exclusively for members.



Mentorship Programmes:

Pair experienced professionals with newer members to foster growth and learning.



Recognition Programmes:

Acknowledge member achievements and milestones to show appreciation for their involvement.



Advocacy: Represent members' interests in legislative or regulatory matters affecting the industry.



Job Boards: Provide a platform for job listings and career opportunities within the industry.

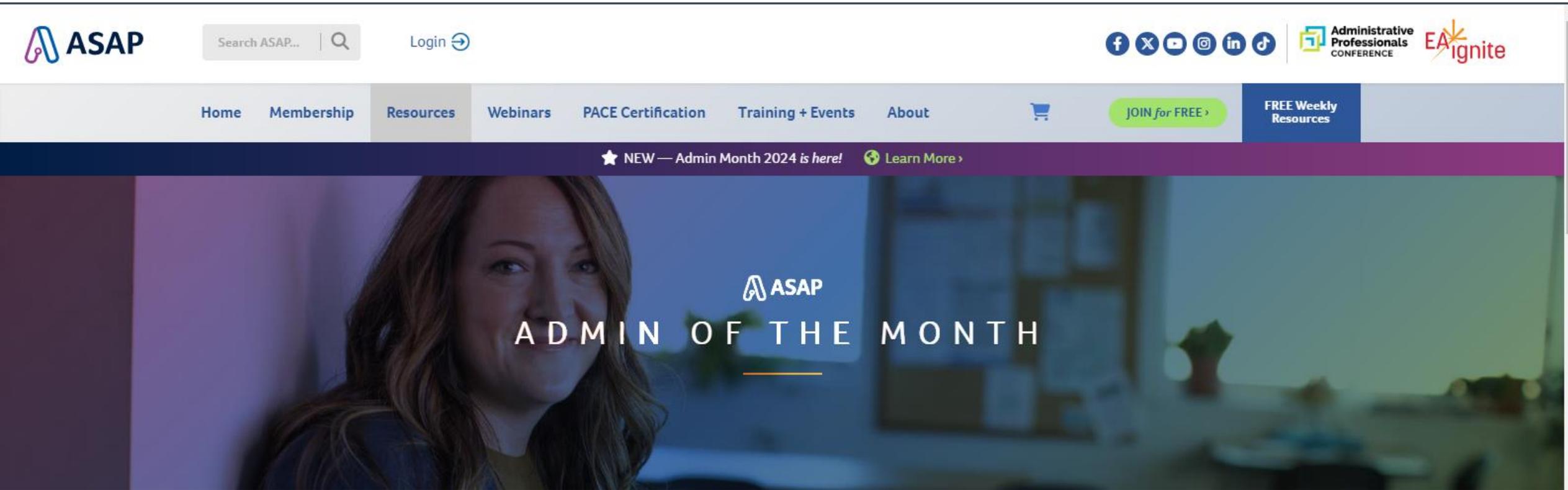


Partnership Programmes:

Partner with companies to offer members special rates on services like travel or software.



Member of the month award



The image shows the top portion of the ASAP website. At the top left is the ASAP logo. Next to it is a search bar with the text "Search ASAP..." and a magnifying glass icon. To the right is a "Login" button with a right-pointing arrow. Further right are social media icons for Facebook, X, YouTube, Instagram, LinkedIn, and TikTok. To the right of these are logos for the "Administrative Professionals CONFERENCE" and "EAignite". Below the navigation bar is a purple banner with the text "★ NEW — Admin Month 2024 is here!" and a "Learn More" link with a right-pointing arrow. The main banner below features a woman smiling, with the ASAP logo and the text "ADMIN OF THE MONTH" overlaid.

Check out ASAP’s monthly spotlights of deserving executive assistants and administrative professionals making a difference today.



April 26, 2024

**Admin Month Spotlight 2024:
DavidAnn Johnson**



April 19, 2024

**Admin Month Spotlight 2024:
Sarah Sutton**

Jobs boards

Search... 

Get In Touch     Account Login 

dba

[All about Design](#) | [Become a Member](#) | [Events & Training](#) | [News & Views](#) | [Members' Area](#)

Members' Area

From receiving expert help and guidance to benchmarking your business' performance, the Members' Area is a gateway to resources, services and support specifically developed for those working in the field of design.

Some sections are exclusively accessible to DBA members, connecting you to the extensive range of benefits your membership provides.

DBA membership extends to everyone working within your business – all members of your team can register for their own password – ensuring the whole team benefits.



Project Manager - Wardour Communications Limited

[Wardour Communications Limited](#)

We are looking for a Project Manager, for a 6 month contract. This is a core role in the agency. It centres on managing creative and content projects to ensure that clients are delighted – ie that great solutions are delivered on time and to budget. In some instances, the project manager will be the main point of contact for clients in the agency's client services team. In other instances, the manager will be expected to support senior colleagues in the management of bigger projects.

Deadline: 30/06/2024

[Read more >>](#)



6

**Give the best (and easiest)
member experience**



The research is clear. What members value most from the member experience is really simple:

(1) Ease of use and convenience

(2) Personalisation and relevance

The two most prominent opportunities to succeed or fail in these areas are

(1) Your website

(2) Your content and communications

Try to be more interesting! (Invest in your content)

- By 'content' we mean things like:
 - Articles and papers
 - News
 - Research
 - Events and courses
 - Surveys and insights
- There is a reason for the cliché "Content is king". It's true
- It doesn't have to be expensive – **you should use your members to develop your content**
- Think about which channel to use; which members prefer web, do they rely on mobile phones?
- **Make use of AI to generate content**
 - Smartimpact client The Fire Industry Association has **tripled their output** of content by using AI to create the initial draft before the staff member edits it.
 - See our webinar from Tuesday 24th October 2023

Content principles:

- Your website content should change at least every week to create a reason to come back
- Create a content calendar and have a mixture of
 - 'sourced' news
 - 'boasting' about yourself
 - Self-authored content
 - Member created content
- Make sure all content is 'tagged' by interest areas, to make it easy to personalise for members
- And use AI for text and images to vastly increase your Social Media output

1. Keep it personal

2. Drive relevant content

3. Through the right channel



The Association
To Bob Taylor

Hi Bob, how are you enjoying your first three months of membership?

Want to really get to know us at the **Professional Skills Workshop** next month?

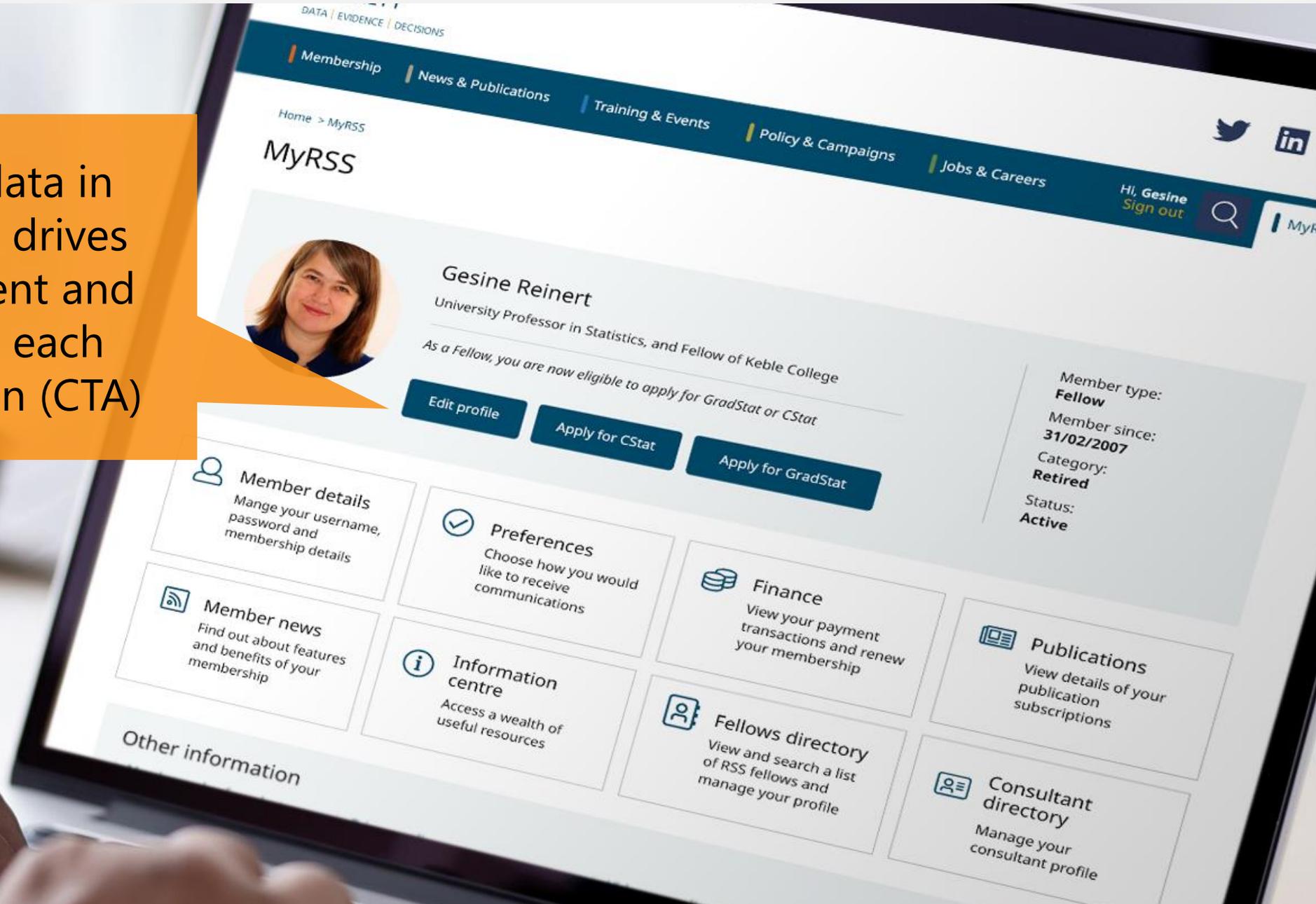
Time: November 20th, 9:45am to 12:30pm

[Click here](#) to register.

Hope to see you there!

Email / SMS: the data in our CRM platform drives personalised content and targeted comms, each with a Call to Action (CTA)

Web portal: the data in our CRM platform drives personalised content and targeted comms, each with a Call to Action (CTA)





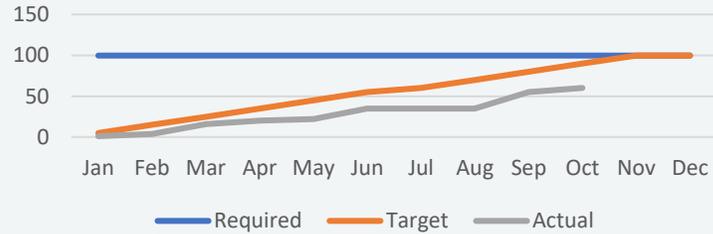
Home > My RSS

My RSS

Steve Sydee

Just 5 hours needed to meet your CPD tracking!
Click [here](#) to log CPD.
Click [here](#) to book events.

CPD progress 2023



Member type:

Fellow

Category:

Standard

Member Number:

219604

Status:

Current

Same panel, different member, different journey driving different message

list
of RSS fellows and
manage your profile



Member discounts

Access exclusive discounts at a range of publishers.



Member Update

View issues of the print member newsletter and letters from the President.



Membership

View your membership history, renew your membership and get receipts



My Profile

Update your password, contact details, areas of



Preferences

View and amend your newsletter preferences



Publications

View details of your publication subscriptions



Accreditation & Quality Mark

Complete the Expression of Interest



Home > My RSS

My RSS

Allen Reid

Allen, your membership
fees are overdue! What
would you like to do?

Renew now

Contact us

Member type:

Associate

Category:

Standard

Member Number:

453622

Status:

Overdue

Same panel, different
member, different
journey driving
different message



Member
discounts

Access exclusive
discounts at a range
of publishers.



Member Update

View issues of the
print member
newsletter and letters
from the President.



Membership

View your
membership history,
renew your
membership and get
receipts



My Profile

Update your
password, contact
details, areas of



Preferences

View and amend your
newsletter
preferences



Publications

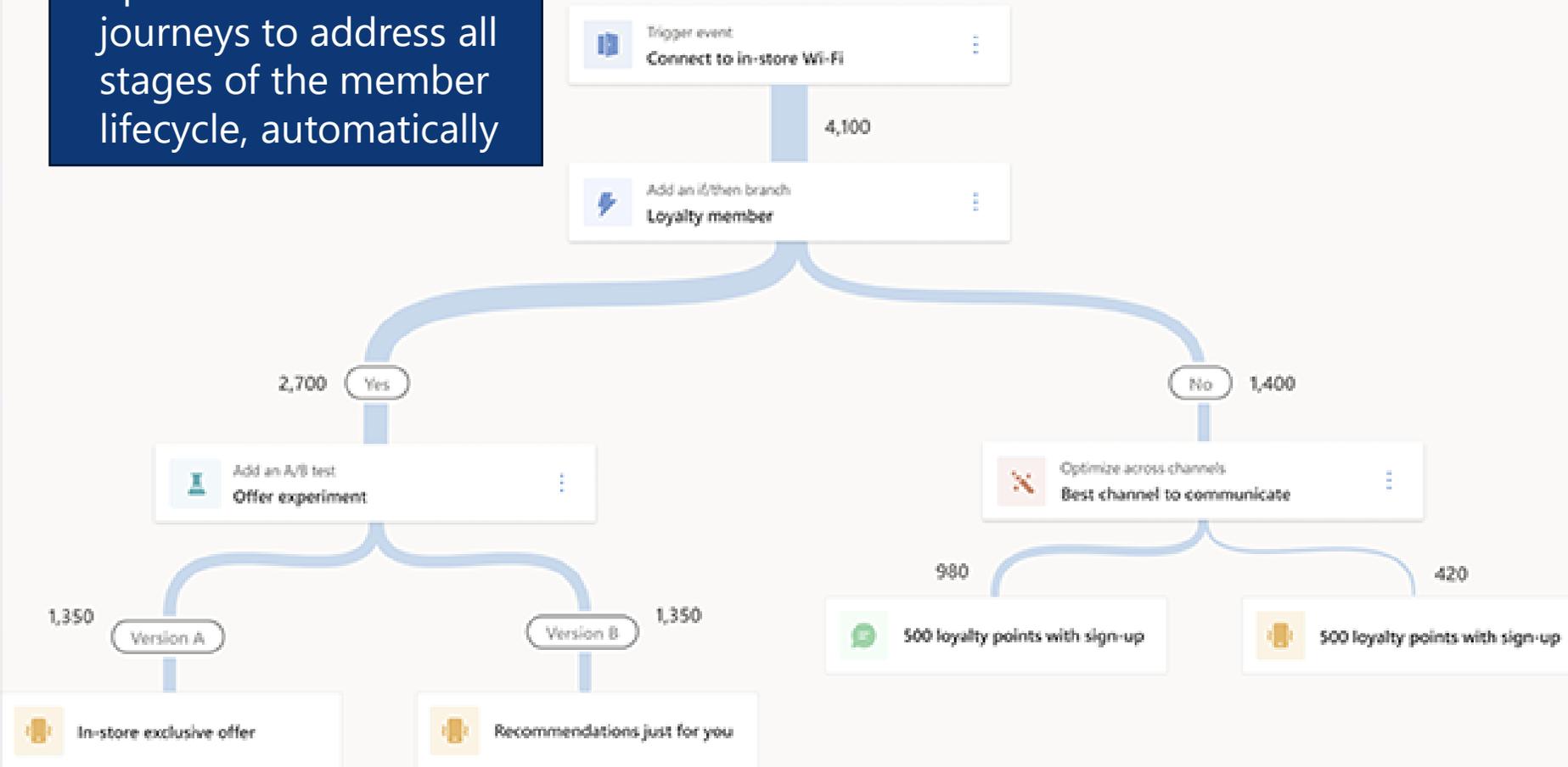
View details of your
publication
subscriptions



Accreditation &
Quality Mark

Complete the
Expression of Interest

Our systems let you set up different member journeys to address all stages of the member lifecycle, automatically



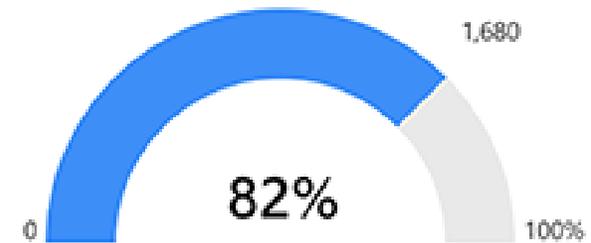
Journey

Analytics Properties

Goal

The goal here is to improve in-store customer engagement. The goal is met when 100% of the customer participate in the promotion.

Contacts reached the goal



Goal activity over time





A quick poll

What do you think your *biggest* barriers to recruitment and retention are?

- **Cultural** - We don't invest enough time to make membership attractive and valuable?
- **Technical** - Our CRM / Website systems are disconnect / not good enough
- **Technical** - Our systems are OK but don't support modern engagement very well.



7

Getting your marketing right

Your tools and channels for marketing

Social Media

- Research shows that Millennials and Gen Z, YouTube, Instagram, TikTok, and Snapchat are the most popular platforms, while mid-career people use LinkedIn more.
- **Top tip:** Get your members to post for you. Encourage them to react and share your content.



Email Campaigns

- Create targeted email newsletters and campaigns to educate non-members about your association's offerings and benefits, nurturing them towards membership.
- **Top tip:** Don't 'spray and pray' by basing emails on segmentation.



Optimised website

- Ensure your Association's website is user-friendly, mobile-responsive, and showcases your value proposition prominently to attract and convert new members.
- **Top tip:** Ensure a highly personalised "My Association" landing page and encourage registration for all visitors to access content.



Digital advertising

- Use paid digital advertising on search engines, social media, and industry-relevant websites to reach and engage your target audience with compelling membership offers.
- **Top tip:** Use member stories for your content. and focus your messaging on career benefits.





8

Use your data to engage

You really need to have an ongoing member engagement strategy.

Including regular measurement and adaptation



1. Start by segmenting (E.g. Segment by member type and member phase)

2. Agree what each segment needs and value

3. Create a plan to give each segment the relevant benefits

4. Measure and refine continuously

Here are the simple principles of a member engagement strategy



Alice Freeman

Workaholic

“ I could get more out of my membership but I'm just so busy ”

Time in Director Role	2 - 5 years
Use of Services	Low
Satisfaction	Medium
Loyalty	Low
Likely to Renew	Low

Characteristics

- Extremely busy/time poor
- Little or no time to use services unless part of their day to day work
- Unaware of the scope of membership benefits
- Highly disengaged
- Likely to cancel membership

Key Retention Factors

- Push digital service benefits
- Provide the feeling of prestige and sense of belonging

When segmenting, it really helps to base your segments on member personas

Stage	Awareness	Activation	Adoption	Retention	Referral
What is it?	<i>making potential members aware of your org and its benefits</i>	<i>they are taking the first steps to use your services actively.</i>	<i>deeper engagement - members start to use your services more regularly in their daily</i>	<i>keeping members satisfied to ensure they continue over the long term</i>	<i>satisfied members become advocates for your services and actively refer new</i>
KPI 1	Impressions to assess your initial member interactions.	Onboarding completion % rate - are users getting all the	Services usage to understand how members interact with	Member satisfaction to assess how content your users are.	Net Promoter Score (NPS) to measure member
KPI 2	Click-through rate to gauge the effectiveness of various communication	Trial-to-paid conversion rate to assess if enough users are finding your services worth it.	Feature adoption rate to see if users are engaging with specific features.	Lifetime value to understand how much revenue you generate from the members.	Reviews and ratings to gather testimonials and build advocacy for your services.
KPI 3	SEO ranking to monitor and improve services visibility on search engine results.	New user growth to evaluate if services consumption is expanding or not.	Member Effort Score (MES) to see how much effort members will 'trade' for interacting with your services.	Retention rate to assess how you keep your members with your services.	
KPI 4				Churn rate to understand why users leave and the reasons behind leaving.	

You can do this manually, but wouldn't it be better if your integrated system did it for you, all the time?



smart engagement

One of our smartapps suite of membership products, built to work together

Uses mobile app



05

Visits web site



07

Takes training



05

Opens emails



10

Reads content



23



Adam Jackson - Saved
 Contact · Individual - OMSHP

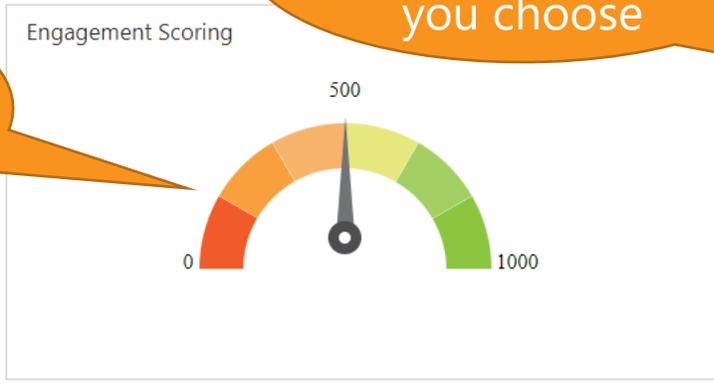
1098482 Membership Number Member Individual Type Standard Class Full Grade

General Interaction Events Marketing Enquiries Groups & Committees Awards & Bursaries

Contact Information

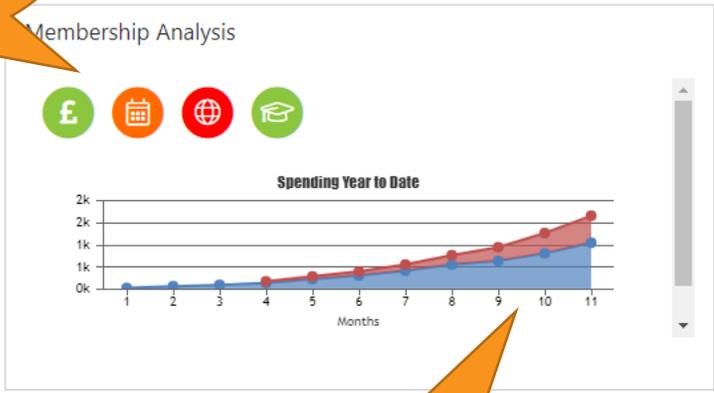
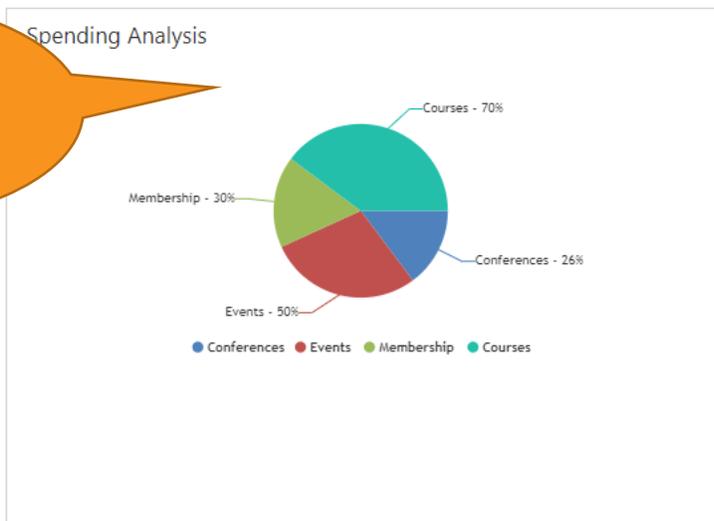
Title	Dr
First Name	Adam
Surname	Jackson
Is Corporate Contact?	No
Membership Status	Active
Organisation/Trade Name	Goldman Sachs
Job Title	Head of Pro
Main Area Of Activity	---
Main Phone	+447800916151
Work Phone	+447920144966
Mobile	+44 (0)7325396299
Main Email	* adam.jackson@test.org.uk
Biography	Dr Jackson managed a number of international projects.

Overall engagement score



Traffic lights for the main KPIs you choose

Spend breakdown by category



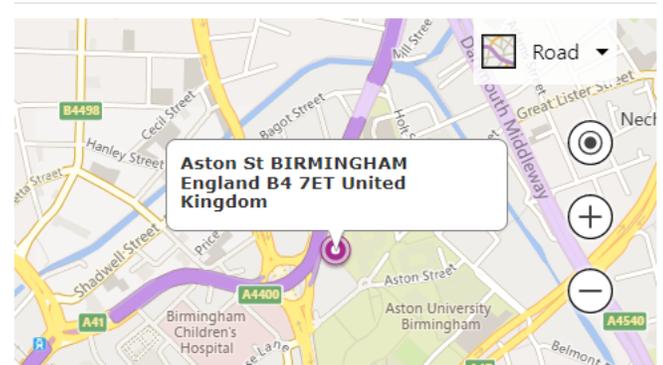
Track actual spend against predicted strategic maximum

Address

Street 1

Postcode

Get Directions



Education & Employment

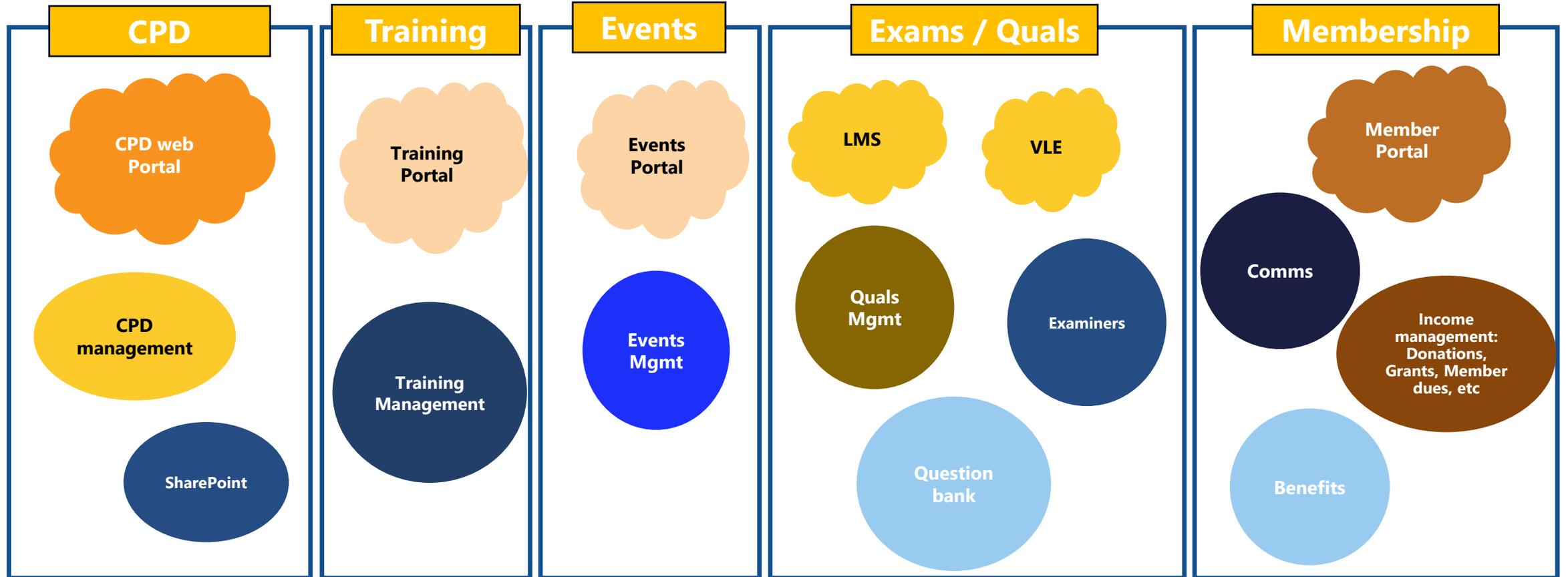
Account ... Organisation Type



9

The vital role of technology

If your systems and data are not properly integrated..



...it is a huge barrier to any recruitment and retention efforts

Get your segmented data in one place



Capture multiple **complex interactions**, with **multiple audiences**



Members and supporters



Staff



Customers



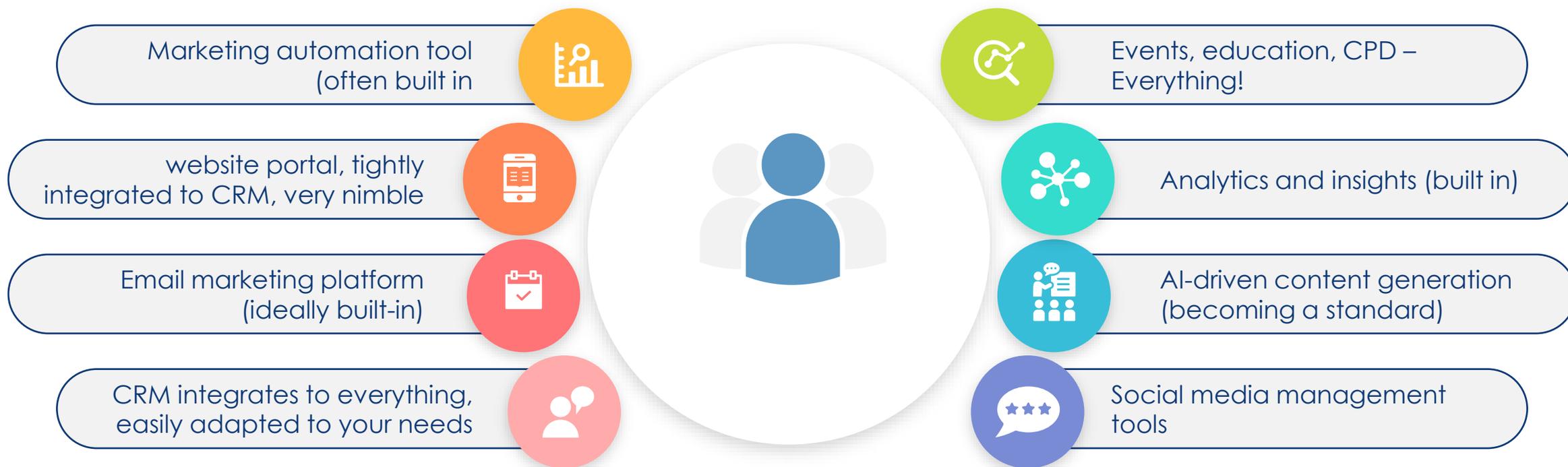
Management

Analysis of everything in one place – which you can act on

All stakeholder profiling, marketing, income and finance, contacts, fundraising, engagement, education, correspondence, linked documents, committee activity, outlook emails, web portal...

- Accurate analysis of the right data
- Easier to segment into categories
- Your staff can more easily take action / automated action
- You are a more empowered membership body

Here are your vital recruitment and retention tools



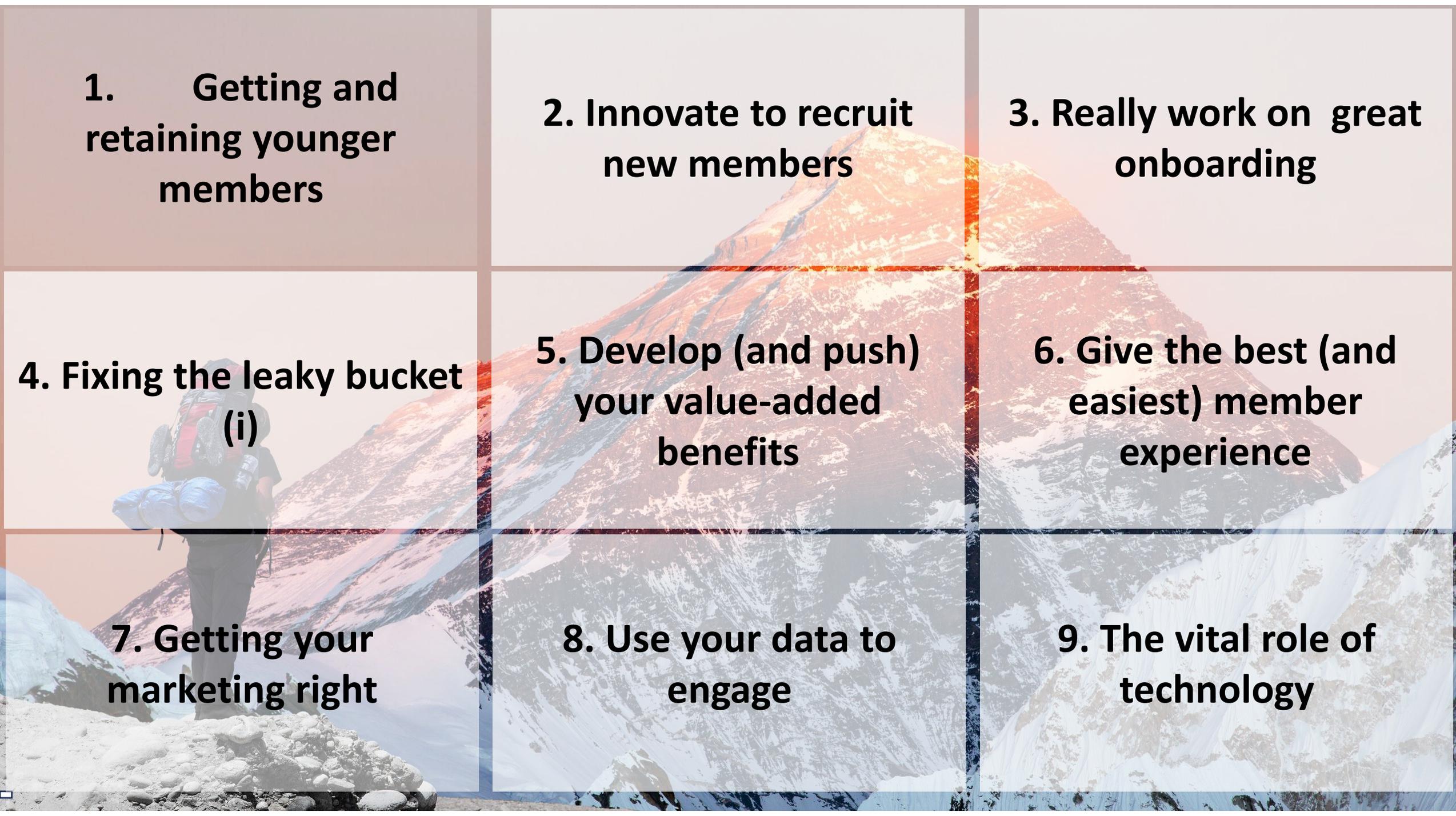
Historically, these were all separate. Now, they are available in one place



Jeremy Jalie
Business Development Lead

Summary of effective growth and recruitment strategies





1. Getting and retaining younger members

2. Innovate to recruit new members

3. Really work on great onboarding

4. Fixing the leaky bucket (i)

5. Develop (and push) your value-added benefits

6. Give the best (and easiest) member experience

7. Getting your marketing right

8. Use your data to engage

9. The vital role of technology



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WEBINAR

Tuesday 25th June, 9.30-10.30am

Getting your board to say Yes to project spend

How do you get buy-in and agreement from top to
bottom to even start your project?



WEBINAR

Tuesday 20th August, 9.30-10.30am

How to run a successful supplier selection and avoid pitfalls later

Choosing the right supplier is vital for your project –
so you need to know how to do it

Register - smartimpact.co.uk/events



Allen Reid

Independent Non-profit consultant



Jeremy Jalie

Business Development Lead



Steve Sydee

Head of Sales and Marketing

Thanks!

We hope you enjoyed the content and found it useful.

We will email you with links to the slides and recording.

If you would like further conversation about your own situation and plans, please contact [**info@smartimpact.co.uk**](mailto:info@smartimpact.co.uk)

