



**B2B/B2G:** Evaluate the driving forces behind membership perception and evaluate AFCEA's role to its constituents

## Services Employed



Strategic Planning and Consulting



Branding and Strategic Messaging

## AFCEA International

**Background:** AFCEA International is a non-profit membership association with over 19,000 individual members, 13,000 corporate associations, and 1,600 corporate members that serves the military, government, industry, and academia as an ethical forum for advancing professional knowledge and relationships in the fields of communications, IT, intelligence, and global security.

With 136 chapters, AFCEA's members, sponsors, and associates are among the world's leading designers, planners, manufacturers, testers, and users of systems, services and components for communications, intelligence, imaging, and information systems.

**Challenge:** AFCEA wanted to increase its membership base and gain insight into the needs of its customer base, including how to improve and grow retention rates in its target segments—corporate and individual members and corporate sponsors. Subsequently, AFCEA also wanted to know how to best market to these groups in an ongoing effort to provide superior member benefits and satisfaction.

**ENC Solution:** ENC provided AFCEA with a three phase process to evaluate the driving forces behind membership perception and evaluate AFCEA's role to its constituents. The result was concise messaging along with a communications and outreach plan that focused on increasing awareness of AFCEA's services and benefits and differentiating AFCEA from competing organizations. The three phases included:

### Phase One: Research

To gain an understanding of what would cause AFCEA's members and prospective members to join AFCEA, ENC conducted primary and secondary research. ENC conducted research over a two month period and included one-on-one phone interviews, virtual focus groups, and online surveying to multiple levels of segmentation. A final summary report was prepared by ENC and presented to AFCEA's Board of Directors.

### Phase Two: Messaging

ENC facilitated a series of half-day, internal messaging sessions to discuss AFCEA's competitive strengths and weaknesses and its value to its members. ENC analyzed these results in tangent with customer feedback from phase 1, and used this information to prepare a competitive positioning map, key messaging, and a messaging toolkit that aided AFCEA in clearly and consistently positioning the association.

### Phase Three: Marketing Plan

In phase 3, ENC used its proprietary AIM communications planning process to develop a comprehensive and measurable marketing plan which included vetted strategies and a tactical matrix of campaigns, programs, and activities targeting corporate and individual members. The plan identified key metrics and budgetary requirements, and prioritized the budget with "must-have" and "nice-to-have" activities.

**Results:** Because of ENC's effort, AFCEA has a clear understanding of their customers' needs and how AFCEA can best fulfill unmet needs. The messaging that ENC prepared will help AFCEA clearly communicate its strengths and value to the intended audience. The communications plan included a series of strategies and leveraged tactics that supported the overall AFCEA goal of attracting and retaining members. The entire communications program will increase the return on investment of all marketing and communications activities. AFCEA also can continue to leverage the communications and methodology and platform in subsequent years.