

# Developing a Market-Driven (Regional) Industry Association

**Client Profile:** 10-state regional Industry Association (agricultural).

## **Situation:**

- 1) Parent Industry Association responsible for the marketing of farming product facing continued declining membership
  - Industry as a whole challenged
    - demand weak: lower per capita product consumption
    - supply strong: better herd management and production
    - net-net: marginal profitability for farmer
  - Southeastern farmer hard hit
    - high attrition rate
    - membership declines past 15 years (11,000 to 9,000 farmers)
  - Association revenues declining
- 2) SE-region association management and administration had grown unfocused
  - Internal infighting over program territory
  - Low productivity
  - Little or no accountability
  - Unclear prioritizing
- 3) Survival of SE-region association required redirection of mission and stronger commitment to satisfying member needs and creating more direct and measurable consumer interest in industry products

## **The Bedford Group's Contribution:**

- 1) Analyzed current organization
  - interviewed key stakeholders
    - within marketing      - within management
    - across regions      - across program platforms (sales promotion vs. nutrition)
  - assessed skill set of personnel and their ability to carry out their stated roles
- 2) Analyzed status as Market-Driven organization
  - level of consumer and membership intelligence gathering
  - degree of shared dissemination of information
  - responsiveness to delivery of services in light of information
- 3) Evaluated nature of relationship with outside suppliers
- 4) Assessed marketing information system

## **The Bedford Group's Recommendations:**

- 1) Proposed new structures – assigned people with recognized skill set to manage key functions
- 2) Established mission and vision
- 3) Created evaluation programs

## **Client Outcome:**

- Streamlined organization
- Put measures in place directly evaluating program effectiveness
- Stronger ties to membership and consumer.