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3

The Association of the Future Is Diligent

Working with numerous associations gives AMC's the ability to spot trends. Learn how associations are leveraging AMC's to prepare for the future with diligence and expertise.

BY KARLA TAYLOR



6

The Association of the Future Is Connected

For decades, AMC's have epitomized the values of a shared economy. Being part of that can bring your association significant purchasing power and economies of scale.

BY KARLA TAYLOR

2

From Where I Sit

The Association of the Future Is Today's AMC

BY SARA MEIER, CAE

14

CEO to CEO

Critical elements that will define the association of the future.

15

Association Management Company Directory

15 | Comparison chart

19 | Company listings

10

The Association of the Future Is Sustainable

Given an increased focus on corporate social responsibility, today's associations are stepping up their game. AMC's can deliver major benefits for associations thinking about social good.

BY CHRISTINE UMBRELL

THE ASSOCIATION OF THE FUTURE IS TODAY'S AMC

BY SARA MEIER, CAE

I RECENTLY CELEBRATED my 10-year anniversary at MCI, a global association management company. It's hard to believe that a decade has passed so quickly—and that I still have to explain to my friends and family what I do for a living.

When I tell them that I work for an AMC, they cock their heads to the side with a puzzled look on their face. Some stop there, but most ask me, "Oh, what's that?" I usually start by saying we are a company that manages most, if not all, aspects of an organization and are usually hired by the organization's volunteer leadership to provide strategy and tactical execution.

The curious ones probe further. Their interest is piqued by this notion that you can outsource the management of an organization. I then try to summarize the overall structure and the various scenarios that we employ—ranging from full-service management to stand-alone event management, sales and fundraising, credentialing, and professional development, to our consultative engagements on branding and marketing, membership strategy, governance, and more.

Most AMC neophytes are amazed that such a business model exists, and those who have served on a nonprofit board or volunteered are intrigued by the prospect of employing such a service.

In that moment, the light bulb goes off for some, while others question why an organization would go this route instead of employing its own staff. For the latter group, I go on to explain the enormous benefits of the AMC model, not only for associations, but also for staff and the industry as a whole.

AMCs have a wealth of knowledge and expertise under one roof and across a wide range of roles and responsibilities—advantages that our smaller or midsize clients would not have if they were stand-alone associations. We also have buying power. Instead of one organization negotiating with a hotel, technology provider, or printer, we negotiate on behalf



AMCS HAVE A WEALTH OF KNOWLEDGE AND EXPERTISE UNDER ONE ROOF AND ACROSS A WIDE RANGE OF ROLES AND RESPONSIBILITIES.

of multiple clients, bringing more business to the vendor and greater discounts to our clients.

Many AMCs also have the ability to assess our impact on the environment and then plan and incorporate more sustainable strategies into our operations, meetings, and events.

On the following pages, you will see that AMCs span the country and provide a wealth of resources and experience. You will also learn about how, in many respects, AMCs are at the forefront of association management.

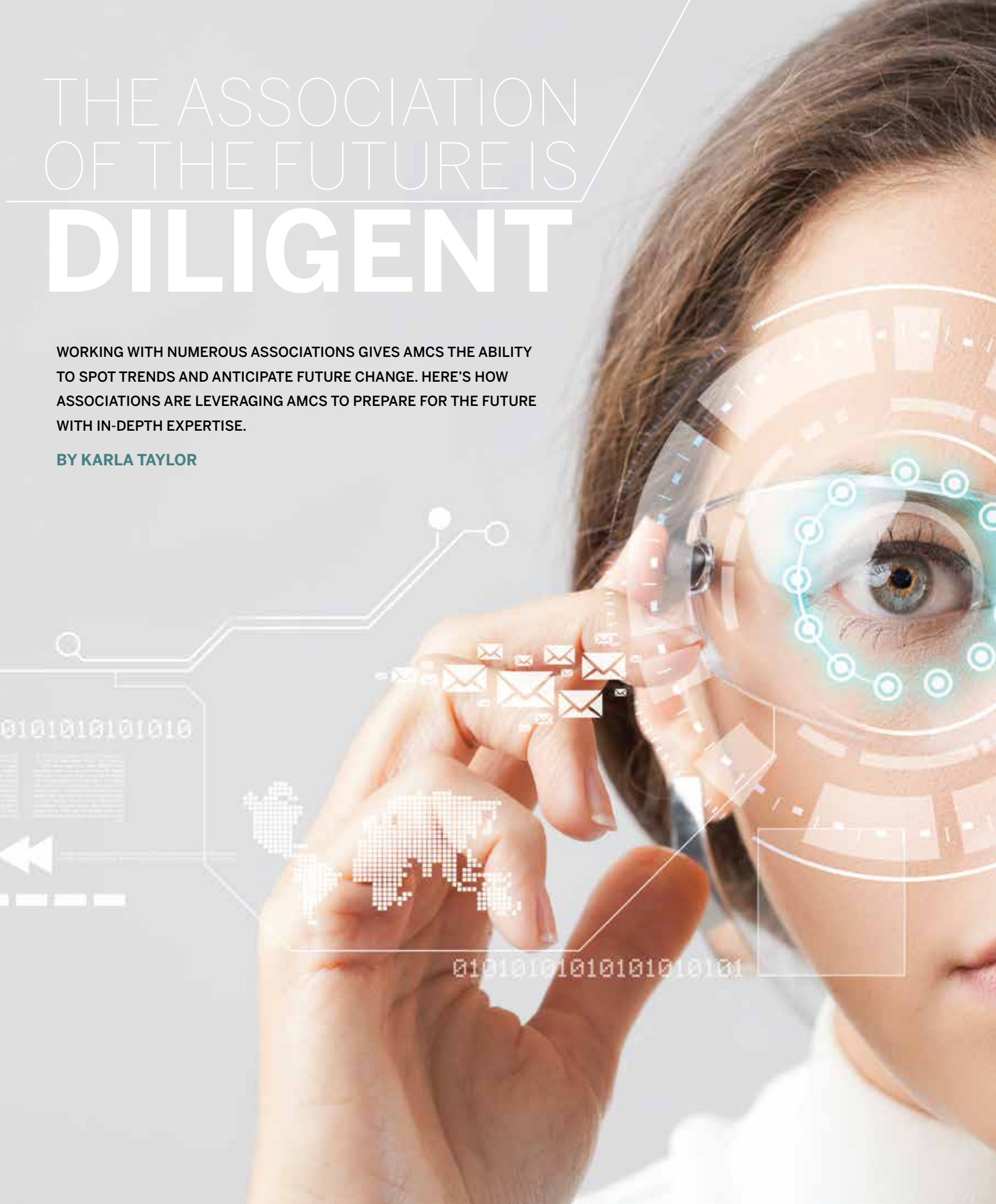
Our size, scope of services, and ability to scale up or down easily and intelligently allow us to take a forward-thinking approach to association management. As you imagine the future of your association, think about whether an AMC might be the right fit for you.

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THE ASSOCIATION OF THE FUTURE IS **DILIGENT**

WORKING WITH NUMEROUS ASSOCIATIONS GIVES AMCS THE ABILITY TO SPOT TRENDS AND ANTICIPATE FUTURE CHANGE. HERE'S HOW ASSOCIATIONS ARE LEVERAGING AMCS TO PREPARE FOR THE FUTURE WITH IN-DEPTH EXPERTISE.

BY KARLA TAYLOR



IN 2013

a social sciences association got a jolt when a large for-profit competitor suddenly invaded its space. The group turned to its association management company for help crafting an aggressive response: a new credential and a distance-education program, designed to protect both its intellectual property and its position as a major knowledge source.

After developing a three-year business plan, the AMC pulled together a multidisciplinary team. In addition to standard staff support, the team included credentialing specialists and financial experts, who advised on a borrowing strategy that funded a strong launch for the initiatives.

Four years later, the competitor hasn't gone away, but the association's investments have paid off. The new education program achieved its enrollment and budget goals after just two years. Despite the association's initial fears, the for-profit "didn't use its muscle to take over," says Greg Schultz, executive vice president with Kellen Company, the association's AMC. Instead, the new programs "really helped solidify the association in its field and anchored its market position."

This scary situation turned into a success story in part because an AMC is like an iceberg, says Paul J. Hanscom, CAE, vice president of marketing and business development at Ewald Consulting. The front-line staff team is the tip. What you may not see under the surface "is the depth of expertise from folks working side by side to support them in a range of areas," Hanscom says—from meeting unexpected challenges to undertaking aggressive new initiatives. "A lot is going on that many people don't observe, but it's there."

Unlike an iceberg, what lies below the surface at an AMC is a help, not a hazard. Consider these ways in which your association can take advantage of the full depth of AMC expertise.

GET FISCALLY FIT

When an international institute partnered with Ewald Consulting in March 2016, the organization's sponsorship program wasn't meeting its potential, in large part because of its antiquated CRM software and limited sales efforts.

Introducing more sophisticated processes and consistent marketing yielded the payoff the institute sought. Sponsorships rose 30 percent year over year. Magazine ad sales rebounded to a record high, and exhibit sales and web ads are also on the upswing.

The rewards resulted from "managing relationships better, pulling processes together, reaching out to people who had fallen through the cracks—all the things you need to do to position yourself for growth," Hanscom says. "Now that we have the systems in place, we anticipate still more growth in years to come."

Sometimes, though, associations need help retrenching. An AMC can use its knowledge to help them figure out the best way to conduct a strategic retreat—and then bounce back.

Recently, an organization dependent on increasingly volatile government funding experienced two years of losses and was anticipating a third. Thoughtful discussions ensued with Kellen. The AMC examined ways to

reduce management expense, performed an audit to see which activities could be cut, and introduced revenue-raising options.

The result: Kellen shifted from a fixed-price contract to a model with significant incentive-based components. At the same time, the organization eliminated nonessential activities and invested in programs and services that would drive value. Early signs have been encouraging.

"I anticipate that our actions will help rebuild reserves and focus staff and volunteer resources on important activities, so the organization can return to full strength," Schultz says.

As circumstances change, an AMC can scale up or down, providing the amount and type of expertise you need only when you need it. "AMCs are like the flame in a hot-air balloon," Schultz says. "We know how to apply heat and rapidly rise when opportunities come up, or we can reduce the heat when the organization needs to pull back in response to the winds of change."

This can be a major money saver. "Think about ebb and flow throughout the year," Schultz says. For example, when an association needs intensive help from specialists in organizing, marketing, or selling exhibits at an annual meeting, it's possible to get it. AMCs can also help associations that have their own staffs when they need a la carte help with special projects, which could range from graphic design to strategic planning facilitation.

CHANGING TIMES

Working with numerous associations gives AMCs the ability to spot trends and anticipate change. After all, their business depends on remaining current on everything from member engagement to technological breakthroughs.

In one case, an international association had an in-person certification program that experienced a variety of challenges over the past few years. Enrollment was coming up short of growth goals, especially outside the United States. Those who did enroll would often complete part of the coursework and then drop out. The association's leaders hesitated to go totally online because they weren't familiar with or confident about the

"IT'S VERY COMMON FOR AMCS TO HELP ORGANIZATIONS ZOOM INTO THE 21ST CENTURY AFTER THEY'VE BEEN WORKING WITH PLATFORMS THAT ARE REALLY ANTIQUATED."

—PAUL J. HANSCOM, CAE

ways technology can validate virtual learning.

To bring the program up to date, Ewald Consulting's staff shared their knowledge of learning management systems and convinced the association that online learning could be as valid as face-to-face courses.

Then, the AMC produced consensus on everything from program format to instructor scripts. The certification program is now fully available online, and both participation and the completion rate are up. The next step is to introduce the program in languages other than English.

"It's very common for AMCs to help organizations zoom into the 21st century after they've been working with platforms that are really antiquated," Hanscom says. And they can do it on a start-to-finish basis, helping you manage the technological transition, bring the new system up, and provide training as needed.

Sometimes people need updates as much as programs do. After one professional association saw growth hit a plateau, Kellen concluded that the biggest impediment was its governance structure, which encouraged trustees to micromanage.

Kellen introduced staff expertise in everything from governance to communication to planning. Though change is still a work in progress, "the board is very interested in becoming

more strategic and much more thoughtful in the way they consider their organization's future," Schultz says. Board members are clarifying roles and responsibilities and integrating the best practices they've learned with the needs of their stakeholders.

BEYOND THE TIP OF THE ICEBERG

If your association needs an AMC's expertise, regardless of the reason, you can do two things to make your partnership successful.

First, communicate about your own needs and circumstances. Be open about the opportunities and threats you see in your future, both in your organization and the environment in which you operate.

Then challenge your AMC to give you the full benefit of its beneath-the-surface expertise. Ask what your AMC's other clients are doing when they face, for example, industry consolidation or major technological change.

Lessons from other industries can be highly relevant to you. As Hanscom suggests, "Constantly say, 'You're an AMC. What do you bring to the table that I can't get on my own?'"

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THE ASSOCIATION OF THE FUTURE IS **CONNECTED**

AMCS HAVE FOR DECADES EPITOMIZED THE SHARING ECONOMY.
BEING PART OF IT CAN BRING YOUR ASSOCIATION SIGNIFICANT
PURCHASING POWER AND ECONOMIES OF SCALE. HERE'S HOW.

BY KARLA TAYLOR





you hear the term “sharing economy” and think Lyft or Airbnb, picture this:

In late 2015, three medical societies held back-to-back conventions at the same Seattle venue. The three societies were unrelated and had different audiences ranging in size from 900 to 3,000.

But because they shared the same team of meeting planners at the association management company SmithBucklin, they were able to use some of the same signage, lighting, screens, and production infrastructure for their general sessions and exhibit halls.

“We were able to leverage collective buying power and negotiate collective savings of thousands of dollars on labor and materials,” says Carol McGury, executive vice president of event and education services at SmithBucklin.

When you hear “sharing economy,” maybe you should think “my association.”

“The sharing economy is touted as a new and innovative concept,” says Barbara Myers, CAE, CEO of the association management company IMN Solutions. “But the idea of the AMC is rooted in the same principles: economies of scale, services shared by many, and greater cost savings and expertise to help you achieve your results.”

If a major part of your association’s future depends on strategic use of dollars and cents—and whose doesn’t?—here are three ways an AMC can help you by sharing resources of all kinds to leverage your purchasing power.

SHARED CONNECTIONS

Because they serve so many associations at once, AMCs are uniquely positioned to provide maximum impact through shared resources. The connections AMCs can offer translate to these benefits.

Vetted vendors. “An AMC is like a vendor database,” says Katherine Pankratz, senior account manager at VTM Group. Staff managers gather and exchange intelligence about which companies offer the best expertise and price. “This saves your association cash outflow and time, but it also saves you the headache of picking a vendor blindly,” she says. AMCs may also know specialized vendors that your association needs, but only rarely.

And because AMCs represent multiple organizations, “they have a seat at the table with suppliers and can influence direction on products and services,” McGury says. For example, when an AMC is negotiating with a mobile app provider, the staff can bargain about service levels and discounted pricing to meet client needs.

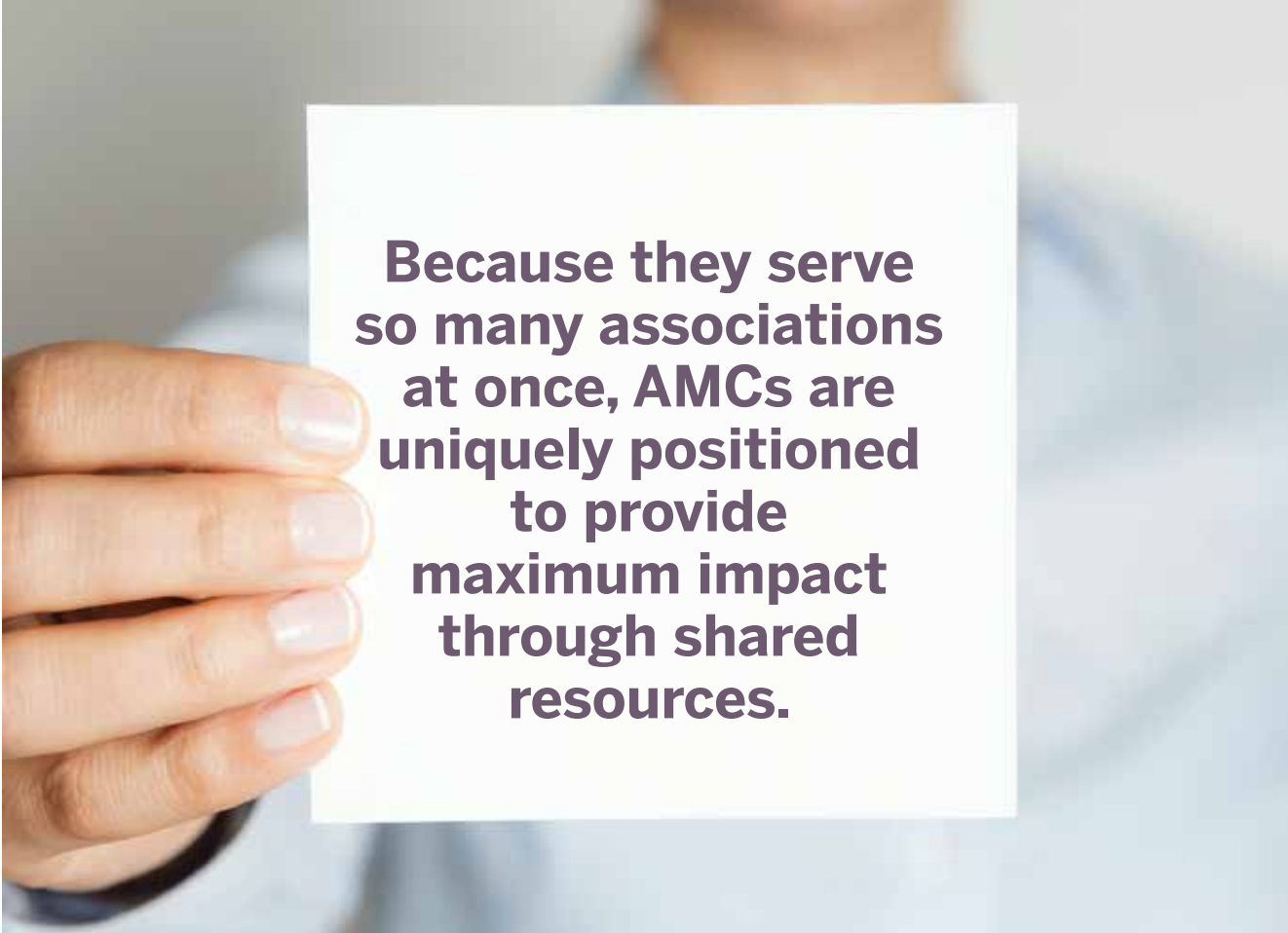
Industry knowledge. Whether an AMC specializes in financial associations or fraternal organizations, it will develop insights into what appeals to these specialty markets and can help develop the sponsorship and exhibitor packages that will sell best.

For example, by observing how buyers react to various clients’ offerings, McGury has found that many potential customers are less interested in one-off opportunities—lanyards and speaker underwriting—and more interested in ongoing access to decision makers. So SmithBucklin is developing revenue sources for its clients by working with sponsors and exhibitors to create year-round engagement opportunities. “After seeing what five other clients are doing, we ask: ‘Why do it this way? Why not that way?’” McGury says.

Favors when you need them. As important as good planning is, sometimes unexpected needs pop up. Pankratz works frequently with a graphic designer who, because of their ongoing relationship, is willing to offer scheduling priority. “Because your AMC has this database of contacts, you can call and say, ‘I need this collateral tomorrow,’” Pankratz says—and because the partnership is good for both sides, you often get it.

SHARED INTEL

AMCs do so much business that they’re often a first stop for vendors that want to preview product innovations and trends. “This gives our clients access to



**Because they serve
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additional ideation that's happening in the industry," McGury says. "We have conversations based on future needs we've identified, or what's up and coming, or where there's a gap we now see in a service." For example, based on experience with other clients, your AMC will know the best way to help speakers take advantage of second-screen technology to increase audience involvement.

Great ideas also grow out of experience that can be both broad and deep. "Stand-alone associations have really bright people doing the work, but they only know what they know," McGury says. AMC meeting planners, by contrast, might work on a half-dozen annual conventions a year for different clients. "By the time they've been with the AMC three years, they've worked on 20 different events and learned about 20 ways to market, to promote speaker engagement, and to deliver innovation," she says.

At the same time, AMCs can expose you to new ideas for combining face-to-face and digital learning or for sharing-economy business models that can encourage millennials to use your room block instead of Airbnb. An AMC's staff includes experts who understand the trends in global meetings, know the legalities of hotel con-

tracts, and have the skills to redesign websites. And this broad expertise usually comes at no extra cost to the client, Myers says.

SHARED SAVINGS

Any time you can save money, you're better prepared for the future, Pankratztz notes. With an AMC, you save thanks to:

Economies of scale. Whether you're in the market for tea bags or technology, buying in multiples means paying less per unit. "A stand-alone association buys supplies for one team. An AMC may buy for 10 or even 100 teams," McGury says. For example, a small association may not find it economical to invest in human resources software that would allow it to handle performance reviews online. But using a shared HR system turns cost-prohibitive into cost-effective.

Bargaining power. Buying in bulk also leads to greater leverage when it's time to sign a contract. McGury's education and learning services team recently negotiated with a video firm on behalf of several clients. "We got them to reduce the price not just for one but for all," she says.

Cheaper staffing and space. Working with an AMC can lower training costs and, later on, reduce

staffing needs. You're sharing a highly skilled workforce on everything from your back-office membership operations to social media projects.

Even office space may get cheaper. "With changes in the workforce, we're seeing more virtual work environments and more people taking advantage of teleworking options. This means that more organizations are questioning the value of brick-and-mortar offices," Myers says. If that's the case for your association, an AMC can offer a physical address and may be able to provide a home base for hosting meetings or welcoming members, much like WeWork, the shared workspace company.

Myers predicts that opportunities to participate in the sharing economy, and the resulting savings, are only going to grow. "When you look at all implications for associations, you see a lot of potential, especially if you're in a competitive space," she says. "As a thought leader for our clients—whether large or small, full-service or a la carte—AMCs are doing the leading-edge research to find new ways to innovate in this realm."

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THE ASSOCIATION OF THE FUTURE IS **SUSTAINABLE**

GIVEN AN INCREASED FOCUS ON CORPORATE SOCIAL
RESPONSIBILITY IN MANY WORKPLACE SETTINGS, TODAY'S
ASSOCIATIONS ARE STEPPING UP THEIR GAME TO ENSURE THAT
ORGANIZATIONS ARE A FORCE FOR GOOD.

BY CHRISTINE UMBRELL







SUSTAINABILITY AND GOOD BUSINESS PRACTICES ARE BECOMING A BUSINESS PRIORITY FOR MANY ASSOCIATIONS,

where increasingly social-minded employees can take part in world-positive initiatives that promote efficiency and avoid the depletion of natural resources.

“Associations now have more of a moral imperative to consider sustainability and improve their footprint,” says Dede Gish-Panjada, vice president at Kellen Company, an association management company that has guided many association clients in sustainability initiatives. AMCs provide an efficient model of business, Gish-Panjada says, and thus are uniquely positioned to provide support when it comes to responsibly growing and making use of resources.

Working with an AMC that has demonstrated its dedication to efficient and sustainable strategies can come with benefits for associations preparing to embark on such initiatives, says Kate O'Donnell, CAE, senior vice president of marketing, communication, and brand strategy for MCI USA, an AMC that has an entire team devoted to sustainability. “AMCs are always thinking of how we can be efficient while thinking long term in our activities, so it's a natural fit,” O'Donnell says.

MAXIMIZING EFFICIENCY

Association boards are notorious for adding new programs to address future needs—without addressing the strain that it puts on existing infrastructure. “The AMC model helps facilitate important conversations about the use of resources” to help guide an association in understanding needs versus wants, says Sara Wood, CAE, account executive at Management Solutions Plus.

When AMC clients want to add services to their scope, the answer at MSP is always: “Yes, but there is a financial implication of additional time, resources, and/or staff,” Wood says.

She cites one association that wanted to add a baseball game and networking event to its activities calendar. “New activities were out of scope, but there was an existing hotel-based networking event during the

same month that was in scope,” Wood says. In a stand-alone association, the new event would have likely been added and put strain on staff.

“As a client of MSP, the association's leadership had to decide if it wanted to pay for another event out of scope or instead replace the existing in-scope event. This created a strategic conversation about which event was more important, and ultimately they decided to do only one event that month at the ballpark.”

Guiding associations to make these difficult decisions fosters the kind of thinking that innovates for a sustainable future, Wood says. “Instead of the organization over-expending its current resources, those resources can be allocated to future projects.”

And when new programs must be added—requiring more resources—partnering with AMCs can help associations accomplish the goal more effi-

ciently. For example, when a new program demands additional staff time, associations don't have to grow one full-time employee at a time if they are working with an AMC, Gish-Panjada says: “We can step in and fill a one-time project need, such as a communications project or a website design/re-design, and then step back.” The program or project can get going more efficiently than if a new staff member had been hired and onboarded. “There's no learning curve,” she says.

On a more tactical level, an AMC can serve as “an incubator of troubleshooting,” Wood says. For instance, if there is a challenge with one client, odds are that an AMC has already experienced the same issue with another client. At MSP, for example, a new way of displaying sponsorships for one client was the catalyst for helping another rethink its own sponsorship model.

Associations benefit from AMCs' work with many different organizations. “And

they may never even realize that's what is happening," Wood says.

RETHINKING MEETINGS

One of the most effective ways an association can demonstrate its commitment to a healthier planet is by reconsidering the offerings at conferences and meetings. MCI spearheaded such an effort at a meeting of the Environmental Design Research Association (EDRA).

"We help associations achieve sustainability goals that they might not be able to achieve otherwise," O'Donnell says.

EDRA themed its conference "Healthy + Healing Places." MCI helped to create a paperless conference with food from sustainable farms and a strict no-bottled-water policy—only pitchers. The conference also featured healthy activities, such as walks and yoga classes, O'Donnell says.

New technologies can pave the way for more environmentally friendly events. Kellen began encouraging clients to use a mobile meeting app several years ago, replacing printed programs and transitioning events to "greener" experiences, Gish-Panjada says.

As app technology has improved, Kellen has helped clients provide enhanced functionality. Now, in addition to sharing detailed educational programming information, apps can be designed to share other data, such as meeting registration lists that allow for real-time communications among attendees.

In addition, Gish-Panjada says Kellen has been able to increase in-app sponsorships and revenues and decrease printing costs with meeting apps.

Using similar technology for several clients and upgrading it over time "makes our staff more efficient and helps us work without fail, since we are using the same technologies but adapting them for each individual client," Gish-Panjada says.

Even details such as well-thought-out locations can contribute to a more sustainable meeting experience. "We try to schedule our client association board meetings and events in locations that are closest to the greatest

"WE HELP ASSOCIATIONS ACHIEVE SUSTAINABILITY GOALS THAT THEY MIGHT NOT BE ABLE TO ACHIEVE OTHERWISE."

—KATE O'DONNELL, CAE

number of attendees," which reduces each individual's travel and carbon footprint, Gish-Panjada says.

Kellen uses a calculator for certain locations to help forecast how many attendees will likely travel, how far they'll have to go, and what methods of transportation they will likely take. This information can be used to determine which specific location is most attractive while not requiring a large expenditure of carbon.

In addition, Kellen helps its clients look for conference centers and hotels that are rated by the Leadership in Energy and Environmental Design rating system.

EMBRACING A NEW MINDSET

Some smaller associations have been reluctant to investigate sustainable and efficient business practices, fearing that expenses involved in these strategies will be overwhelming. But some initiatives, such as adding mobile apps and reducing paper usage, may actually reduce overall costs.

"AMCs often have to reduce the 'fear factor' for less tech-savvy associations that are intimidated by technology," Gish-Panjada says. With these organizations, a slower approach to technology adoption may be warranted.

For example, in transitioning from a printed meeting program to a mobile app, some associations may choose to provide a printed "schedule-at-a-glance" to supplement the app, or host a print station for attendees. Gish-Panjada says associations need to offer a bridge from one way of doing business to another.

For those environmentally friendly initiatives that add expenses to an association's budget, it's important to consider costs during the planning stages of the project, O'Donnell says.

For instance, if an association chooses to offer farm-to-table meals during conferences, MCI works to ensure that the client is clear in its priorities and understands the expenses required. "Sometimes you need to recognize that achieving your goals in one area means accepting the additional cost involved," O'Donnell says.

But AMCs can also negotiate favorable rates for associations due to their collective-buying power. "We work with our hotels and conference centers and negotiate money for food, including menus and pricing, sometimes years in advance," Gish-Panjada says. "We can request farm-to-table or organic at the beginning of the RFP process. And we ask them what they can provide within the budget."

For associations that want to implement or expand efficient and sustainable business practices, working with an AMC can be a great way to start. Many of these companies are well positioned to lead the way and educate associations about simple and effective ways to approach sustainability, O'Donnell says.

"We look at core values of the associations we work with and how we can align sustainability initiatives with their values," she says.

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What is one critical element that will define the association of the future?



ERIN FULLER, FASAE, CAE

PRESIDENT
MCI USA
WASHINGTON, DC

Customized connections—a recognition that some want a full, traditional membership experience, while others will either define their engagement differently or merely swing by occasionally for the one key product that you provide. In other words, we need to provide the entire buffet—Whole Foods, Amazon Fresh, and 7-Eleven—in a way that welcomes people and creates value regardless of their need.



G. A. TAYLOR FERNLEY

PRESIDENT AND CEO
FERNLEY & FERNLEY, INC.
PHILADELPHIA

The landscape of associations is forever changed. Those who remain relevant will be those who “question the answers” of the people around them, those who are bold and self-confident enough to challenge traditional thinking and willing to take risks for the long-term good of the organization. Those that don’t, well, the writing is on the wall.



PETER CONSTANTINOU

PRESIDENT AND CEO
ASSOCIATION MATTERS, INC.
HUNT VALLEY, MARYLAND

Associations exist to connect people of like mind or interest with one another. This connection can happen at conferences and meet-ups, through published pieces and media, and in other ways. For associations to remain relevant and vibrant, they must constantly provide opportunities to engage members and others within their ecosystem. Engagement will drive value, build loyalty and awareness, and expand their reach.



CONNI INGALLINA

PRESIDENT AND CEO
SOS ASSOCIATION MANAGEMENT SOLUTIONS
SCOTTSDALE, ARIZONA

Engagement looks different than it did 20 years ago. We have found a lot of ways to engage members through things other than events. In the future, connecting our members to what is important is key. Work-life balance, involvement in local and industry issues, and sustainability are areas that associations can tap into. Technology will certainly help engagement, but it’s up to association leadership to drive it.

Association Management Company Directory

	HEADQUARTERS LOCATION	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF FULL-SERVICE CLIENTS	YEAR FOUNDED	AMC INSTITUTE CHARTER ACCREDITED AMC	AMC INSTITUTE ACCREDITED AMC	CLIENT SCOPE	INTERNATIONAL	NATIONAL	STATE/REGIONAL	LOCAL	CLIENT TYPE	TRADE ASSOCIATION	PROFESSIONAL SOCIETY	PHILANTHROPIC	OTHER SERVICES OFFERED	CONSULTING	PROGRAM/PROJECT MANAGEMENT	EXPERTISE	CERTIFICATION	EXPOSITIONS	FINANCIAL MANAGEMENT/ADMINISTRATION	GOVERNMENT RELATIONS/LOBBYING	MEETINGS/CONVENTIONS	MEMBERSHIP/ MARKETING	PUBLICATIONS	PUBLIC RELATIONS	TECHNOLOGY				
(C) MANAGEMENT, INC.	MD	45	20	1976		•			•	•				•									•	•	•	•	•	•	•	•		
ALTA MANAGEMENT SERVICES, INC.	PA	11	5	2007		•				•	•		•		•		•				•	•			•	•	•	•	•	•	•	
AMC SOURCE	FL	12	8	2001					•	•	•		•		•		•	•			•	•			•	•	•	•	•	•	•	•
AMPED ASSOCIATION MANAGEMENT	WI	17	8	2008		•		•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•				
AMR MANAGEMENT SERVICES	KY	85	26	1997	•			•	•	•			•	•	•		•	•			•	•	•	•	•	•	•	•				
ANTHONY J. JANNETTI, INC.	NJ	75	10	1972		•			•				•	•			•	•			•		•	•	•	•	•					
ARDEN SOLUTIONS, LLC	FL	2	1	2011					•	•				•				•				•		•	•							
ASCENT MANAGEMENT, LLC	VA	6	7	2002				•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•				
ASSOCIATION & SOCIETY MANAGEMENT INTERNATIONAL, INC.	VA	30	8	1982		•		•	•	•			•	•			•	•			•	•	•	•	•	•	•	•				
ASSOCIATION ACUMEN, LLC	WI	16	7	2006		•		•	•				•	•	•		•	•			•	•	•	•	•	•	•	•				
ASSOCIATION ASSOCIATES, INC.	NJ	17	6	1992	•			•	•	•	•		•	•	•		•	•			•		•	•	•	•	•					
ASSOCIATION DEVELOPMENT GROUP, INC.	NY	20	17	1996				•	•	•	•		•	•	•		•	•			•	•		•	•	•	•	•				
ASSOCIATION DEVELOPMENT SERVICES, INC.	MN	8	7	1997		•		•	•	•	•		•	•			•	•			•	•	•	•	•	•	•	•				
ASSOCIATION HEADQUARTERS, INC.	NJ	180	22	1978	•	•		•	•	•	•		•	•			•	•			•	•		•	•	•	•	•				
ASSOCIATION INNOVATION AND MANAGEMENT, INC.	VA	45	8	1999				•	•					•			•	•			•	•	•	•	•	•	•	•				
ASSOCIATION MANAGEMENT CENTER	IL	207	32	1974	•			•	•				•	•			•	•			•	•	•	•	•	•	•	•				
ASSOCIATION MANAGEMENT GROUP, LLC	MI	15		1994				•	•				•	•			•	•				•		•				•				
ASSOCIATION MANAGEMENT RESOURCES (AMR)	MI	15	11	1991					•	•	•		•	•							•	•		•	•	•	•					
ASSOCIATION MANAGEMENT STRATEGIES, INC.	DC	30	16	2000				•	•				•	•			•	•			•	•		•			•	•				

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ASSOCIATION MANAGEMENT, LTD. (AML)	IA	8	9	1976		•		•	•	•			•	•	•		•	•		•	•	•		•	•	•	•	•
ASSOCIATION RESOURCES, INC.	CT	26	22	1983	•			•	•	•	•		•	•	•		•	•		•	•	•		•	•	•	•	•
ASSOCIATION SERVICES GROUP	GA	19	13	1996		•			•	•			•	•	•		•	•			•			•	•	•		
ASSOCIATIONS INTERNATIONAL	KY	140	11	1974		•		•	•	•			•	•	•		•	•		•	•	•	•		•	•	•	•
ASSOCIATIONSFIRST	CANADA	14	12	1970						•				•			•	•				•		•				
BASE CONSULTING AND MANAGEMENT, INC.	CANADA	12	10	1988				•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
BOSTROM	IL	50	20	1932		•		•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
BOWER MANAGEMENT SERVICES, LLC	NJ	4	8	2009					•	•	•		•	•						•	•	•		•	•	•	•	•
CAPITOL HILL MANAGEMENT SERVICES, INC.	NY	42	46	1980				•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
CAPTURE MARKETING	IA	9	12	2009					•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
CLEMONS & ASSOCIATES, INC.	MD	14	15	1977		•		•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
CM SERVICES, INC. THE ASSOCIATION PARTNERSHIP COMPANY	IL	25	17	1977	•			•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
CUSTOM MANAGEMENT GROUP	VA	13	6	2000		•		•	•	•	•		•	•	•		•	•		•	•	•		•	•			•
DOLCI MANAGEMENT SERVICES, INC.	UNITED STATES	18	15	1978				•	•	•	•		•	•	•		•	•		•	•	•		•				•
DROHAN MANAGEMENT GROUP	VA	115	30	1986		•		•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ESSENTIENT ASSOCIATION MANAGEMENT & EVENTS	CANADA	6	4	2005					•	•	•		•	•			•	•		•	•	•		•	•		•	•
EWALD CONSULTING	MN	80	41	1982	•	•		•	•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
EXECUTIVE DIRECTOR, INC.	WI	200	30	1962		•		•	•					•						•		•	•	•	•	•		•
FASEB ASSOCIATION MANAGEMENT SERVICES	MD	80	14	1912				•	•	•	•			•			•	•		•	•	•	•	•	•	•	•	•
FERNLEY & FERNLEY, INC.	PA	45	18	1886	•			•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
FIRSTPOINT MANAGEMENT RESOURCES	NC	32	28	1975		•		•	•	•	•		•	•	•		•	•		•		•		•				•
GIUFFRIDA ASSOCIATES	DC	7	9	1981				•	•	•	•		•	•			•	•		•	•	•		•	•	•	•	•

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GRAU & ASSOCIATES, LLC	PA	3	3	2011					•	•	•		•	•			•	•				•	•	•	•	•	•	
HOLLANDPARLETTE	CA	26	24	1985					•				•	•				•			•	•	•	•			•	
IMI ASSOCIATION EXECUTIVES	NC	33	13	1986				•	•	•			•	•	•		•	•			•	•		•	•	•	•	•
IMN SOLUTIONS	VA	25	140	1982				•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•
INTERACTIVE MANAGEMENT, INC.	CO	7	11	1974	•			•	•	•	•		•	•			•	•			•	•	•	•	•			•
INTEREL + AMG (ASSOCIATION MANAGEMENT GROUP)	VA	200	23	1982		•		•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•
J & M BUSINESS SOLUTIONS, LLC	OH	10	12	1994						•	•		•	•	•			•			•	•		•				•
KELLEN	UNITED STATES	300	125	1964	•			•	•	•	•		•	•	•		•	•			•	•	•		•	•	•	•
MANAGEMENT EXCELLENCE, INC.	OH	6	7	1984				•	•					•	•		•	•			•	•	•	•	•	•		
MANAGEMENT SOLUTIONS PLUS, INC.	MD	20	13	1993		•		•	•	•	•		•	•			•	•			•	•		•	•	•	•	•
MCBRIDE & ASSOCIATES, INC.	NE	5	6	1983						•			•					•			•	•	•	•	•	•	•	•
MCI GROUP	USA / SWITZERLAND	2100	125	1987	•	•		•	•	•			•	•	•		•	•			•	•	•	•	•	•	•	•
MCKENNA MANAGEMENT, INC.	MA	13	20	2003		•		•	•	•	•		•	•			•	•			•	•	•	•	•	•	•	•
MEETING EXPECTATIONS	GA	125	17	1992				•	•	•	•		•	•	•		•	•			•	•		•	•	•	•	•
METACRED – WHERE THE BEST CREDENTIALS GROW	VA	35	15	2007				•	•	•	•		•	•	•		•	•			•	•	•	•	•	•	•	•
MULTISERVICE MANAGEMENT COMPANY	PA	12	10	1962				•	•	•	•		•	•				•			•	•		•	•	•	•	
NON-PROFIT HELP	VA	4	4	1994					•	•	•		•	•			•	•			•	•		•	•		•	•
OFFINGER MANAGEMENT COMPANY	OH	15	10	1930		•		•	•	•			•	•	•			•			•	•	•	•	•	•	•	•
P & N ASSOCIATION MANAGEMENT	LA	9	12	1991				•	•	•				•	•			•			•	•		•	•	•		•
PAI MANAGEMENT CORPORATION	MD	13	6	1984		•		•	•					•							•	•		•	•	•		
PARTNERS IN ASSOCIATION MANAGEMENT	FL	39	24	1998		•		•	•	•			•	•	•		•	•			•	•	•	•	•			
PRRI	MA	31	34	1946		•		•	•	•				•				•			•	•	•	•				•

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RAYBOURN GROUP INTERNATIONAL	IN	25		1988		•		•	•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
ROBSTAN GROUP, INC.	MO	17	5	1985				•	•	•	•		•					•			•	•		•	•	•	•	•
SENTERGROUP, INC.	IL	20	10	2002				•	•	•	•		•	•	•					•	•	•		•	•	•		•
SMITHBUCKLIN	IL	710	95	1949		•		•					•	•	•		•	•		•	•	•	•	•	•	•	•	•
STATUS PLUS, INC.	MN	13	9	1992				•	•					•	•		•	•		•	•	•	•	•	•	•	•	•
STRAUSS EVENT & ASSOCIATION MANAGEMENT	CANADA	12	10	1995		•			•	•	•		•	•						•	•	•		•				
STRINGFELLOW MANAGEMENT GROUP, INC.	MD	32	21	2012		•		•	•	•			•	•			•	•		•	•	•		•	•	•	•	
TALLEY MANAGEMENT GROUP, INC.	NJ	35	17	1987	•			•	•				•	•			•	•		•	•	•		•	•	•	•	•
THE ASSOCIATION ADVANTAGE, LLC	MA	2	2	1992					•	•	•		•				•	•			•	•		•	•	•	•	
THE HARRINGTON COMPANY	MN	30	19	1977	•			•	•	•			•	•	•		•	•		•	•	•		•	•	•	•	
THE REES GROUP, INC.	UNITED STATES	23	19	1983				•	•	•			•	•	•		•	•		•	•	•		•	•	•		•
THE VALISADE GROUP	TX	2		2003					•	•	•		•	•			•	•			•	•		•	•	•	•	•
THOMAS ASSOCIATES, INC.	OH	27	21	1913				•	•				•	•			•	•		•	•	•	•	•	•	•	•	•
THOMPSON MANAGEMENT ASSOCIATES, LLC	MD	13	9	1993					•				•				•	•		•	•	•		•	•	•		
TOTAL MANAGEMENT SOLUTIONS, INC.	NJ	4	5	2000		•		•	•	•			•	•	•		•	•		•		•		•	•	•	•	•
TVD ASSOCIATES	NJ	5	5	2013				•	•	•	•		•	•	•		•	•			•	•		•	•	•	•	
VERTO SOLUTIONS	DC	28	7	2010				•	•				•				•	•		•	•	•	•	•	•	•	•	•
VIRTUAL, INC.	MA	90	44	1999		•		•	•	•	•		•	•			•	•		•	•	•	•	•	•		•	•
WJ WEISER & ASSOCIATES, INC.	IL	45	56	1988				•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
XMI ACQUISITIONS, LLC	TN	42	8	1987		•		•	•	•	•		•	•	•		•	•		•	•	•		•	•		•	•

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The Association Advantage guides volunteer leaders so that they may achieve their strategic goals. To give your association a competitive advantage, we offer assessment, training, and support in areas such as strategic planning, programs and events, communications, membership, and volunteer management. Our quality, cost-effective, and customized services are designed to meet your specific organizational needs.

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Association Associates, Inc., was established in 1992 with the mission to provide outstanding management services to trade and professional nonprofit organizations. Our team empowers your volunteers to lead your association to its highest potential. Our clients know us as "The Partner That Leads." Incorporated in New Jersey, AAI is headquartered in a suburb of Trenton, easily accessible to major highways and airports.

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Inspiring associations to engage, advance, and succeed, Association Development Services is an experienced, full-service association management company committed to building strong partnerships by developing a shared strategic vision focused on achieving results. We specialize in strategic guidance, customized services, and outstanding, friendly customer service.

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OTHER LOCATIONS: VIRGINIA

Association Headquarters, the association management company of AH, manages everything for associations, from full-service management, to projects in accounting and HR, to operations and board management, to marketing and meetings. We provide associations with a robust, cost-effective headquarters and staff that works with volunteer leaders to achieve their mission.

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AIM specializes in building partnerships with scientific and health-related nonprofit organizations. AIM delivers cost-effective, proven, exceptional management services that enable our clients to focus on strategies necessary to achieve their goals. The AIM professionals are the industry's leaders in utilizing innovation and technology to deliver results that exceed client expectations. AIM is 100 percent employee-owned.

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OTHER LOCATIONS: PENNSYLVANIA, WISCONSIN

AMG is a full-service AMC formed in 1994 with extensive experience in managing and growing healthcare and technology associations. Contract services include digital communications, social media marketing, media relations, education/certification program development, project management, and membership expansion. We excel in producing meetings throughout North America, Europe, Asia, and South America.

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Full-service, multi-client association and event management company. With two locations in Ann Arbor and Greater Lansing, AMR specializes in the management of small to medium-size nonprofit organizations. With a focus on exceptional customer service, we provide the stability necessary to establish a secure infrastructure for your organization's growth and success.

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AMS provides a comprehensive suite of executive management and operational support services to industry trade associations, coalitions, and foundations, including strong leadership, constructive

collaboration, an experienced and dedicated staff of professionals, the ability to keep pace with an ever-changing technology environment, sound financial management, and a vision for the future.

INDUSTRIES SERVED: AUTOMOTIVE, CHAMBERS OF COMMERCE, EDUCATION, ENVIRONMENT & WILDLIFE, GOVERNMENT & PUBLIC ADMINISTRATION, HEALTHCARE, HEALTHCARE-PHARMACEUTICS, INSURANCE, LAW, MANUFACTURING, TRANSPORTATION & STORAGE, UTILITIES & ENERGY.

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Since 1976, AML has partnered with international, national, regional, and state associations to provide solutions that unleash the potential of our clients' organizations, members, and leaders. With AMC Institute accreditation and certified staff, AML provides solutions that make a difference.

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Using a strategy first approach, AR delivers administrative, management, event, and leadership solutions by partnering with your association's volunteers to fulfill your mission. As a charter accredited AMC, AR applies our 33 years of experience working with state, regional, national, and international nonprofits to identify and achieve your organization's goals.

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Association Services Group is a full-service accredited association management company providing membership marketing, publication services, public relations, newsletters, government affairs, meeting and conference planning, exposition coordination, and financial and administrative management. Our clients include health, academic, and education organizations. We also have an extensive background in agriculture-related organizations.

INDUSTRIES SERVED: AGRICULTURE, FARMING & FORESTRY, CLUBS & FRATERNAL ORGANIZATIONS, EDUCATION, EDUCATION-COLLEGES & UNIVERSITIES, HEALTHCARE, HEALTHCARE-DENTISTRY, HEALTHCARE-GENERAL, PHILANTHROPY & HUMANITARIANISM, SCIENCE, TOURISM, TRANSPORTATION & STORAGE.

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Associations International, one of the top 10 largest AMCs in the world, has demonstrated success in enhancing membership, increasing meeting/conference attendance, and growing associations fiscally. We do this with our commitment to excellent service, expertise, innovation, and technology. For more than 40 years, AI has been dedicated to bringing association missions to life.

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OTHER LOCATIONS: OTTAWA, ON; WINNIPEG, MB; SALTSPRING ISLAND, BC

Providing excellence in association management since 1970, AssociationsFirst specializes in providing management, administration, and support services to associations, foundations, and other nonprofit organizations.

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OTHER LOCATIONS: WASHINGTON, DC

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Bower Management Services specializes in the management of small- and medium-size nonprofit organizations. We understand the personal attention required to manage associations and will work tirelessly to provide the service you deserve. We intently listen to your needs and make sure we exceed your expectations. Please contact us, and we would be pleased to speak with you regarding how we may be of assistance.

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Capitol Hill Management Services offers a complete management solution to associations and professional societies seeking to achieve the highest level of success. Our unique blend of experience and expertise, professional talent, state-of-the-art infrastructure, and our unwavering commitment to our clients have made us a recognized industry leader.

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Capture Marketing is a full-service marketing firm and professional association management company. We believe the cornerstone of every successful association should be marketing and communication. Capture Marketing works with clients to determine the best way to reach their target audiences and then delivers results that will drive demand for products and support for organizations.

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CM Services, Inc. The Association Partnership Company partners with trade associations in progressive industries worldwide to develop, maintain, and advance their missions. We give our association partners what they want, when they

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Custom Management Group (CMG), an AMCI-accredited Association Management Company founded in 2000, assists national and international membership societies, associations, foundations, and consortia by providing smart and effective solutions in technology, conference planning, financial management, governance, and membership. CMG is committed to providing only the highest quality service to our clients.

INDUSTRIES SERVED: EDUCATION, HEALTHCARE, HEALTHCARE-MEDICINE, HEALTHCARE-NURSING, HEALTHCARE-PHARMACEUTICS, PHILANTHROPY HUMANITARIANISM, SCIENCE.

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PAI specializes in meeting the distinctive management needs of professional societies in the health professions and biomedical research disciplines. Our successful track record of helping volunteer leaders increase membership, boost conference attendance, and improve financial stability is based on our association management skills,

experiences in the healthcare industry, and use of state-of-the-art technology.

INDUSTRIES SERVED: HEALTHCARE, HEALTHCARE-GENERAL, HEALTHCARE-MEDICINE, HEALTHCARE-PHARMACEUTICS.

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OTHER LOCATIONS: PENNSYLVANIA

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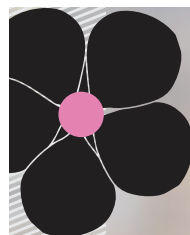
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WWW.RAYBOURN.COM

OTHER LOCATIONS: ILLINOIS; TENNESSEE; SOUTH CAROLINA

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OTHER LOCATIONS: NETHERLANDS

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Total Management Solutions provides nonprofit organizations with innovative, affordable solutions. An AMCI accredited management company, TMS offers professional, goal-oriented services to help associations grow, strengthen their brand, remain financially sound, and become strategically strong. TMS will be your headquarters for expert service and value, now and in the future.

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OTHER LOCATIONS: CALIFORNIA

Virtual is the leading technology-focused association management company, combining advanced systems, industry best practices, and innovation to give smaller and mid-sized associations world-class business operations. Virtual ranks among the top 5 percent of AMCs and was named to the Inc. 500/5000 list of growth companies and The Boston Globe's "Top Places to Work" list.

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For over 30 years, XMI has been working with associations. XMI understands the challenges you face in today's rapid-paced, highly technological, and ever-shifting environment. We are uniquely skilled in navigating these challenges. We know how to accelerate your success in membership, leadership development, educational opportunities, operational efficiency, meetings, and financial success.

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ALL INDUSTRIES AND INTERESTS CONSIDERED

**We don't ask the size of
your association.**

**We ask what
size do you want it to be?**

Some AMCs focus on smaller associations. Others, strictly on larger ones. At WJ Weiser, we simply focus on associations with aspirations of vibrancy, prosperity and growth.

So whether your association needs full-service management or a hand with a specific function, WJ Weiser has the capability, capacity and commitment to help you achieve more.

Learn more at wjweiser.com or email us at go@wjweiser.com

WJ WEISER 
ASSOCIATION MANAGEMENT
A NAYLOR COMPANY

{Achieve **More.**}



YOUR MISSION

It defines what we do. It clarifies our priorities.
And it is why we are the association management
and services company more organizations turn to
than any other:

Our mission is to achieve the
missions of the client organizations
we serve.

Whether you're interested in full-service management,
or outsourcing a function, role or crucial project,
call us to explore how our team of trusted professionals
can help your organization succeed.

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