

Membership Growth Matters 99 ... the 'End of the Year' edition

Publisher: Kevin Cahalane – **Membership Growth**

A note from Kevin

Two things to discuss briefly this month ...

1. Announcing our end of year product sale! Amazing bargains and special offers. Simply visit <http://membershipgrowth.com.au/VISIToureResouce> and take a look at our range of products – all designed for your (NfP) Industry and can be utilised by any organisation, anywhere in the world.

For instance, if you purchase our 'flagship' Membership Growth Toolkit for \$197, you will receive access to our Membership Growth Library (valued at \$97) absolutely FREE! Or, purchase the Member Service Excellence training program and you will receive a Member Complaints Management program and a Charter of Excellence complete with templates – together valued at \$94 – absolutely FREE!

For more great bargains, why not have a look today ... sale ends 30th November 2012.

<http://membershipgrowth.com.au/VISIToureResouce>

2. We have completed our fourth "Membership Mastery for Professionals" workshop for 2012, and they have been hugely successful. My thanks to all participants, 50+ of you, you were great! My thanks also to my co-presenters (on two each of the workshops), Allison Barrett and Alex Makin.

I will be conducting two workshops in March 2013 and if you are interested in attending (or wish to book someone in your organisation), please express your interest NOW – email me, kevin@membershipgrowth.com.au and I will reserve a (no-obligation, no invoice till February 2013) spot for you **at this year's fee** - \$495. The fees will rise in 2013 (though nowhere near the levels of my competitors) and you can secure a place, at this years' fee, by sending me an email to kevin@membershipgrowth.com.au - simple as that. Oh, and there is no obligation if you cannot/do not wish to attend in 2013.

One workshop will be in Melbourne and the other in Sydney – dates are 14 March (Melbourne) and 21 March (Sydney) 2013.

Want to find out more about the content and what this years participants have said? Visit here <http://membershipgrowth.com.au/membership-mastery-for-professionals-2013>.

Finally...

This is the final edition for this year – I hope all our subscribers have a great Christmas, holidays, celebration of their faiths and a fantastic new year.

If you would like quality assistance with your membership recruitment campaigns in 2013, or team training (membership sales, member service excellence), member retention programs, marketing and promoting your organisation or you require a professional presenter at your annual conference, AGM or major event – consider me, Kevin Cahalane ... kevin@membershipgrowth.com.au.

There are some really great articles in this 99th edition of **Membership Growth Matters** it is a retrospective of some of our BEST articles this year, so ... down to business.

Kevin Cahalane
Membership Growth
Ph: (03) 5976 8966 or +(613) 5976 8966
Email: kevin@membershipgrowth.com
www.membershipgrowth.com

**'We will increase your Membership
... and earn you more Revenue'**

In this retrospective 99th edition of Membership Growth Matters:

1. **Ten Ideas for Welcoming NEW Members to Your Organisation**
2. **Lost member reactivation – Case study: Zoos Victoria**
3. **An interview with Eamonn Verberne, Membership Manager at Zoos Victoria – a 49,000 increase in members in two years – read this amazing story!**
4. **Long term membership growth – be a “double bagger”**

*Knowing is not enough; we must apply. Willing is not enough; **we must do.***

Johann Goethe (1749-1832)

German dramatist, poet and novelist

1. Ten Ideas for Welcoming NEW Members to Your Organisation

You have put in the time and effort, spent the money, promoted your organisation far and wide ... now you are reaping the reward of a growing membership base.

Yet in so many not-for-profit organisations, more members leave after the first year than at any other time. I have conducted surveys in this area and the reasons are numerous and complex – financial and changed circumstances are a couple of reasons; however, other responses relate to things such as a lack of benefits, poor service, lack of opportunity, poor facilities ... in other words there is something deeper, particularly with first year members.

Below are ten ideas and suggestions which, if combined properly and worked well, can reverse the ‘first year member drop-out’ syndrome.

Ten Ideas for Welcoming NEW Members to Your Organisation

1. Send them a ‘Membership Road Map’ – a total package that contains some free ‘goodies’ for them and, more important, a road map that takes them on a tour (virtual if on a PC or in the form of a printed brochure) of your organisation – location(s), people, how to contact, who to contact, events, meetings and **all** relevant information/timeframes.
2. Invite them to a new member orientation night. Make it a fun and memorable event (avoid a sleep inducing ‘welcome’ from someone lacking genuine skills in this area) ensure they are made welcome and to feel at home.
3. Move from free to fee – they get the goodies in the ‘Membership Road Map’ package (it can be a calendar, key ring, personalised membership card, boxer shorts ... BOXER SHORTS?!? Hey, no one does boxer shorts, right? Be different!). Also, offer them a discount on an item of merchandise or memorabilia, kind of a ‘new member’s special offer’. It works! However, you should **not** offer discounts to new members at the expense of your current members – ensure the new members special offer is available to current members also, perhaps under a different promotional banner such as a ‘member loyalty’ offer.
4. Contact them within 30 days of joining, by telephone if possible, and ...
 - welcome them;
 - ask them if they have any specific questions regarding their membership;
 - update them on any events, seminars, functions that are about to happen;
 - ensure they are happy and utilising their membership benefits.
5. Membership Benefits? Well, why did this new member actually join your organisation? If you don’t know – find out (refer back to #2 or #4, you can ask the question/record the response at either of these early interactions). You see, this person joined the organisation for **their** reason, not yours. If you know why they joined, you need to focus on that reason in future dealings with the member. Record all feedback on your data base.

Did they join to gain new friends, save time and effort in studies, improve their social position, build a network, get closer to their team or ...? Once you know the reason ... you can personalise offers and target them for events and functions that **they** are interested in.

Perhaps they will volunteer their time for a cause that interests them, or utilise their skills to help the organisation or ...?

This is where a good 'relational' data base becomes invaluable.

6. Appoint a mentor or buddy, which is a good idea for smaller organisations but can be utilised by larger organisations as well. There are people within most organisations who are willing to reach out and help others. Sometimes they will take on more than one person. If your organisation has educational/professional development requirements it would be an excellent idea to appoint your new members with a mentor, who can guide them over the initial hurdles. Retired members are a great recruiting source for this task.
7. Call them a 'New Member' for the first full year of membership. It is absolutely vital that you develop a 12 month retention plan – first year members are your biggest defectors. Ensure you make quality contact (phone, email, social media, post) – yes, post. 37% of members of an organisation prefer their contact via the mail. Who says this? Why, Australia Post, at **planned** intervals, e.g. seasonal, cyclical or prior to major events, throughout the year.
8. Commence the Member Renewals process early. Segment first year members within your data base and target them. Although you should be trying to renew **all** of your members early – first year members need to be tracked and monitored.

A phone call just before renewals time ... a planned contact ... won't hurt either!

9. Everyone, and I mean everyone, who has contact with members – and here we are talking about that **new** member – should be trained in delivering superior member service. Your people should be absolutely the best in telephone response, first time contact when a member visits, managing their complaints and concerns and simply making them feel that they are #1 at that point of interaction.

An old US corporate study identified that 65% of people did not return to an organisation because of 'an indifferent attitude from an employee'. Some boffins refer to Service Excellence as a 'soft skill'. Well ... it isn't. It is an absolute necessity to give your people the skills and knowledge to be the best at what they do.

10. **Your Bonus.** You have given the new member a lot of benefits and value throughout the year, now it is your turn to gain some value back, for your organisation:
 - Promote 'Member-get-Member'. If they are happy with you, do you seriously think they won't tell others? Well, prompt them!
 - Conduct a new member survey – what did they like, dislike and what changes would they recommend from the experiences they had in their first 12 months.
 - Say 'thank you' ... that will gain you a ton of value!

Contact Kevin Cahalane today for a frank discussion on your membership growth needs – recruitment and retention - for 2013 ...

and beyond: kevin@membershipgrowth.com.au or 03 5976 8966 (Australia)

'Whoever said "It's not whether you win or lose that counts" probably lost'.

Martina Navratilova

2. Lost member reactivation – Case study: Zoos Victoria

In March 2011, Eamonn Verberne (Membership Manager, Zoos Victoria) and I held some in-depth discussions to look at the best ways to entice lost members back to Zoos Victoria (www.zoo.org.au), a deeply committed wildlife conversation organisation.

Reasons why people left after one year included ... a tick on the list of '100 things to do in my life' or a one off family trip – visit the three Zoos in a year and we're done ... or another reason, after a few years, was the kids are at a certain age and they no longer want to go to the Zoo ... time to cancel.

By May, Eamonn and I had a strategy developed, which involved utilising the services of three telemarketers to conduct a campaign on 8,000 lost members between late June and early/mid October (the members had not renewed within the past 6 – 9 months).

My task was to conduct initial interviews, train the team and work with Eamonn to finalise a series of contact guidelines for the team to follow.

Eamonn took the team to all three Zoos (one is actually a wild life sanctuary), where they gained useful knowledge and were able to say things, during the campaign, such as 'what's your favourite Zoo? Oh, yes, Werribee Plains ... I've been there and the brand new gorilla exhibit is about to open ...'.

Our objectives for the campaign were to re-gain a minimum 10% lost members but aim for a 20% win back.

The team achieved in excess of a 60% win back result. Over 5000 lost members actually renewed their membership.

This was a remarkable achievement by any standards. The campaign was not a late payment renewals campaign – it was a **lost** member campaign.

This team was incredible. All highly trained, tough as nails pro's? Not at all. Two of the ladies were mums who were seeking part time work (we also had a young lad at the start, however his work was not up to standard – so Eamonn made the decision to let him go) and an agency temp. The term 'ordinary people doing extraordinary things' comes to mind every time I reflect on this campaign.

How did we achieve such a stunning success, measured not only in numbers regained but in revenue earned?

Here are the five steps we followed:

- i. **Leadership** – Eamonn Verberne was great to work with ... a leader by any definition. There were times where we alternated leadership roles to ensure the best outcome. One of the ladies became team leader during the campaign. She was really good.
- ii. **Strategy** – Eamonn and I developed a series of clearly defined action plans based around our objectives. Once you have a strategy, and everyone is on board, things tend to fall into place.
- iii. **A good team** – We chose well. We let one go who was not working. We gave them training, we gave them knowledge (eg the three Zoo trips) and we gave them feedback. This helped their individual and team motivation. They were a strong team who worked well together.
- iv. **Reporting** – We all knew where the campaign was going, week by week, and were able to correct any issues as we went along. This is a very important component of any campaign.
- v. **The Offer** – We gave a financial concession ... if you re-join now, you will not have to pay the joining/processing fee, but mainly focussed on benefits and value of re-joining (free to children every day, new exhibits, upcoming events and more ...we simply captured their hearts!)

Profoundly simple. Very successful.

If you require assistance with late member renewals or lost member 'win back' ... contact me on 03 5976 8966 (in Australia) or kevin@membershipgrowth.com.au.

Pearl Strachan Hurd

'Handle them carefully, for words have more power than bombs'.

3. **An interview with Eamonn Verberne, Membership Manager at Zoos Victoria – a 49,000 increase in members in two years – read this amazing story!**

I first met Eamonn Verberne in 2010 when he attended a seminar I presented. He invited me to Zoos Victoria to discuss a major project (which we collaborated on in 2011 – more details in the interview below and in #2 above) and from there my admiration grew for Eamonn and his ability to make things happen in membership development. By the way, up until recently, Eamonn was a 'one man band' and you will find it hard to believe his achievements in two short years!



KC When we met in 2010, as you were commencing your membership campaigns, how many members did Zoos Victoria have?

EV *In January 2010, Zoos Victoria had a total of 72,000 members.*

KC How many members in July 2012?

EV *We've had significant growth over the past two years and as of today, Zoos Victoria has a total of 121,000 active members -an increase of 49,000.*

KC This is a massive growth. What are some of the strategies you employed to bring about this surge in membership?

EV *When we took over the membership program from FOTZ, one of the first things we implemented was our conversion program. Zoos Victoria gets 1.8 million visitors a year over our three properties. (www.zoo.org.au). We focused on upgrading our general paid visitors to members at the point of admission. By promoting the benefits of our membership program to people queuing has really worked for us. A lot of our benefits are great selling tools to a waiting queue to enter our zoos. Offering express entry to members, unlimited entry to 8 zoos around Australia, registering children for free, quality discounts, events, even special information on the animals (if you want to see Dewi, the baby orang-utan – please scroll to the bottom of this newsletter) all help our conversions.*

We also conduct a strong marketing and promotion program to our target audience – our visitors. Offering brochures and appropriate signage around the Zoos, all geared to persuading casual visitors to upgrade to a membership.

KC You also conduct quite a lot of external advertising – what is the main purpose of this advertising and what campaigns are currently underway?

EV *Our creative advertising is meant to create awareness – Melbourne Zoo turns 150 this year but our research showed that many Victorians were not even aware we had a membership program.*

We are currently running a [TV campaign](#) which has been very successful. We also created a strong online campaign which included our own website (www.zoo.org.au), parent websites such as Kidspot, as well as The Age, Herald Sun and Facebook.

We also tried something new and advertised on the back of 25 buses around metropolitan Melbourne.

- KC OK, you are getting families to join, what are you doing to keep them? For instance, what do you do when a family (or an individual) joins Zoos Victoria?
- EV *First of all, we changed the way we welcomed our members when they joined. Instead of just being sent a basic card in the mail and you are then a 'member'. We created a whole new welcome pack which looks great, full of animal pictures, a welcome from our CEO and a 'roadmap' detailing full information about our three properties, their personalities and animals. They are also issued with a 'SMART' membership card – which gives Zoos Victoria excellent feedback on which Zoo(s) they visit and their buying patterns.*
- For kids – we give them a VIP lanyard. For the first time in zoo history, we are able to identify our members from our general visitors. This has been a great tool to help recognise our members and make them feel 'special' when on site.*
- KC Eamonn, that's a great new member introduction. What is your member engagement and retention strategy?
- EV *We are about to employ a Member Engagement Coordinator and this person's role will be two-fold.*
- First, engage internally with Zoos Victoria's 600 staff – as membership sat outside our organisation for over 30 years, we really need to change our culture on how we value them both on site and off site. Then we will roll out a member engagement program, involving our people, to give all members a 'true sense of belonging'.*
- KC Obviously, you have a major focus on member retention and engagement in 2012 and into next year?
- EV *We see our members as our key stakeholders at Zoos Victoria. As a conservation organisation, the more we can create awareness of what is happening in our world (such as the current campaign, 'Don't palm us off', to preserve the orang-utans in Indonesia from being wiped out by palm oil plantation developers) we can save more species from extinction.*
- Greater membership gives Zoos Victoria a stronger voice and our members become our advocates – taking measurable conservation actions.*
- We are also in a position to encourage our members to support us further by purchasing in retail, zoo experiences, donating or even volunteering. As a not for profit organisation, our members will help us become a world leading Zoo Based Conservation Organisation.*
- All of this will increase if we have happy members!*
- KC What are some of your member engagement activities?
- EV *Onsite we aim to provide members with great, evolving experiences, more quality activities and events as well as excellent member service whenever and wherever they interact with our team members.*
- We have exclusive member offers throughout the year.*
- We also communicate with our members via a quarterly glossy magazine (plus a special version for the kids), let members know in advance about upcoming activities and events and keep them engrossed with happenings at the various properties, for instance a new gorilla enclosure at Werribee Zoo, births of Sumatran tigers, elephants and yes, Dewi, our new orang-utan arrival.*
- KC Eamonn, you have grown your membership in a phenomenal manner. What happens at renewals time?
- EV *We have re-designed our renewals letter from what was an invoice format to a more personal and visual format, using graphics of a our famous meerkats. We have a letter from our CEO, outlining plans for the future of Zoos Victoria, taking members 'on a journey' however, they need to renew if they are going to be a part of that journey!*

If they don't renew on the first occasion, we will send them a 'strategic' reminder of what they will continue to gain if they renew. This is a brand new renewals program, currently underway and we are collating the results.

[Like any organisation Zoos Victoria loses a certain number of members each year. In 2011, Eamonn and I teamed up to conduct a lost member reactivation campaign, the full story is at #2 above.

KC Eamonn, thank you so much for the time you have given and the quality information you have shared with our subscribers.

Ernest Hemingway

'Courage is grace under pressure'.

'Always do sober what you said you'd do drunk. That will teach you to keep your mouth shut'.

4. Long term membership growth – be a “double bagger”

I was born in London, but moved with my parents to New York ... where I grew up, went to high school, started work at IBM and ... got drafted into the US Army (a career halter, that one)!

When in high school, I had an after-hours job at a supermarket in my home town, Mount Kisco, in Westchester County.

I started in that job as a packer – groceries were put into a bin, placed on a conveyor belt and pushed through to me. Customers would drive up, present me with their ticket(s) and I would load their groceries into their car boot (or 'trunk' as we called it then).

My little brain worked out pretty quickly that if you smiled and were friendly and loaded the shopping bags carefully, you got a tip ... everything from 25 cents to \$1.

By the way, Betty White and her late husband, Alan Ludden, used to shop at my supermarket every Friday night. They drove up in their lime green Cadillac and Alan Ludden would get out of the car to help, but I always assured him that I was happy to load all the groceries in the car for him. He appreciated that (they all did) and Alan Ludden was a buck (\$1) tipper! I also loved when Betty White would be sitting in the front seat, give me a dazzling smile (it has not changed, even today) and a wave. She did this every time they turned up. They were a lovely couple ... she smiled and waved ... he was a buck tipper.

After a while, management decided I would be excellent as a cashier. No one tipped cashiers. My feelings as expressed to management? No, I would not be a good cashier. Management won.

Now, a cashier would total up the amounts and load the bags into the trolley or into the bin and onto the conveyor. That was pretty much it. No warmth...no sense of service.

Not me.

I was friendly to every customer, I talked to them about their kids, their holidays (vacations) ... anything they liked. I gave them **double bags**, yep, one (paper) bag inside another ... packed the bottom layer with cans or drinks and lighter materials on the top. Cold and frozen items always went into a double bag. Management discouraged double bagging because you used, well, twice as many bags. Didn't bother me ... if they had heavy items they got one or more double bags, in order to ease their load when they unpacked their car at home. That really impressed a lot of mums, on their own, who had to unpack at the other end. Some Thursday or Friday afternoons/evenings, I would have a line of people waiting for me to serve them ... they preferred to wait rather than be served by my fellow employees, who did not understand the concept of service (hey, we were all young and probably our hormones were pointing in other directions ... but my thoughts were – when you are at work, work).

Is your member service to a 'double bag' standard?

What is the foundation of every member service or member loyalty program? What is it that will induce your members to become your advocates? What really wins 'members for life'?

The answer, although obvious, is often overlooked in our high tech world. The answer is – **YOUR PEOPLE.**

Your people are your greatest resources for achieving member delight, member retention, member advocacy and long term member satisfaction. Conversely your people can be the major causes of relationship breakdowns, non-renewals, disharmony and lack of trust on the part of members (current and ex).

Let's look at how you can create **EXCELLENT** member service.

1. Read, analyse and **RESPOND** to surveys – from other internal team members as well as your own people. Don't be afraid to make the difficult decisions, including taking a cold, hard look at your management style and that of other team leaders/supervisors within your member services centre.
2. Communicate to your people that your organisation is the paymaster – the member actually pays their salary (thanks to Henry Ford for this little gem).
3. People who know what they are doing, why their job is important and where they are heading (team wise and career wise) are usually a lot more switched on and self motivated than people who consider themselves to be 'mushrooms'. The answer is feedback, and it is every employees' right, in every organisation, to be given feedback.
4. Constant, positive reinforcement allows people to re-focus their attitudes in a more dynamic way, to change their behaviour to a more desirable style and to become a more productive team member. Reinforcement of desired behaviour (and striving to change undesirable behaviour) is one of the best ways to promote better member service. It is also one of the least used management tools.
5. People need to understand and accept that there is no difference between internal and external service. Everyone in an organisation is serving someone else. If they are not, what exactly are they doing there?
6. Little things count. Volunteering time to help an overworked colleague, answering another's telephone, arriving at work a little earlier, staying a little later. Reward these little things and they will become habits. Your members will benefit from these habits as well!
7. Is the term 'ownership' a reality in your organisation or just another buzz word? Can your people solve problems and make on-the-spot decisions relating to a member's needs? Are they encouraged to take the initiative when dealing with other departments? Or, is your organisation totally rigid, inflexible and a slave to paperwork and forms?
8. Is teamwork and team building encouraged within your organisation or do you play departmental mind games? Is support and recognition the norm or is rudeness and isolation more in vogue within departments? Is there a company wide information flow or inter-departmental blocks?
9. Finally, every internal survey I have ever observed has (a) lack of leadership and (b) lack of communication very high up on the negative side of the list while 'I'm currently doing a wonderful job' is usually very high on the positive side. Somewhere, there is a balance but the reality is most people think they are doing OK from a service perspective, managers included. Sorry, that's not good enough.

Your service to your members is not great because you **think** it is, it is great because your members **say** it is.

If people in organisations, large and small, were more tolerant, understanding, friendly, supportive, appreciative, respectful, encouraging and co-operative, there would be a lot more positive (and rewarding) focus on the needs of members.

If training and development programs were to reflect the above issues it would lead to record results in terms of productivity and response to the needs of your members.

If managers made the above issues part of their organisation's culture and if they worked together to make their departments more open and their people were encouraged to communicate freely just imagine all the benefits this will bring.

One final thing, encourage an atmosphere of fun. It works!

Napoleon Hill.

'Anything the human mind can believe, the human mind can achieve'.

At Membership Growth, we are here to help you. We have great membership resources <http://www.membershipgrowth.com.au/VISIToureResouce> and take full advantage of our very special **SALE prices until 30 November.**

What are some of the issues you are currently facing with your member recruitment campaign? Are you engaging and communicating with your members in a planned, efficient and effective manner? How do you grow first year members into lifetime advocates for your organisation? Are your renewals campaigns successful? How do you win back lost members?

Are your marketing and promotion campaigns not gaining the returns they once did?

If any of the above is causing you problems ... Kevin Cahalane can help you.

About Kevin Cahalane – Principal and Founder of Membership Growth

Over the past 20 years, Kevin has worked with some of Australia's top Associations, Clubs and other non-for-profit Organisations including CPA Australia, Financial Planning Association of Australia, Pacific Area Newspaper Publishers Association, Australian Physiotherapists Association, , Victorian Arts Centre, Real Estate Institute of New South Wales, Institute of Professional Works Engineers Australia (NSW), Law Society of Western Australia, Playgroups NSW, a total of 15 Australian Football League and National Rugby League Clubs, the Sydney Turf Club, Victoria University, Victorian Automobile Chamber of Commerce, Returned & Services League (RSL Victoria), Save the Children, Australian Parachute Federation, Six Credit Unions, Rockhampton Regional Development, Australian General Practice Network, Crohn's and Colitis Association, Pharmacy Guild of Australia-Vic, Australian Breastfeeding Association, Deakin University Students Association, Waste Management Association of Australia, Mornington Golf Club and Zoo's Victoria.

Kevin's varied membership development roles include:

Training

- Membership (and Donor) Sales
- Member Service Excellence
- Leadership Development
- Marketing and Promotion
- In-house and external training programs

Business Development

- Member Recruitment Strategies
- Member Retention and Engagement
- Member Renewals
- Lost Member 'Win Back'
- Growing Member Revenue by utilising 'The Law of Leveraging'

Keynote/Public Speaking

- Professional Associations
- AGM's, Conferences and Events
- Sporting and Leisure Groups
- **Your Association Members (Business Members eg Commerce, Industry, Retail and Professional)**
- Community and Consumer Organisations
- **Tailored Presentations designed for YOUR Organisation**

Other Services

- Marketing and Promotion Strategy
- Website Development and Marketing
- Creative Services – Recruitment and Renewals
- Social Media Strategy/Implementation
- Membership Surveys/Recommendations
- Membership Management Services è a **complete** service in all key areas of successful membership development

Contact Kevin today for an obligation free discussion of **your** membership growth requirements (03 5976 8966 (overseas +613 5976 8966) or email kevin@membershipgrowth.com.au.
Visit: www.membershipgrowth.com.au.

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Kevin Cahalane

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'We will increase your Membership ... and earn you more Revenue'

Membership Growth

'To boldly go where no one has ever been before.'

Captain James T Kirk

USS Enterprise

(from Star Trek: the American documentary!)
