

Membership Assessment

Phase 1 – Executive summary

We have completed four steps in this initial phase of membership assessment

Internal perspectives

22 staff interviews

Across CEO, Global Engagement, Partnership Development, Policy, Regional Bureaus, Technology, IT and Stakeholder Relations.

To understand ISOC's current understanding, ambitions and challenges for membership.

11 board member interviews

Representatives of IETF, chapters, organizations and board secretary.

To understand board members' current understanding, ambitions and challenges for membership. To gain additional insight into the journeys of highly engaged individuals.

Member perspectives

1272 survey responses

Sent to all individual members

To gain a broad understanding of individual members' (who may or may not be involved in a chapter) motivations for joining, experiences with ISOC and how they would like to engage.

5 individual member interviews

Across segments identified through survey

To add depth to the survey findings, to gain a deeper understanding of individual members' (who may or may not be involved in a chapter) challenges and successes through personal stories.

This initial assessment uncovered four major trends

1. ISOC values members for legitimacy and reach, and members value ISOC for information and collaboration.
2. ISOC and members both lack clarity about the roles and expectations for membership.
3. Successful chapters provide opportunities for face-to-face networking and local events, but they should not be the only avenue to participation.
4. Members need more frequent, predictable and practical communications from ISOC.

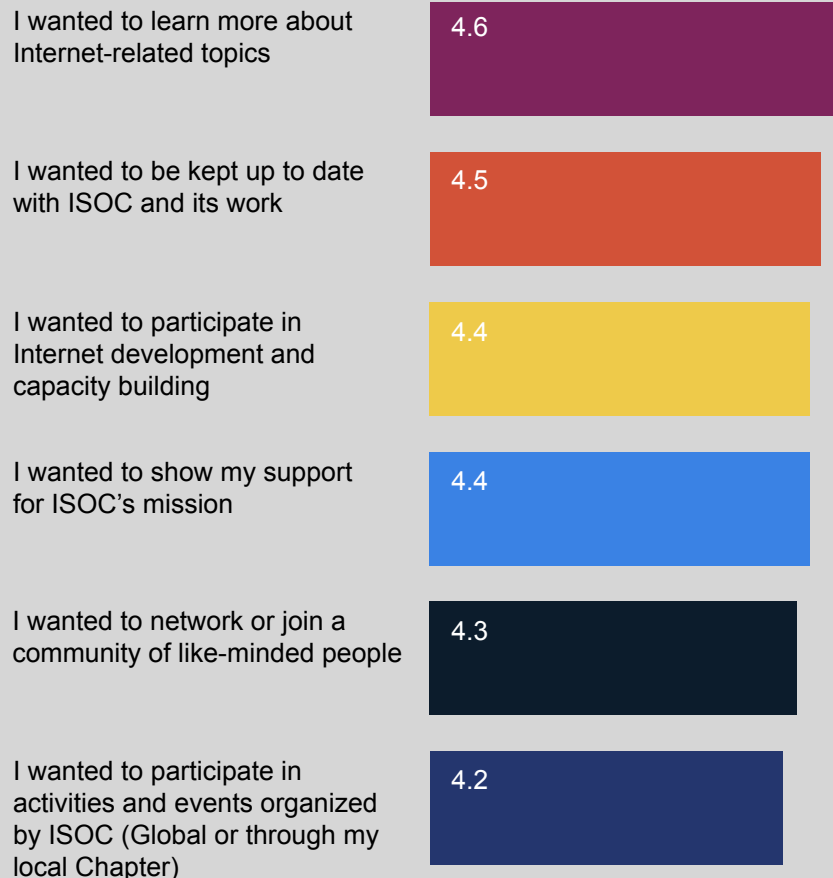
View appendix for more details

Drivers for joining ISOC and overall satisfaction

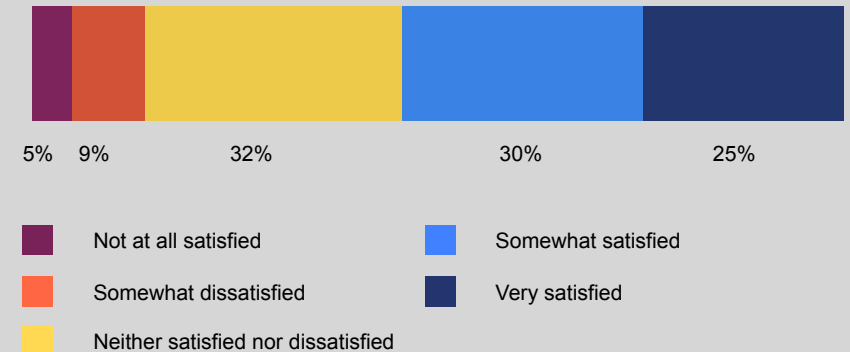
The majority of participants are satisfied and likely to recommend ISOC

Source
ISOC online survey 04/2016.

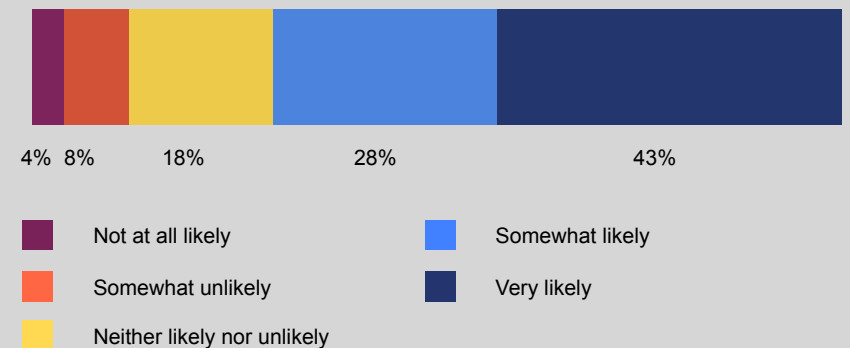
Top 6 motivations for joining (Average score out of 5)



Overall satisfaction with ISOC membership



Intention to recommend ISOC to others in field



Four membership segments

The survey revealed four types of members based on their motivation and preferences

Source

ISOC online survey 04/2016.

Passive engagement 17%

Mostly interested in being kept up to date with ISOC and its work and learning more about Internet related topics.

Ranked all motivations lower than average. Members of this segment were more likely to be from the US or EU and be members for 6+ years. 'Passive engagement' may not be the right descriptor.

Collaborators 21%

Want support from ISOC for work they are involved in.

Topic contributors 19%

Want to participate in policy advocacy, Internet development, capacity building, standards development and other technical activities.

Highly engaged 43%

Interested in learning more about ISOC, receiving and showing support, and participating and contributing.

Ranked all motivations more highly than average.

Key drivers of member satisfaction

Key areas to improve are feeling valued as a member and the number of opportunities to participate

Source

ISOC online survey 04/2016.
Regression analysis with overall satisfaction and satisfaction with aspects of membership.

Maintain

Higher performance, higher importance

- Quality and content of information and communication provided

Question

Higher performance, lower importance

- Frequency of communication received from the Internet Society
- Ease of contacting the Internet Society

Monitor

Lower performance, lower importance

- Opportunities to meet / network with people and be part of the ISOC community
- Opportunities to gain support from the Internet Society for projects

Improve

Lower performance, higher importance

- Feeling valued as a member
- Number of opportunities to participate in projects, activities or events

Short-term improvements can be done in parallel to strategic development

Taking this work forward on strategic level

Clarify membership types and benefits with a holistic view to all active followers.

- Connect the dots: work with other teams and projects (brand, PD assessment, new website, AMS review etc)
- Finalize engagement levels document to define membership types and engagement levels.
- Map and plan phase 2 of membership assessment, with a focus on Org. members
- Ensure the involvement of regions, as they play a key role in the membership experience.

Things we can start doing today

Develop and implement a plan for regular, practical communications with all members across key touch points.

- Finalize and implement member newsletter proposal.
- Further invest and develop membership communications (Open Forum, Postel award etc)
- Consolidate email marketing governance and content guidelines
- Raise the quality of the current member database (via db clean-ups, easy membership cancelation etc).

Thank you.



Appendix

1- Project goals

Membership Assessment Phase 1: Goals

Understand membership today

- Different types of members and the roles they play
- How members currently engage with ISOC and with each other

Gain insight into what membership means internally to ISOC

- Goals and requirements different organizational departments have for membership
- What challenges they face today to engaging effectively with members

Gain insight into what membership means to members

- Understand what motivates members to join ISOC
- Identify patterns in different types of members
- Assess strengths and weaknesses in the current membership model from members' point of view

Appendix

1. Project goals

2. Major trends

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2. ISOC and members both lack clarity about the roles and expectations for membership.
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View appendix for more details

ISOC values members for legitimacy and reach, and members value ISOC for information and collaboration.

ISOC values members for legitimacy, reach, and hands-on work.

Representing a large membership base is valuable in policy discussions, boosting credibility.

Some staff see a need for a much larger membership base, to be able to truly represent global Internet stakeholders.

A globally distributed membership helps ISOC stay up to date on global and local topics and helps ISOC organize and act locally.

Members support ISOC's mission and value membership for information and networking.

Members rated the most useful aspects of membership to be access to information and contacts with other members / networking.

Members' most common motivations for joining were education and information, participating in Internet development, and showing their support for ISOC's mission.

Although the Internet and the Internet Society have changed over the past 25 years, early and recent members expressed similar motivations for joining.

ISOC and members both lack clarity about the roles and expectations for membership.

ISOC lacks clarity about members' roles, responsibilities and benefits.

While some interviewees had a clear vision of what membership should be, there was no single vision shared by staff and board members.

Few could articulate ISOC's value to members, and many identified this lack as a key challenge.

Many spoke of ISOC's membership structure as complex, but this may be due to a lack of clarity.

Some highlighted a need for different membership types for different stakeholders. Some were open to adding well-defined paid membership tiers.

Most felt that to be accessible, there should continue to be a free global membership option.

Members lack clarity about expectations and opportunities of membership.

Some members found it difficult to understand on a practical level the work ISOC does, how they could contribute, or what support they could ask for.

Successful chapters provide opportunities for face-to-face networking and local events, but they should not be the only avenue to participation.

ISOC sees chapters as key to local activation, but they face some challenges.

Interviewees emphasized the importance of chapters for local, hands-on activation.

ISOC is currently working on improving chapter organization and rejuvenating inactive chapters. Barriers to chapter success include their dependence on volunteers, very wide regional variation (beyond focusing on local issues), and some dysfunctional history.

Many members see chapters as key to participation, but some see chapters as barriers or irrelevant.

Members saw chapters as important for face-to-face community, local events (costs often prohibit travel to distant events), and hands-on activities.

Some members in areas without chapters saw chapter formation as a way to build momentum and legitimacy.

For some members, poorly functioning chapters created barriers to participation. This took the form of unresponsive/inactive chapters and interpersonal conflict.

Some global members were not involved in any chapters (often due to distance) and sought to engage with ISOC directly, as global members.

Members need more frequent, predictable and practical communications from ISOC.

ISOC is working to address logistical challenges to communications.

Because members have been poorly understood, it has been difficult to effectively target a diverse membership base. This research and other work are ongoing to improve ISOC's understanding of its members.

Interviewees mentioned predictability and medium (e.g. printed communications, not just digital) as ways to keep members aware, informed, and interested.

The member database is of poor quality.

Managing communications with a global membership poses logistical challenges such as languages, time zones, and inconsistent Internet access.

Members want communications that help them get involved and make them feel valued.

Key drivers of member satisfaction were the quality and content of information, feeling valued as a member, and the number of opportunities to participate in projects, activities or events.

Some members saw communication from ISOC, especially requests for input, as a way they can feel valued.

Members wanted more information on scheduled events (far enough in advance), ways to contribute (especially new members), and updates on ISOC activities and projects.

Some members mentioned a newsletter as an option for being kept up to date.

Appendix

1. Project goals
2. Major trends
3. Snapshot of participants

Demographics of survey participants

1272 respondents from global membership, bias toward active and engaged members

Source
ISOC online survey 04/2016.

Gender distribution
(1% didn't disclose gender.)

83% male 16% female



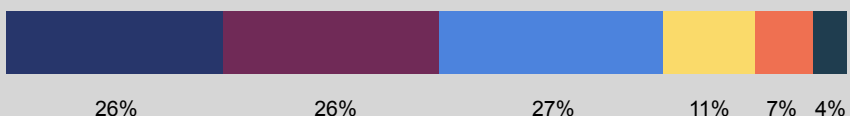
Age distribution

<20 20-29 30-39 40-49 50-59 60-69 70+



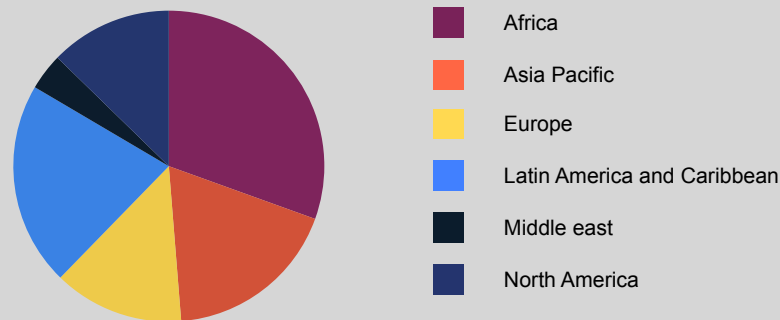
Length of membership (years)

<1 1-2 3-5 6-10 11-20 20+

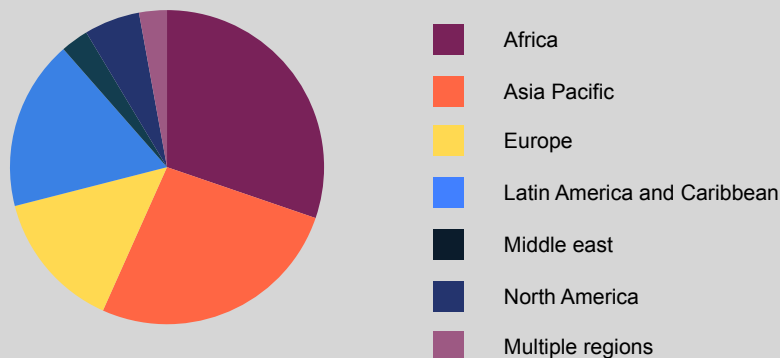


Regional distribution for global members and chapter members
(Information in these charts limited to participants who gave permission to be contacted).

Regions for global members not in chapters (41% of all respondents)



Regions for chapter membership (56% of all respondents)

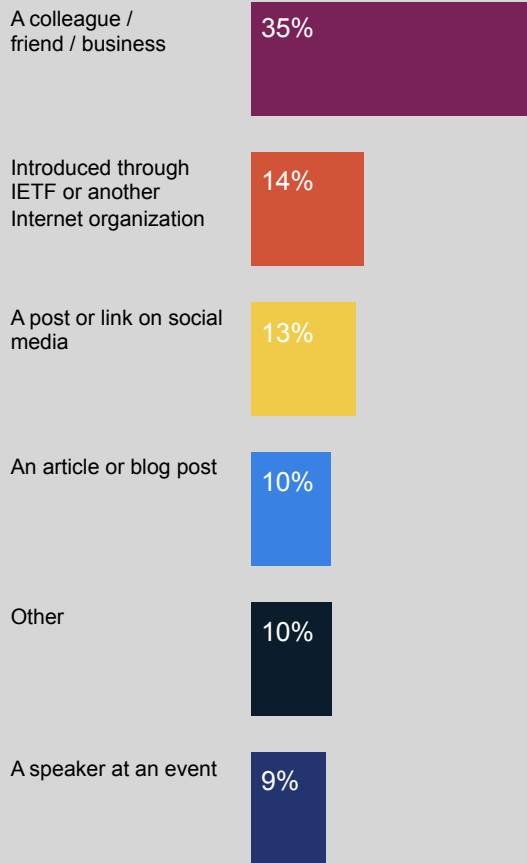


Event participation and communication channels

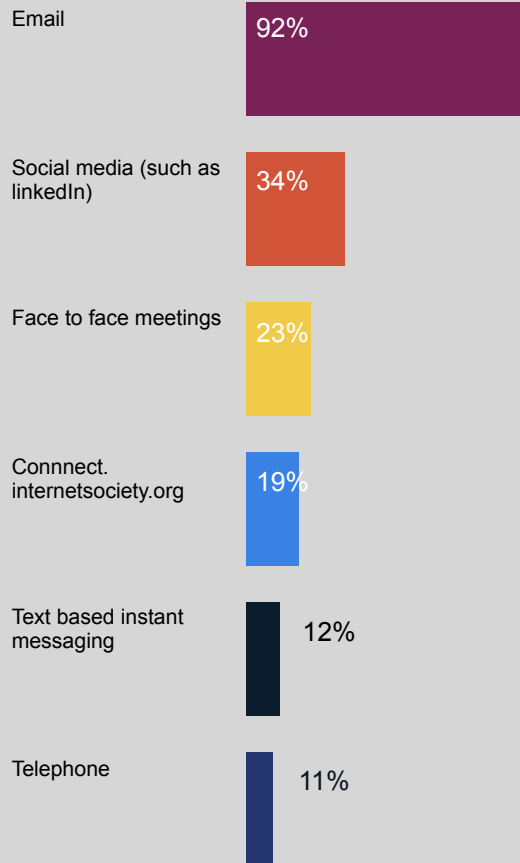
Word of mouth, local events, and email are important touch points

Source
ISOC online survey 04/2016.

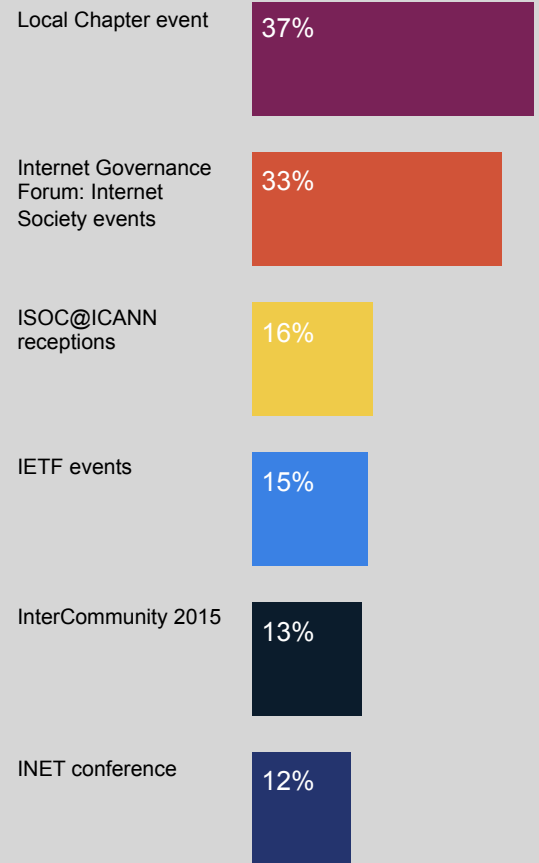
Top 6 ways members heard about ISOC



Top 6 channels used for communicating with ISOC or other members








Top 6 events taken part in



Five member journeys

Personal journeys of members across the four member segments

Background		Initial motivation	Goals and ambitions	Best aspects	Barriers
Latin America Community organizing for a cyber security company Joined 2013 Collaborator		While looking for organizations to partner with, learned of ISOC through colleagues and web search. Joined to see how they might work together.	Collaborate with a thriving community of organizations, businesses and people making the Internet better, beyond the purely technical.	Has begun meeting people, but has not yet had success with the organizations.	Finding a way in. Speaks to people but gets no follow-up. Cannot find relevant, useful discussions online. Cannot find local work to contribute to. Local chapter exists but is not active.
Asia Pacific University IT teacher Joined 2011 Collaborator		Came across ICANN, applied and got a fellowship. Joined ISOC and has been a member since.	Focus on wanting to be part of developing her own community.	Learning new things and being up to date on the latest on Internet technologies and policy on the international level.	Eager to participate in local events to meet like-minded people, but there is no a local chapter near her.
Asia Pacific IT Consultant Joined 2008 High engagement		Saw a speaker at an international event. Was working for the UN and signed up to keep abreast of Internet governance and technology globally.	Build on local momentum (growing number of individual members) to create a chapter to facilitate community, provide education, and connect local work with grants.	Information and regular updates.	Needs advice and support on making a local chapter happen.
Africa IT and FLOSS activism Joined 2004 Topic contributor		Became involved with ISOC when an organization he was a part of collaborated with ISOC on a project. Joined to participate in discussion and debate around political issues.	Broad interests in discussion, international networking, learning, hands-on project work.	Participated in a task force for building an IXP in his country. Learning from people in other countries.	Frustrated by how his local chapter is run (feels it is run by a single person, with other members having no say), and has not had tangible support from ISOC in addressing this.
North America Engineer Joined 1992 Passive engagement		Was an IETF participant and was present for the founding of ISOC. Joined to support the organization's support for the IETF.	Meaningfully contribute to the creation and ongoing development of the Internet – technically, politically and socially. Ensure the continued success of the IETF.	Values and contributes to ISOC as an organization, participates in and takes leadership roles in the community, values ISOC's continued role in the continuation of the IETF.	All participation is through individual relationships. Does not see individual members being valued: not updated, asked for feedback, or invited to participate.