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FUTURE FORWARD

AS ASSOCIATIONS NAVIGATE AN UNCERTAIN ENVIRONMENT, AMCS CAN HELP THEM BUILD MORE RESILIENT ORGANIZATIONS

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associations





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Make a **Successful Pivot** to Virtual

The spread of COVID-19 worldwide left many associations quickly overhauling their in-person meetings to virtual events. Some have found that working with an association management company can make that transition a little less overwhelming.

BY CHRISTINE UMBRELL

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Stay Afloat in Unprecedented mes

As COVID-19 has reduced advertising and sponsorship revenue and made membership renewals more complex, associations are needing to revise their financial forecasts and trim their budgets. A look at how partnering with an AMC can be part of the solution.

BY CHRISTINE UMBRELL

A Formula for **Flexible Staffing**

While COVID-19 fallout shreds 2020 association budgets and workplans, AMCs calmly do what they do best: help association clients craft a staffing structure that maximizes efficiencies while advancing their missions.

BY KRISTIN CLARKE, CAE

HOW AMCS CAN HELP BUILD MORE RESILIENT ORGANIZATIONS BY MARILYN JANSEN

WORLDWIDE PANDEMIC, STAY-AT-

home orders, social distancing, Zoom fatigue, and PPE were all unfamiliar concepts just a few months ago, but now they are simply the norm! Associations are facing myriad situations taking them into uncharted territory and a "new normal." And, no matter their size, associations are quickly learning there is no roadmap for this, and no historical data to rely on.

Embracing change and a new normal may be daunting and even scary, but AMCs can offer today's association leaders support, proven solutions, and significant advantages. AMCs are incubators for creative solutions that are responsive, adaptable, and nimble to meet their partners' needs with a consistent and impactful approach.

While the cancellation of events has brought a host of challenges, AMCs are inherently centers of innovation and spring into action to address situations just like this. They support their partners by actively looking at the overall needs of the aggregate group, and they tap into the extensive staff expertise available "under one roof" to provide a range of solutions. Having the expertise to quickly evaluate the pros and cons of a variety of solutions, and providing the required staffing to operationalize them, is a key benefit of the AMC model.

AMCs offer an assortment of business models, including full-service management; hybrid management, where an AMC operationally supports a board-hired executive director: or traditional outsourced staff support. These models offer flexibility to adjust staffing to accommodate changing needs, evolving goals, and a range of budgetary objectives. Staff are known to be creative and resilient, often bringing an innovative perspective to meet the goals of the association and impacting the industry or profession they serve. Since AMC staff regularly work with a variety of clients, as well as on a host of projects, they bring valuable experience to the associations they work with.



EMBRACING CHANGE AND A NEW NORMAL MAY BE DAUNTING AND EVEN SCARY, BUT AMCS CAN OFFER TODAY'S ASSOCIATION LEADERS SUPPORT, PROVEN SOLUTIONS, AND SIGNIFICANT ADVANTAGES.

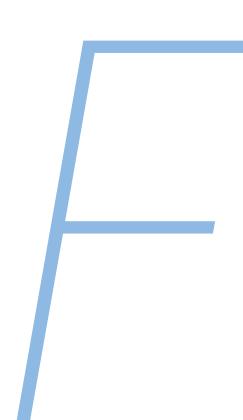
For budget-conscious organizations, AMCs offer bottom-line savings. By leveraging business relationships and industry partnerships with hotels, CVBs, and various service providers and partners, AMCs can create preferred pricing and enhanced service value beyond what may be traditionally available to many individual organizations.

Looking at today's uncertainty and new normal, now more than ever, associations have a unique opportunity to think differently, pilot new ideas, and course-correct as needed to survive and thrive. In this year's guide, you will see how AMCs are approaching technology, staffing, and cost-effective solutions. As you embark into uncharted territory and evaluate your association's future needs, perhaps the flexible and innovative services of an AMC will provide your organization the support required to build the resiliency needed for tomorrow.

MARILYN JANSEN is executive director of business development at Association Management Center in Chicago and chair of ASAE's 2020-2021 AMC Professionals Advisory Council. Email: mjansen@connect2amc.com



The spread of COVID-19 worldwide left many associations quickly overhauling their in-person meetings to virtual events. Some have found that working with an association management company can make that transition a little less overwhelming. BY CHRISTINE UMBRELL



For many associations, the decision to host a virtual event this year was made quickly, prompted by the sudden spread of COVID-19 and statewide stay-athome orders. Groups had little time to choose which technologies to adopt for an online conference, webcast, or board meeting. But that first virtual event can be a powerful symbol of how an association will evolve.

"We only have one shot to do it well," says Mary Connor, vice president of client relations at Stringfellow Management Group. Offering a virtual meeting or conference that is meaningful and relevant to members' professional growth is key to ensuring engagement and a critical starting point for more virtual events.

So how can an association pivot to virtual and do it well? Many are finding that partnering with an association management company offers benefits, including increased access to expert information, tech vendors, and innovative solutions.

QUICK CONNECTIONS

AMCs are "very connected" to what's going on in the association community, inside and outside their portfolios, so they can adapt to the changing environment and identify solutions, says JoAnn Taie, partner and owner of Global Management Partners (GMP). AMCs are a valuable resource to suggest advanced online meeting platforms or A/V vendors that can transform physical events into virtual ones.

Associations also gain exposure to cutting-edge solutions via AMCs. At GMP, Taie and her staffers were among the first to learn that its long-time A/V vendor, Any Screen, had repurposed its technology and services during the pandemic to aid client organizations in offering live webcast services. The company pivoted to virtual events using pre-recorded educational sessions integrated with real-time dialogue from the presenters. GMP had previously leveraged the company's A/V solutions during in-person conferences, so several of its client associations became early adopters of virtual conference solutions.

Vish Kalambur, Association Management Center's chief information officer, says associations that partner with AMCs reap the benefits of working with experienced staffing teams. Kalambur, who runs a "tech innovation team" to monitor new solutions, says his AMC was educating clients about the many capabilities of Microsoft Teams long before the pandemic hit. Last year, one client implemented the web-based version of Teams to facilitate communications among its 50 committees and task forces, some of whom were challenged by hospital firewalls that prevent access to desktop-based meeting platforms. When COVID-19 forced other clients to seek virtual meeting solutions, the AMC was well-versed in the pros and cons of this platform.

RIGHT-FIT SOLUTIONS

AMCs have the capacity to conduct in-depth research when choosing new solutions, says Connor. When the pandemic closed offices, the Stringfellow team assembled virtually to share information regarding online meeting platforms. Connor herself researched 14 different platforms, evaluating their strengths, weaknesses, and price tags learning that their average cost can be \$10,000 per day.

Seeking a more budget-friendly solution for one small client, Connor amassed her years of association management expertise to do the next best thing: create "the ultimate virtual experience, leveraging existing technologies" in an integrated manner. "We have people on staff who are innovative and can extrapolate parts of existing platforms," she says.

Stringfellow staff are currently designing an event that will feature speakers, panel discussions, member-tomember chats, and other facets to "replicate the conference experience." Connor anticipates a successful outcome once the virtual solution—optimized for the client and its unique member needs—goes live.

Associations also may benefit from more individualized solutions when AMCs work in tandem with their existing vendors, says Taie. Today, every tech company is rethinking its services and platforms, and AMCs have an opportunity to work with them to "help shape different operational platforms in a post-COVID world."

TARGETED TECH OFFERINGS

Beyond virtual meeting platforms, AMCs can match clients with different types of individualized tech solutions.



"You can't just take an in-person meeting and turn it online."

–Vish Kalambur, Association Management Center



Kalambur tells of working with the Association of Pediatric Hematology/Oncology Nurses to introduce the Gather Voices app for its member base. APHON sought to capture video testimonials outside of the annual meeting. The app allows members to use their own smartphones to make an introductory video to serve as a resume, or to answer guided questions. APHON members adopted the tool to provide a supplemental video when applying for board or committee positions, or to provide testimonials for membership or conference registration drives.

At GMP, Taie helped several small clients create weekly online "engagement lounges," modeled after the AMC Institute's Engagement Lounge series, as a way for members to meet virtually and share ideas as the stay-at-home mandates went into effect. These lounges are economical to implement, says Taie, yet provide a critical service in offering networking and engagement opportunities that pull members into the association.

STRATEGIC THINKING

When moving an in-person meeting to an online offering, Kalambur advises small organizations to think about a virtual event as an entirely new product; his AMC created a Virtual Conference Framework to guide clients through this process. "You can't just take an in-person meeting and turn it online," he says. The new program may require different content, features, presenters, and even weekend or evening sessions to attract a larger audience. He also urges associations to choose technologies that will resonate with their members. "Look at it from the end users' perspective; live in their shoes for a day and experience the solution," he says.

For organizations that can't afford expensive virtual meeting platforms, leveraging existing technologies to meet an association's needs is a viable option. Connor suggests surveying current tech tools, such as your association management system and conference app, and then contacting your service providers to see if they are upgrading their offerings in light of COVID-19. "Talk to vendors to see if they can help you integrate," she says.

Whatever type of platform associations select for virtual gatherings, they will need to educate members on how to use the technology—especially for multiday virtual conferences. "We need more preconference training; we need to create videos and documents" explaining how to connect to and navigate these events, Connor says.

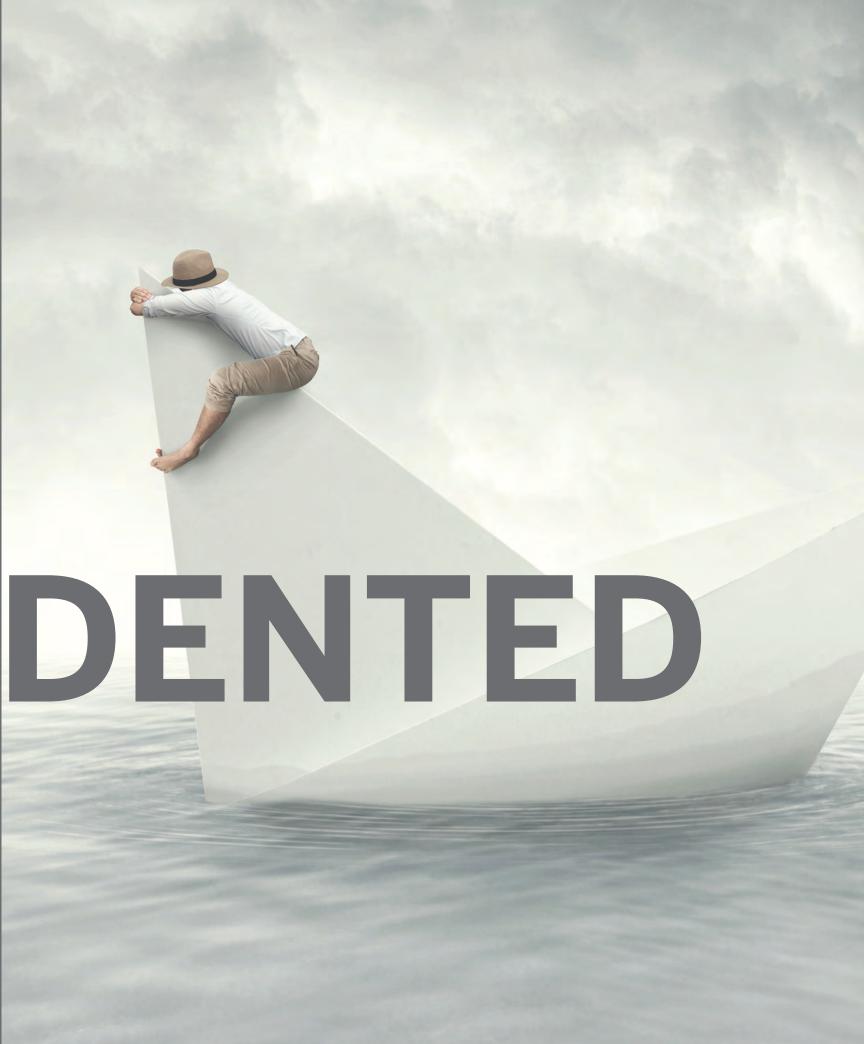
Most importantly, associations need to be flexible. "A year from now, there will be many more options on the market," says Connor. Leveraging the right technology to meet members' needs in a virtual world will be a key skill set, in 2020 and beyond.

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As COVID-19 has reduced advertising and sponsorship revenue and made membership renewals more complex, associations are needing to revise

their financial forecasts and trim their budgets. A look at how partnering with an AMC can be part of the solution.

BY CHRISTINE UMBRELL



Canceled meetings, drastically reduced advertising and sponsorship income, and complicated member renewals are taking a toll on associations amid the COVID-19 pandemic. But strategic associations are already planning for sunnier days ahead. Seeking to stay solvent in unprecedented times, they are reducing overhead costs, testing budget-friendly virtual member offerings, and revising financial plans—often, with the help of AMCs.

"We need to be investigating how our associations will survive and thrive," says Lane Velayo, CAE, CEO of Synergos AMC. After the stay-athome mandates forced many association professionals to work remotely, some may be "reconsidering their office spaces and overhead costs, and considering new ways to run their associations," says Velayo. Partnering with an AMC—to take on part or all of the association's workload—has become a viable solution for many organizations.

REDUCING OVERHEAD

"In these times in particular, reducing the impact of the infrastructure" should be a consideration at every association, says Velayo. Given the financial strains caused by coronavirus, associations are looking for ways to provide the same—or even more services to members on a reduced budget.

An AMC can disperse overhead costs among several association clients—expenses for real estate, computers, software, phones, equipment, benefits, and payroll production. "These resources get a higher rate of efficiency with an AMC ... so more resources can be driven to the association's vision and mission," says Velayo. The savings can go toward reserves and a "stronger safety net."

Often, the savings from shared staffing can make an immediate impact—while expanding access to subject-matter expertise. "Small associations have a lot of 'jugglers'" responsible for a wide range of responsibilities, explains Velayo. With an AMC, "you gain specialists in areas you otherwise couldn't afford."

This was precisely the case when AMPED Association Management onboarded a small association after the pandemic hit. Prior to the transition, the client had a full-time executive director "who did everything," says Lynda Patterson, FASAE, CAE, president and owner of AMPED. Her team replaced that executive with three people—an exec, a finance manager, and an assistant, plus office staff to help with calls, packages, and internal financial controls. The client says Patterson—including one that partnered with AMPED in an integrated management model after the pandemic forced layoffs.

"Our collective team replaced three to four staff, saving nearly 40 percent in staff and overhead while modernizing operations and focusing on strategy and growth," Patterson says.

As associations seek cost-effective strategies to meet members' needs, AMCs can offer solutions that will be beneficial for years to come.

saved 25 percent compared to what it had been paying the full-time ED and related benefits, according to Patterson.

And it's not just small organizations that may benefit from an AMC partnership, says Joseph Sapp, MBA, CAE, COO of Talley Management Group (TMG). Larger organizations may choose to outsource part of their workload—either taking a hybrid approach, with a mix of staff and support from an AMC, or via direct outsourcing of a department, such as membership, marketing, or accounting.

More associations have been considering a hybrid approach lately,

PROBLEM SOLVING

Given their deep knowledge pools and brainstorming abilities, AMCs can also help associations create alternative revenue streams that work well in the current environment. At Synergos, staff has helped clients bring back the revenue associated with canceled in-person meetings. "We're creating opportunities to do things differently ... with a series of webinars and vendor sponsorships," says Velayo.

At AMPED, staff pulled off a seamless transition from an in-person to a virtual meeting in the beginning of April. Patterson's team focused on creating an "accessible" meeting, designed to attract the previously expected in-person attendees plus others who might be interested in the new virtual format. By charging 50 percent of the normal registration fee and offering live sessions that were also accessible in archives, the event exceeded attendance projections by 34 percent—and took a predicted break-even meeting to a profit of nearly \$60,000. Patterson attributes the program's success to "our buying power and industry relationships, our nimble, technology-savvy staff, and our shared resources."

BUYING POWER

AMCs have more buying power because they source for several clients and have access to economies of scale. This can be advantageous when purchasing technology, as well as during event planning. "Because of the number of meetings we schedule, we have a deeper relationship with a lot of brands," says Velayo.

These connections have proven critical during the pandemic. Velayo notes that three Synergos clients had scheduled in-person meetings for summer 2020 at the same venue; all three were canceled or transitioned to virtual events. Because of the AMC's longstanding relationship with the venue, the cancellation fees were waived. One of the clients avoided a \$100,000 liability, says Velayo. Overall, Velayo says Synergos's three client associations went from losing \$120,000 to losing only \$10,000.

LONG-TERM PLANNING

One of the biggest lessons learned from the pandemic is that associations should be prepared for disruption, says TMG's Sapp. AMCs can help associations cut expenses by examining contracts, assessing operational costs, and cutting programs that aren't providing value—while working to boost reserves in case of emergency.

When the International Society for Extracellular Vesicles first partnered with TMG five years ago, the association had only \$500,000 in annual revenues. TMG spearheaded an effort to improve ISEV's financial health by "diversifying ISEV's revenue beyond relying on the annual meeting" developing technology platforms for member engagement, designing educational events, and aiding the association in partnering with an investment advisor. Now, ISEV has more than \$1.6 million in annual revenue—and \$650,000 in reserves. This approach paid off when the pandemic hit, and ISEV was forced to switch to a virtual meeting—relying on operational funds without tapping reserves.

As associations seek cost-effective strategies to meet members' needs, AMCs can offer solutions that will be beneficial for years to come. "There has never been a better time for small and medium-sized associations to consider partnering with an AMC," says Sapp.

CHRISTINE UMBRELL is a freelance writer based in Herndon, Virginia. Email: christineumbrell@gmail.com

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A Formula for Flexible Staffing

While COVID-19 fallout shreds 2020 association budgets and workplans, AMCs calmly do what they do best: help association clients craft a staffing structure that maximizes efficiencies while advancing their missions in a disrupted new world.

BY KRISTIN CLARKE, CAE

With COVID-19 disrupting every function of every association, organizations are relying on the skills, experience, and ideas of their staffs more than ever to endure and even thrive during the pandemic. But with budgets tight, boards and CEOs are reexamining staff structures for new ways to optimize efficiency.

Enter the estimated 600-plus association management companies offering full and select outsourced services. Association management companies are enjoying heightened attention because their business model reflects what many associations desire most right now—flexibility, expertise, convenience, and nimbleness.

The challenge is staffing. How do you get the most work done well with the least amount of wasted time and resources?

AMCs are used to this balancing act. Working closely with the board, an AMC develops a staffing plan customized to support strategic plan priorities, including options to scale as needed during busy meeting cycles or economic downturns. Heavy investment in cross-functional training ensures backup staff can step in anytime to maintain a well-rounded team.

"It's like a radio dial you can turn up and down," says Amy Lotz, HMCC, CAE, executive vice president and chief of staff of MCI USA. "When you need more or different staffing, you ramp up, and if you need to dial down, you have the ability to do that."



REFINING THE STAFF STRUCTURE

According to Lotz, MCI USA assigns a client portfolio manager—a staffer who serves as a go-between with the client partner—to spot potential staffing efficiencies while working closely with the chief staff officer and board on progress toward the mission.

David Murillo, CAE, president of The Core Management Company, starts with "why" conversations with his client associations: Why do you hold an annual conference? Why is X part of your value proposition? "We're always looking for innovative ways to increase efficiencies for clients," Mason says, especially "since there's a huge amount of new growth initiatives that may not require a [traditional] full- or half-time staffer" to be tested safely.

Murillo uses another tactic to ensure efficiency- and growth-focused innovation at AH: "client service summits" where staff learns skills needed by every client, such as communicating value propositions and equipping boards to make forward-thinking decisions.

The staffing model at AMCs can offer the advantage of scale in a different area too: early trendspotting.

Drilling into priorities and sunsetting outdated programs keeps staffing and operations streamlined, he explains.

Crisis management is another AMC core competency. "You may not have to let staff go" in a budget crunch, according to MCI's Lotz, because AMCs often reassign employees to other clients for short- or long-term assignments. Clients also can tap expertise and ideas across an entire company, not just on their own staff.

A TALENT FOR GROWTH

Association Headquarters Human Resources Director Eric Mason, CAE, serves a two-office staff of 178. AH optimizes staff efficiency for 38 associations in part through crossclient collaboration via six "segments" of staff organized in specialties such as credentialing and medical services. Segments share office space to encourage easy networking and idea-pitching on universal issues like controlling costs and streamlining systems. According to MCI USA's Lotz, another staff efficiency advantage may not be as apparent: access to best practices. "We have 20-plus clients looking today at moving to virtual events or doing hybrid [events], so … we're all sharing ideas" and learning fast from peers at different planning points with their clients.

AVOIDING PANDEMONIUM DURING A PANDEMIC

Some associations transition to AMCs with all or some of their standalone staff, bringing extra assurance of continuity. AMCs may assign "legacy employees" to their original association or re-allocate all or part of their hours to other clients while retaining their historical knowledge.

When unemployment was low at 3.5 percent in early 2020, finding great talent was challenging, but that picture has changed, thanks to furloughs, layoffs, and retirements. AMCs are well-positioned to deepen their back benches since many now seek standout employees year-round. Nearly all leaders interviewed expect clients to expand online offerings and operations, having gained experience and received positive member feedback during the pandemic.

If so, AMCs could tap talent who want to work efficiently at home anywhere, not just locally. In anticipation, AMCs are already hiring online member engagement specialists and managers of virtual communities, member engagement, and meetings.

Such high performers don't come cheap, but AMCs can spread salaries across multiple clients, enabling associations to afford higher-end talent on demand and at a cost likely cheaper than independent contracting.

ANTICIPATING FUTURES

The staffing model at AMCs can offer the advantage of scale in a different area too: early trendspotting. MCI USA urgently prepared for COVID-19 early because its global staff could see the virus spreading. The heads-up prompted technology adjustments and upskilling that enabled the company to move 350 employees to a 100 percent virtual work environment within 48 hours when needed, says Lotz. HR policies also allowed employees flexible work hours to maximize productivity and avoid client service interruptions.

AH also uses scenario forecasting to prepare clients for alternate futures that could require staff changes. "We have really embraced the ASAE ForesightWorks research and developed a whole toolkit" and internal Foresight Council to better inform clients' strategic planning, says Mason. In 2019, the AMC hosted a Leadership Forum for client boards to explore the 52 ForesightWorks drivers of change and their implications, including disruption to traditional organizational structures.

"We're continuing to educate associations about the value of the AMC model," says Lotz. "I always tell people, it's not the best fit for every association, but it's a great fit a lot of them."

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Given the pandemic, how will the reasons why associations turn to AMCs for service evolve in the next year?



KAY WHALEN, MBA, CAE PRESIDENT EXECUTIVE DIRECTOR, INC. MILWAUKEE

Recently, we have found that volunteer leaders at standalone associations appreciate the community aspect of being part of an AMC. They can quickly learn how other organizations are dealing with cancelled, postponed, and virtual educational, board, and business meetings, along with how they are adding or modifying member benefits. Consultations with senior staff at an AMC not only gives them information, but it also gives them the comfort of knowing that they are not alone in making tough decisions.



CEO MANAGEMENT SOLUTIONS PLUS ROCKVILLE, MARYLAND

I believe one of the outcomes of the pandemic will be a renewed focus on the value proposition of AMCs. Boards of directors at associations will revisit several components of their current model and address such issues as expensive leases, labor costs, and rising healthcare costs, all of which AMCs are uniquely positioned to respond to with significant cost savings to associations. Leadership at associations will quite likely embrace the AMC model and find it to be well-suited for the longer-term viability of their organization.



MOLLY ALTON MULLINS CEO AND CHIEF STRATEGIST SEVEN12 MANAGEMENT ANNAPOLIS, MARYLAND

During times of crisis, AMCs lessen the financial burden felt by associations, which is why I believe more organizations will turn to this model in the future. When revenue plummets, the financial implications are often devastating for standalone trade associations. By partnering with an AMC, the overall impact is diminished due to the costsharing model. This won't be humankind's last challenge, so partnering with an AMC will help your association hit the ground running when it is time to bounce back.



BENNET'T NAPIER, CAE PRESIDENT AND CEO PARTNERS IN ASSOCIATION MANAGEMENT TALLAHASSEE, FLORIDA

The AMC business model is built on economies of scale from a staffing and resource standpoint, as well as a systems standpoint. During downturns, there generally is a spike of outreach to the AMC community. The CO-VID-19 pandemic has been no exception. Given that many associations' traditional revenue sources are in flux due to COVID-19, many organizations have reached out to the AMC community to determine viability of outsourcing partnerships in specific functional areas or fully transitioning to the AMC staffing model.

Association Management Company Directory

	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF CERTIFIED ASSOCIATION EXECUTIVES ON STAFF	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	PUBLIC RELATIONS	PUBLICATIONS	TECHNOLOGY
(C) MANAGEMENT INC.	MD	50		20	1976		•	-		•	•		•							•	•	•	•	•	•	•	•	•
ALTA MANAGEMENT SERVICES, INC.	PA	10	2	10	2007		•	-		•	•		•	•	•		•	•			•	•	•	•	•	•	•	
AMC SOURCE	FL	14	1	6	2001				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
AMPED ASSOCIATION MANAGEMENT	UNITED STATES	40	4	12	2008		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
AMR MANAGEMENT SERVICES	KY	75	7	25	1997	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•		•
ANTHONY J. JANNETTI, INC.	NJ	80	2	12	1972		•			•				•			•	•		•	•	•		•	•	•	•	•
ASCENT MANAGEMENT, LLC	VA	5	1	5	2002				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION ACUMEN, LLC	WI	20	6	12	2006		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION ASSOCIATES, INC.	NJ	16		5	1992	•		-	•	•	•		•	•	•		•	•		•		•	•	•	•	•	•	
ASSOCIATION EXECUTIVES GROUP, LLC	WI	16		12	1986		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
ASSOCIATION HEADQUARTERS, INC.	NJ	177	18	31	1978	•			•	•	•		•	•			•	•		•	•	•		•	•		•	
ASSOCIATION INNOVATION AND MANAGEMENT, INC.	VA	51	2	7	1999		•		•	•	•			•			•	•		•	•	•	•	•	•	•	•	•
ASSOCIATION MANAGEMENT CENTER	IL	210	11	29	1974		•		•	•	•		•	•			•	•		•				•	•		•	
ASSOCIATION MANAGEMENT LTD (AML)	IA	8	4	8	1976		•	-	•	•	•		•	•			•	•		•	•	•		•	•	•	•	•
ASSOCIATION MANAGEMENT RESOURCES (AMR)	MI	11	2	10	1991			-	•	•	•		•	•							•	•		•	•		•	
ASSOCIATION MANAGEMENT SOLUTIONS	CA	47		17	1997		•		•	•	•		•				•	•		•	•	•		•	•	•	•	
ASSOCIATION MANAGEMENT STRATEGIES, INC.	DC	29	3	14	2007		•	•	•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ASSOCIATIONS INTERNATIONAL, LLC	KY	150	4	11	1974		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
AVALON ASSOCIATION MANAGEMENT	PA	4		5	2010		•		•	•	•		•	•	•		•	•				•		•	•	•	•	
BASE CONSULTING AND MANAGEMENT INC.	CANADA	12		10	1988				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	

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	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF CERTIFIED ASSOCIATION EXECUTIVES ON STAFF	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	PUBLIC RELATIONS	PUBLICATIONS	TECHNOLOGY
BOSTROM	IL	50	7	20	1935		•		•	•			•	•			•	•		•	•	•	•	•	•	•	•	•
CAPITOL HILL MANAGEMENT SERVICES, INC.	NY	50	5	56	1981		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
CAPTURE MANAGEMENT SOLUTIONS	IA	9		8	2009				•	•	•		•	•	•		•	•		•		•	•	•	•	•	•	•
CLEMONS & ASSOCIATES, INC.	MD	12	1	12	1977		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
CM SERVICES, INC. THE ASSOCIATION PARTNERSHIP COMPANY	IL	20	1	17	1977	•			•	•	•	-	•	•			•	•	-	•	•	•	•	•	•		•	•
DOLCI MANAGEMENT SERVICES, INC.	NY	15	3	5	1978				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
ELEVANTA	GA	26		6	1988					•	•		•	•	•		•	•				•	•	•	•	•	•	
ENCORE ENGAGEMENT SOLUTIONS LLC	VA	1		2	2019					•	•		•	•	•		•	•						•	•			•
EWALD CONSULTING	MN	92	8	36	1982	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
EXECUTIVE DIRECTOR, INC.	WI	260	27	36	1962		•		•	•				•						•	•	•	•	•	•	•	•	•
FUSION—A 1600VER90 COMPANY	тх	260	1	7	1980					•	•		•	•				•		•	•	•		•	•	•	•	•
THE HARRINGTON COMPANY	MN	33	4	22	1977	•			•	•	•		•	•						•	•	•		•	•	•	•	•
HOLLANDPARLETTE	CA	11	1	17	1985				•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
IMN SOLUTIONS	VA	17	1	20	1987				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
INTERACTIVE MANAGEMENT, INC.	со	8		10	1974	•			•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
J&M BUSINESS SOLUTIONS, LLC	ОН	10		25	1994				•	•	•		•	•	•		•	•		•	•	•		•			•	•
KELLEN	GA	350	55	125	1964	•			•	•			•	•	•		•	•		•	•	•	•	•	•	•	•	•
MANAGEMENT EXCELLENCE, INC.	он	5	1	6	1984			1	•			1	•	•	•		•	•		•	•	•		•	•	•	•	•
MCBRIDE & ASSOCIATES, INC.	NE	6	1	5	1983						•		•	•			•	•		•	•	•	•	•	•	•	•	•
MCDONALD ASSOCIATION MANAGEMENT COMPANY, INC.	CA	9		5	2004			1		•	•	1	•	•	•		•	•		•	•	•	•	•	•	•	•	•
MCI GROUP	USA/ SWITZERLAND	300/ 2000	16	150	1987	•			•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
MCKENNA MANAGEMENT, INC.	МА	21	4	23	2004		•		•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	•
METACRED-WHERE THE BEST CREDENTIALS GROW	UNITED STATES	35	6	19	2007				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•

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	HEADQUARTERS LOCATION (STATE OR COUNTRY)	NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES	NUMBER OF CERTIFIED ASSOCIATION EXECUTIVES ON STAFF	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	PUBLIC RELATIONS	PUBLICATIONS	TECHNOLOGY
MULTISERVICE MANAGEMENT COMPANY	PA	11		9	1962				•	•	•	-	•	•				•		•	•	•		•	•	•	•	•
NON-PROFIT HELP	VA	4	1	4	1994					•	•		•	•			•	•			•	•		•	•	•		
P & N ASSOCIATION MANAGEMENT	LA	11	2	16	1991				•	•	•		•	•	•			•		•	•	•		•	•		•	
PAI MANAGEMENT CORPORATION	MD	8	3	3	1980		•		•	•				•						•	•	•		•	•			•
PARAGON EVENTS ASSOCIATION MANAGEMENT	FL	25			1989				•	•	•		•	•	•		•	•		•	•	•	•	•	•			
PARTHENON MANAGEMENT GROUP, LLC	TN	46	3	22	2008		•		•	•			•	•			•	•		•		•		•	•		•	•
PARTNERS IN ASSOCIATION MANAGEMENT	FL	42	7	21	1998		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
RAYBOURN GROUP INTERNATIONAL	IN	30	13	13	1988		•		•	•	•		•	•			•	•		•	•	•	•	•	•	•	•	
THE REES GROUP, INC.	WI	20	1	17	1984				•	•			•	•	•		•			•	•	•		•	•		•	•
SEVEN12 MANAGEMENT	MD	18		12	1993				•	•	•		•				•	•		•	•	•	•	•	•	•	•	•
SMITHBUCKLIN	IL	700	20	80	1949		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
SOS ASSOCIATION MANAGEMENT SOLUTIONS	AZ	10	1	18	1995		•			•	•		•	•	•		•	•				•		•	•			
STATUS PLUS, LLC	MN	17		12	1992				•	•	•			•	•		•	•		•	•	•		•	•	•	•	•
STRINGFELLOW MANAGEMENT GROUP, INC.	MD	45	6	22	2012		•		•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	
SYNERGOS AMC	IN	11	3	20	1996		•		•	•	•		•	•	•		•	•			•	•		•	•		•	
TALLEY MANAGEMENT GROUP, INC.	NJ	63	9	18	1983		•		•	•	•		•	•	•		•	•		•	•	•		•	•	•	•	
THE SOLUTION: FOR YOUR ASSOCIATION MANAGEMENT NEEDS	со	5	2	10	2016				•	•	•		•	•	•		•	•		•	•	•	•	•	•	•	•	•
TOTAL MANAGEMENT SOLUTIONS, INC.	NJ	4	2	5	2000		•			•	•		•	•	•		•	•			•	•		•	•	•	•	•
TVD ASSOCIATES, INC.	NJ	5	1	7	2013					•	•		•	•	•		•	•		•	•	•		•	•	•	•	•
VERTO SOLUTIONS	DC	31		6	2010				•	•			•				•	•		•	•	•	•	•	•	•	•	•
VIRTUAL, INC.	MA	200	4	90	1999		•		•	•	•		•	•			•	•		•		•		•	•	•	•	
WJ WEISER & ASSOCIATES, INC.	IL	52		73	1988				•	•	•			•	•		•	•				•	•	•	•		•	•

ASSOCIATION MANAGEMENT COMPANY LISTINGS

ALL LISTINGS IN THIS DIRECTORY ARE PAID, WITH INFORMATION PROVIDED BY EACH COMPANY.

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ASSOCIATION INNOVATION AND MANAGEMENT, INC.

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1390 EISENHOWER PL. ANN ARBOR, MI 48108 DIANE DUFEK, CAE, PRESIDENT/CEO 734-677-2270; FAX: 734-677-2407 DDUFEK@MANAGEDBYAMR.COM WWW.MANAGEDBYAMR.COM OTHER LOCATIONS: MICHIGAN Full-service, multi-client association and event management company. With two locations in Ann Arbor and Greater Lansing, AMR specializes in 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 organiza-

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McDonald AMC offers a strong team with a proven background and experience in association management, member services, financial management, event planning, benefit management, and sales and marketing. We offer full-service association management or can complement your in-house team by providing a la carte services, such as financial, TPA, or event management.

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MCI GROUP

MCI USA 7918 JONES BRANCH DR., #300 MCLEAN, VA 22102 225 W. WACKER DR., #650 CHICAGO, IL 60606 ERIN FULLER, FASAE, CAE, PRESIDENT, ASSOCIATION SOLUTIONS 703-506-3260: FAX: 703-506-3266 ASSOCIATIONSOLUTIONS@MCI-GROUP.COM WWW.MCI-GROUP.COM/USA **OTHER LOCATIONS: 60+ CITIES GLOBALLY** MCI provides full-service and project-based managed solutions for associations looking to enhance their strategic and tactical operations. For more than 30 years, we have helped U.S.-based associations grow locally and globally by building communities and improving business capacity to deliver locally relevant membership, product, and service experiences.

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5034 THOROUGHBRED LN. BRENTWOOD, TN 37027 SARAH TIMM, CAE, CMP-HC, PRESIDENT, CEO 615-324-2365 INFO@PARTHENONMGMT.COM

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ALL INDUSTRIES AND INTERESTS CONSIDERED

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180 ADMIRAL COCHRANE DR., #370 ANNAPOLIS, MD 21401 MOLLY ALTON MULLINS, CEO & CHIEF STRATEGIST 410-263-1014 INFO@SEVEN12MANAGEMENT.COM SEVEN12MANAGMENT.COM

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SmithBucklin is 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. SmithBucklin serves trade associations, professional societies, technology communities, charitable organizations, and corporations.

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14305 SOUTHCROSS DR., #100 **BURNSVILLE, MN 55306** DAVID CASALOD, CEO 952-683-1878: FAX: 952-314-8212 INFO@STATUSPLUS.COM WWW.STATUSPLUS.COM **OTHER LOCATIONS: THE NETHERLANDS** Status Plus, LLC, is a full-service management company with offices in Minnesota and the Netherlands, serving national and international associations, membership societies, and foundations. We help nonprofits succeed by combining excellent association services with state-of-the-art technical solutions and have an impressive track record in event management in the U.S. and internationally. INDUSTRIES SERVED: HEALTHCARE. HEALTHCARE-DENTISTRY, HEALTHCARE-GENERAL, HEALTHCARE-MEDICINE, HEALTHCARE-NURSING, HEALTHCARE-PHARMACEUTICALS. PHILANTHROPY & HUMANITARIANISM.

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2331 ROCK SPRING RD. FOREST HILL. MD 21050 MARY CONNOR. DIRECTOR OF CLIENT RELATIONS 443-640-1059 INFO@STRINGFELLOWGROUP.NET STRINGFELLOWGROUP.NET OTHER LOCATIONS: COLORADO: FLORIDA: GEORGIA: NEW JERSEY: NORTH CAROLINA: PENNSYLVANIA: **TEXAS; WASHINGTON, DC** Stringfellow Management Group is a full-service AMC based in MD, with offices in eight states and DC. All 45 of our employees are set up to work remotely. We have a proven track record in serving trade associations and professional societies in various industries. Let's talk about your management needs and how we can help. INDUSTRIES SERVED: AGRICULTURE, FARMING & FORESTRY, ARTS & CULTURE, BUSINESS, BUSINESS-HUMAN RESOURCES, BUSINESS-MANAGEMENT, BUSINESS-MARKETING, CONSTRUCTION, ECONOMIC DEVELOPMENT, EDUCATION, ENGINEERING, **ENVIRONMENT & WILDLIFE, FINANCE, GOVERNMENT &** PUBLIC ADMINISTRATION, HEALTHCARE, HEALTHCARE-GENERAL. HEALTHCARE-MEDICINE. HEALTHCARE-PHARMACEUTICALS, INFORMATION MANAGEMENT, MANUFACTURING, PUBLIC SAFETY, RETAIL & CONSUMER GOODS, SPORTS & RECREATION, TECHNOLOGY,

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Talley Management Group, Inc. provides association management, meeting and event planning and consulting services to associations and professional societies around the world.

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WJ Weiser Association Management provides a variety of association management services to more than 50 associations. Weiser delivers a variety of short- and long-term staffing solutions in areas including finance and accounting, technology, educational program management, government relations, fundraising and development, marketing and communications, and membership services. INDUSTRIES SERVED: EDUCATION-COLLEGES & UNIVERSITIES, HEALTHCARE, HEALTHCARE-DENTISTRY, HEALTHCARE-GENERAL, HEALTHCARE-MEDICINE, HEALTHCARE-NURSING, HEALTHCARE-PHARMACEUTICALS, PHILANTHROPY & HUMANITARIANISM. PROFESSIONAL SERVICES. ALL INDUSTRIES AND INTERESTS CONSIDERED SEE OUR ADS ON PAGE 9 AND THIS PAGE

On behalf of our entire Bostrom team,

thank you to our clients, the association community, ASAE and the passionate volunteers and leaders that are delivering value and impact daily for the industries and professions we serve. We look forward to working together through this time of great change, challenge and contemplation. As we take a step back to refocus, rethink and reimagine, we look ahead to a future full of hope, connection and possibility.



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Your Mission, Our Mission. We will get there together.

We are the association management and services company more organizations turn to than any other.

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