

Staying Future Focused: Major Trends Expected to Impact Associations

December 12, 2023

Industry Trends and Challenges

What major trends or changes do you expect to occur within the field or industry your association represents over the next 5-10 years?

OPEN-ENDED RESPONSES

Industry Trends and Challenges

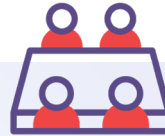
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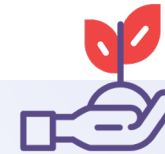
Workforce



**Economic
Disruptions**



**Regulatory and
Legislative
Developments**



Sustainability



**Digital
Transformation**

Industry Trends and Challenges

Open-ended responses

Workforce

- **Talent pool is too sparse**
 - ✓ Generational shifts/retirement – shift in power dynamics
 - ✓ The need to be “tuned in” and responsive to workforce needs
- **Considerations**
 - ✓ Changing expectations for flexibility/wellness
 - ✓ Desire for more inclusive field/employer



Industry Trends and Challenges

Open-ended responses

Workforce

- **Opportunity for impact:** Engage your board in generative discussion about the role your association could have in addressing your industry's workforce challenges.
 - Workforce study to quantify issues
 - How association is supporting work-life of professionals
 - DEI efforts to support diversity of the field
 - Outreach at university-level and earlier
 - Creative workforce recruitment



Industry Trends and Challenges

Open-ended responses

Workforce — Discussion Questions

- **What workforce or employee trends have you observed** in your own field or organization?
- Has your field or organization **struggled to find the right talent**?
- **Have you considered any of these types of programs**?



Economic Disruptions

Forms of Economic Disruption

- **Instability in the Economy**
 - Inflation and volatility
 - Globalization and the next “pandemic”
- **Changes to the Economy**
 - New forms of competition
 - Faster adoption of new technology



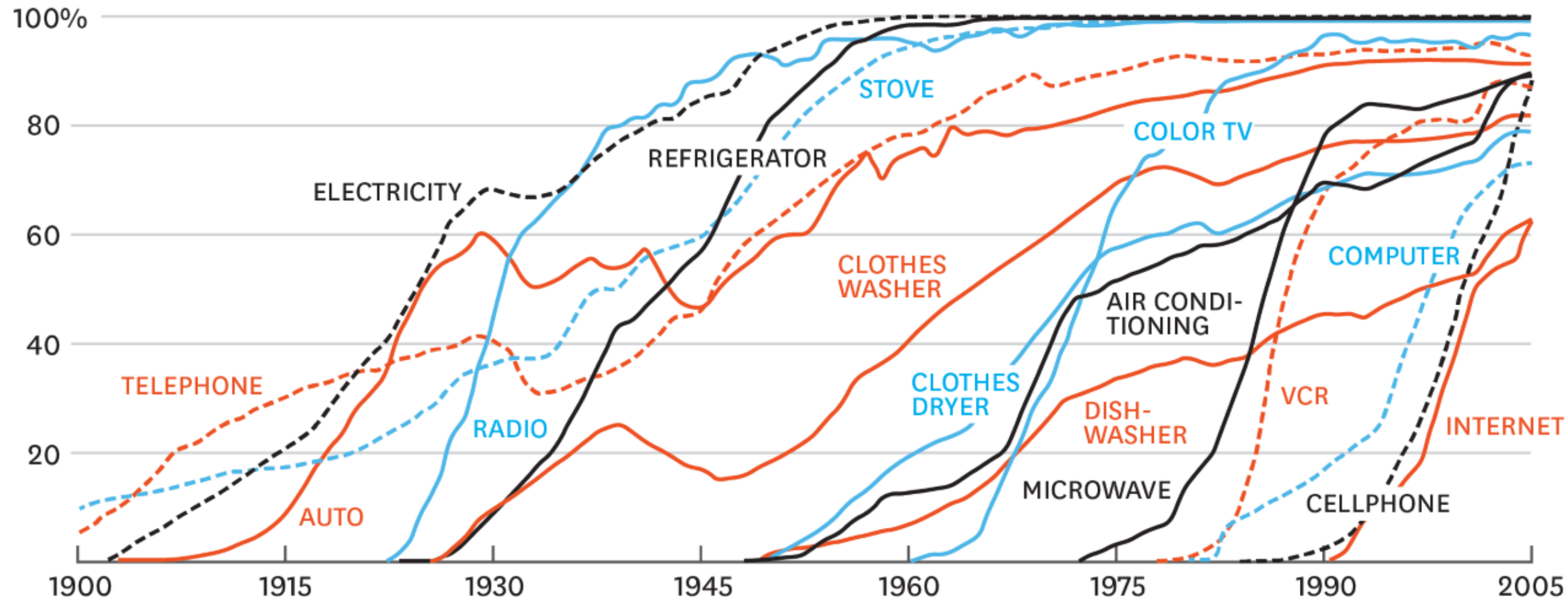
Justin Trudeau to the World Economic Forum 2018

“The pace of change has never been this fast, yet it will never be this slow again. (Referring to technology today) this current step involving automation and AI, as the obvious examples, will totally revolutionize the world of work – in many ways, they already have.

As business leaders, I know you view these as both exciting and challenging advancements. You are rightly anxious about how quickly our existing business models are being disrupted.”

CONSUMPTION SPREADS FASTER TODAY

PERCENT OF U.S. HOUSEHOLDS



SOURCE NICHOLAS FELTON, THE NEW YORK TIMES

HBR.ORG

Economic Disruptions

Considerations/Response

- **Evaluate the business model**
 - Proactively identify threats and evaluate whether business model is prepared for potential disruptors
 - Examine where association has potential to invest more
- **Engage in disruption opportunistically**
 - Evaluate the major value provided by your field or your organization and how disruption can play a role
 - View disruptions as a “systems” challenge



Industry Trends and Challenges

Open-ended responses

Economic Disruptions — Discussion Questions

- How are you **evolving your business model** to adapt to the faster pace of change?
- What **systems-level thinking or processes** have you developed to keep your organization **thinking ahead** and **innovating**?



Industry Trends and Challenges

Regulatory and Legislative Developments

- **Increase in government oversight**, shifts in policy and challenges from legislative and regulatory pressure
- **Highly politicized** areas that may bring complexity, such as environmental, social and governance (**ESG**)
- **Opportunity for Impact**: Need for **up-to-date, high-quality information** about changes in the legal and regulatory landscape for associations and their members



Sustainability

- **Association leaders highlighted** the need to address the **potential environmental implications and prioritize sustainability**.
- **Opportunity for impact:** Engage your board and staff in conversations around sustainability and integrate sustainability measures into your organizational structures and systems. Consider the direction of the industry and anticipated future trends to identify opportunities to lead on environmental issues.



Industry Trends and Challenges

Open-ended responses

Regulation & Sustainability – Discussion Questions

- How has the regulatory and legislative environment **changed** for your organization?
- Has **sustainability surfaced** as a priority for your organization?



Digital Transformation

- Association executives expressed that technological advancements will bring about changes to their association and the industries they serve. They identified artificial intelligence (AI), augmented reality (AR) and digitization as the key factors that will shape the operation of their association and the evolution of the industries they represent.
- **Opportunity for impact:** Association boards should scan their industries continuously to identify new entrants and technologies, so that they can adapt quickly when new entrants and technologies surface.



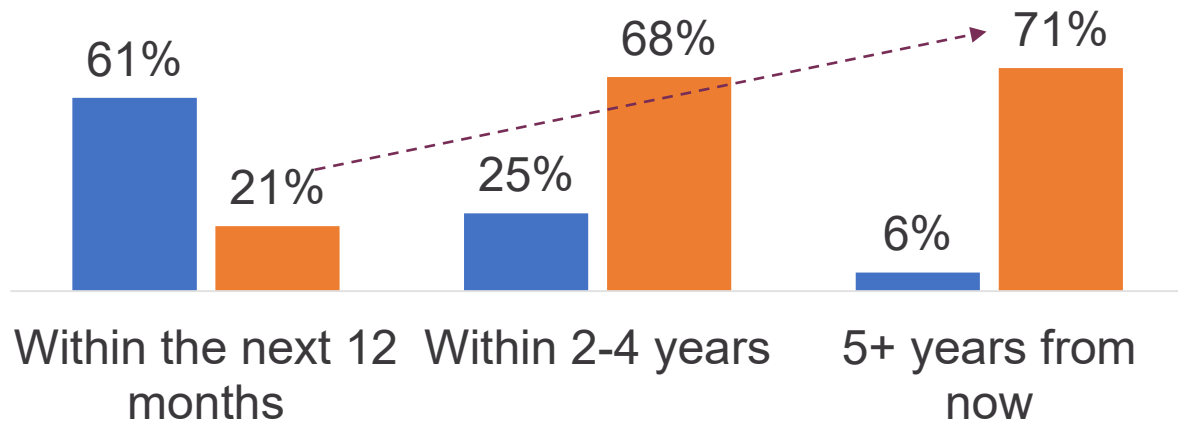
Industry Trends and Challenges

How much of an impact do you believe AI will have on:

n=379; Base: All Association Executives, ASAE Survey

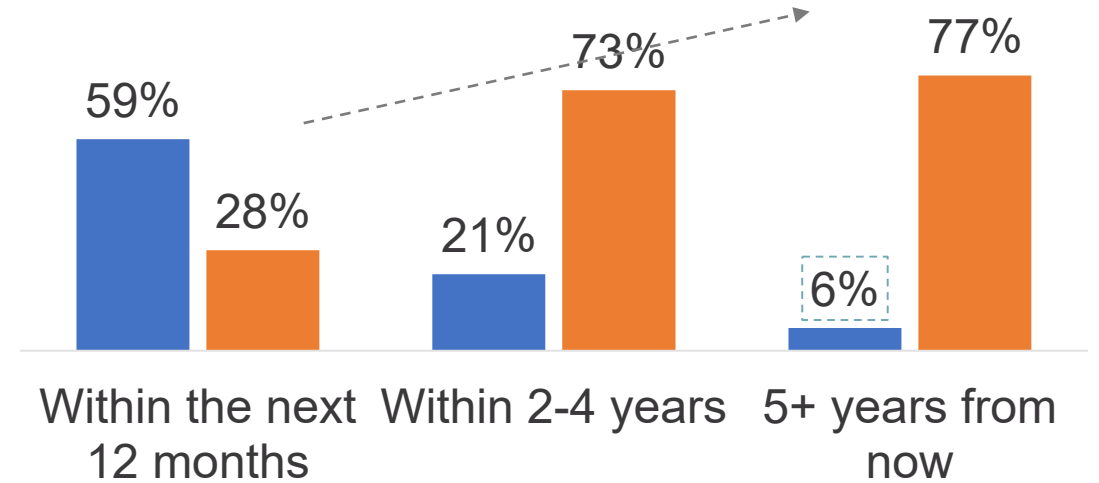
Your association's programs, activities and operations

■ Slight impact ■ Significant impact



Field your association represents

■ Slight impact ■ Significant impact



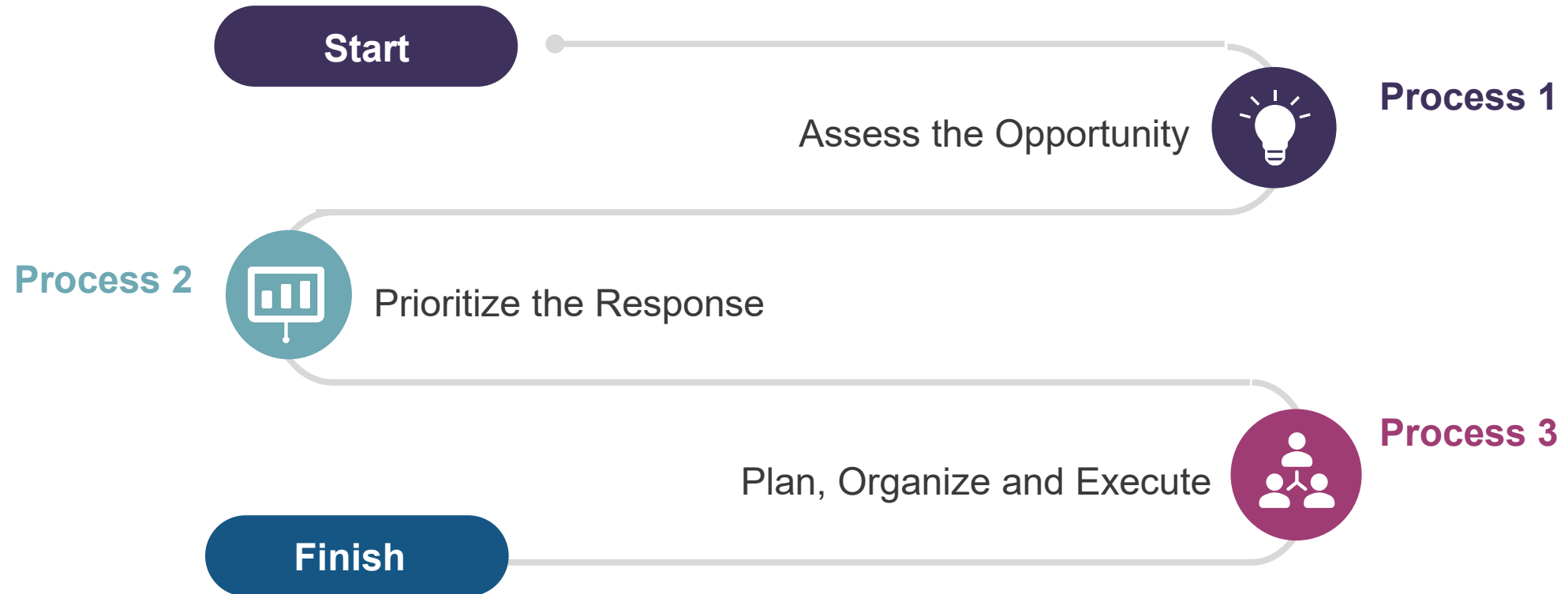
Impact of AI

In which departments/functions do you believe AI has the greatest likelihood to significantly positively/negatively impact your association? Please select up to five options:

	Positive Impact	Negative Impact
Marketing	67%	15%
Data/Analytics	61%	11%
Communications/Public Relations	55%	24%
Membership	34%	12%
Education/Professional Development	30%	23%
Publications	23%	29%
Research	23%	17%

Top 5 Positive
Top 5 Negative
Top 3 bolded

Planning an AI Strategy



Industry Trends and Challenges

Open-ended responses

Digital Transformation – Discussion Questions

- What **technologies** are currently **top of mind** for your organization or industry?
- What **plans do you have in place** for navigating those technologies?
- Do you plan to be an **early adopter, fast follower or follower**?



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