

Israel - Membership Best Practices

Chapter's efforts to promote membership:

- Recruitment and retention strategies and/or plans, including samples of mailings to prospective members, new members, and former members;
- Presentations made by board members on member benefits, etc.;
- Specific outreach to promote large law membership;
- Activities to promote membership during Chapter programs; and
- Other efforts to increase Chapter membership and results of these efforts.

Chapter's recruitment plan:

We use our Annual Summit as a major recruitment opportunity: we send out invitations and information about our signature event to our potential members list, and publicize the event to the entire lawyer population (via the Israel Bar). We invite heads of large law departments as VIP participants. We discreetly tag non-members so that our board members can socialize with them during the event and answer any questions they may have.

For the 2016 event we partnered with ACC HQ to offer a package of an event ticket plus a 6-month ACC membership trial and have been able to attract new members who will most probably stay as permanent ones.

We open an ACC booth at these events where non-members can receive information about ACC, our Chapter and membership information.

One example of a member recruitment opportunity in order to the wider non-member population, was initiating cooperation with the Israeli Bar for a joint annual event on in-house counsel matters. This has allowed us to reach out with invitations to the event (held for the

second time in February 2016) clearly mentioning ACC to the entire lawyer population in Israel, thus attracting 150 new in-house counsel who were not aware of ACC to register, attend the event and be added to our potential members database. Some of these lawyers subsequently joined our Chapter.

We always invite non-members to our events. We encourage the sponsor law firms to send event invitations to their in-house clients, thus promoting their firm's offering and promoting ACC's value proposition. Typically, at least 10%-20% of the participants at our events are non-members who are thus exposed to our Chapter.

We make it a point to use our event registration software (SurveyMonkey™) exclusively for all invitations to our events. This enables us to create a database of participants, which helps us reach out to non-members and invite them for subsequent events. This also allows us to monitor in real time the progression of registration and either take measures to recruit more participants or, in extreme cases, stop registration in case of over booked events, where seating is limited. We control the registration lists, not the sponsors, which helps safeguard our members' privacy.

We usually open our events with a welcome greeting and short introduction to ACC by our President (or board member / VP M&BD Business Development) focused on the non-members in the audience. This makes potential members feel welcome and lessens any hesitation they might have in attending other events and allows them to "feel at home". At the opening we also make announcements of future events and solicit participants, suggestions and commentaries from those in attendance.

We encourage our board members to participate in our events, even those which are outside their 'natural' scope of interest. The President and VP M&BD guide the board members to socialize with the non-members during the breaks or after the event in order to provide them with personal guidance and information about ACC and answer questions.

Prior to larger events, our board members receive a list of

nonmember attendees with their place of employment and title. This gives the board members the opportunity to seek out these prospective members and introduce themselves to them as well as introduce these individuals to current members attending the event.

After certain events non-members receive a follow-up email or telephone call from VP M&BD to ask for feedback and ask whether membership is considered.

We use our database of potential members to invite non-members to ACCI events. There is a fine line we need to follow in order not to distribute too many such invitations, as this would lead non-members to attend our events without becoming full members. We typically send out invitations to our potential membership community once or twice a quarter, and we usually do so whenever registration for an event is slow.

We keep both our members and potential membership community aware of our activities through festive direct mailings, which we usually issue before major holidays. We decorate these mailings with graphic designs from the ACC Production and Design.

Our board members also assist in increasing membership, and some have been instrumental in introducing new members to the organization.

We use our potential members' data to invite them to our annual event. In 2015, non-members represented 30% of the registrations and we are working to increase the number of non-members in our 2016 event.

We work hard to market our Chapter and improve our presence in the local legal community. We advertise our Chapter and our annual event, as well as the joint event we hold with the Israel bar, via a mailer to all Israel Bar members (in house and non-in house alike). We manage to get our events noticed by national media, whether through our PR agency used on an 'as needed' basis or via the PR firms with which our sponsor law firms work with.

We deliver to new members the message about the value associated with having an ACC membership by arranging once or twice a year an intimate breakfast meeting of new members with the Chapter President and board members. During the breakfast we socialize with our new members and present the benefits of membership, our activities and ACC resources.

Chapter's retention planning:

Towards year-end, our Chapter President sends a letter to the members, outlining the past year's achievements and our plans for the incoming year and encouraging them to renew their membership. This serves as an additional reminder for renewal. The letter is also posted on our Chapter website.

We reach out to lapsed members and encourage them to renew their membership with letters and phone calls. Members often are unaware that their membership is in jeopardy of lapsing and a simple reminder is enough. Once a quarter we send to our board members a list of lapsed members and ask them to 'adopt' lapsed members they may know for a personal communication to renew membership.

Chapter – How to solicit/receive feedback from membership:

We issue an interest survey once a year before the planning process of the events for the upcoming year, to gauge member interests and seek their comments. We analyze the findings and contact our sponsor law firm pool for firms that can offer the required topics.

We identified several practice areas, which are of special ongoing interest to members and these, are the base for our Forums, which meet several times a year –

In other cases, members who missed an event asked for a repeat event (e.g., a workshop regarding writing of board minutes was repeated several months after the initial one and may be repeated next year). In these cases we waive sponsorship fees for the repeat event.

Example of meeting member needs - Members have continuously asked for

a seminar regarding financial reports. Chapter leadership reached out to several leading accounting firms and in 2016 we offered a three-part workshop, tailored for in house counsel, on this issue.