

Member Engagement Initiative: Task Force Findings & Recommendations



Framework

Member Engagement Task Force
Calgary Real Estate Board

June 10, 2010

Discussion Outline

- **Planning Overview**
- Key Findings
- Recommendations
- Next Steps

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This process was initiated in response to CREB's Strategic Issue #2: Value for Members.

Definition

The limited, prioritized list of critical questions generated by an assessment of the organization's situation

Characteristics

- Few high priorities (3-5)
- Must be addressed in current planning horizon

CREB's Strategic Issues (3-5 years)

1. Strategic Leadership

- Organizational Alignment to Strategic Direction
- Processes to Support Ongoing Strategic Planning
- Benchmarking

2. Value for Members

- Trends & Sizing
- Meaningful Engagement
- Focused Services
- Procurement Power

Focus of This Effort

3. Brand Equity (Brand Value)

- Trademark
- Branding
- Profile (improving influence)

Source: CREB and Framework Partners Inc. meetings and discussion, CREB Board Retreat DAY 2 (Oct 21, 2009).

Critical to successfully implementing the Board's strategic direction was learning more about members' needs.

Objectives:

- 1) Conduct a needs-based segmentation of CREB's membership.
- 2) Understand motivations of members' charitable giving.
- 3) Identify and understand members' needs and expectations, and resulting implications for products, services, communication messaging and ongoing engagement.
- 4) Trending to establish a baseline for future comparisons.



Deliverables

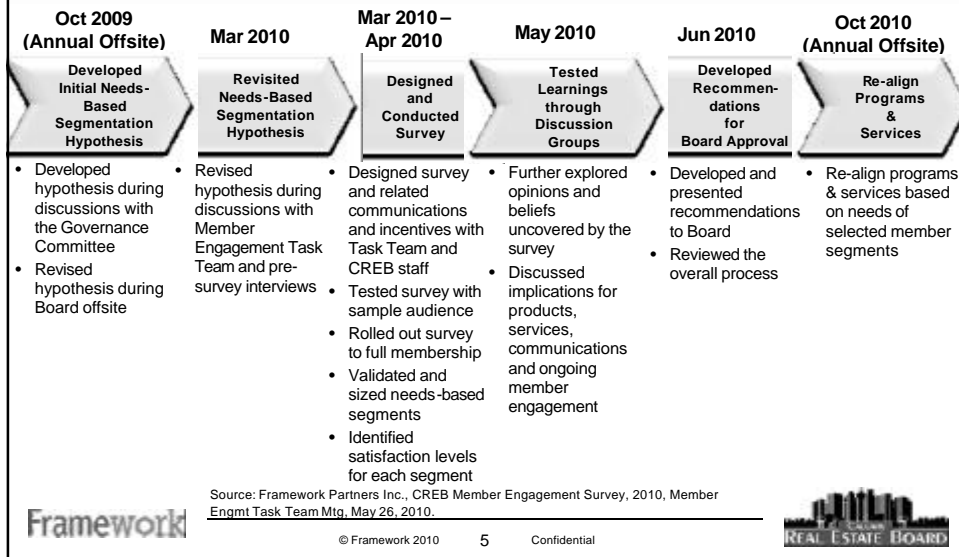
A segmentation model and supporting recommendations for addressing current products/services, communication messaging and ongoing member engagement.

Exclusions:

- 1) Specific CREB Charitable Foundation segmentation
- 2) Specific communication vehicles and tools

Source: Framework's Proposal to CREB, Feb. 8, 2010.

The 2009 CREB Offsite provided the foundation for this initiative; the 2010 Offsite will serve as the follow-through.



The Task Team for this initiative included both CREB members and staff.

Members

- Randy Brook, Chair
- Bob Jablonski, George Bamber
- Cody Battershill, Gemma Beierback

Staff

- Peter Grobauer
- Jason Martin
- Susan Fordyce (CREB Charitable Foundation)

Framework Partners Inc.

- Donna Finley
- Alec Milne

The highly ambitious response rate was exceeded, producing reliable findings.

Methodology

- Administered to the full membership
- Open from April 7 – April 21

Limitations

- Survey only represents current CREB membership

Reliable

- Consistent with a +/- margin of error: 1.7%, 19 times out of 20
- 77% of respondents completed the entire survey
- Open ended questions vs. Closed ended questions
- Size of segments affects reliability
- Supported by a 400-page survey analysis report

Statistic	Count	%
Net Population	5,208	100%
Responses Received	2,123	41%
Completions	1,632	77%



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010.

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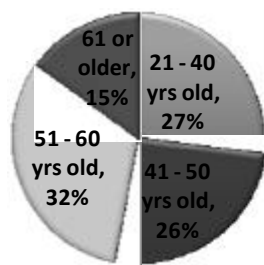


...and responses accurately reflected the makeup of the overall membership.

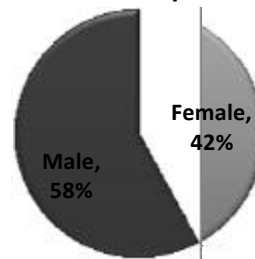
Title	Relative %	
	Survey	Actual
Agents	95%	95%
Brokers	5%	5%

Mirrors CREB membership

Age of Respondents



Gender of Respondents



Mirrors CREB membership and Calgary's working population



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010.

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Discussion Outline

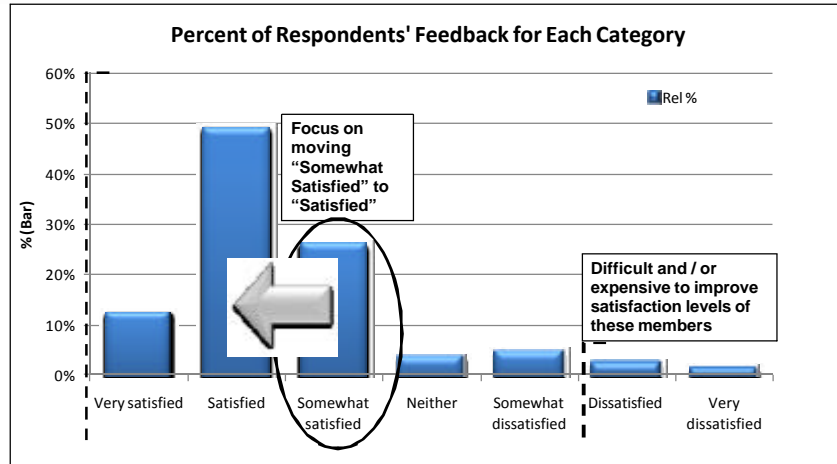
- Planning Overview
- **Key Findings**
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Several high level conclusions have emerged from this initiative.

Summary of Key Findings

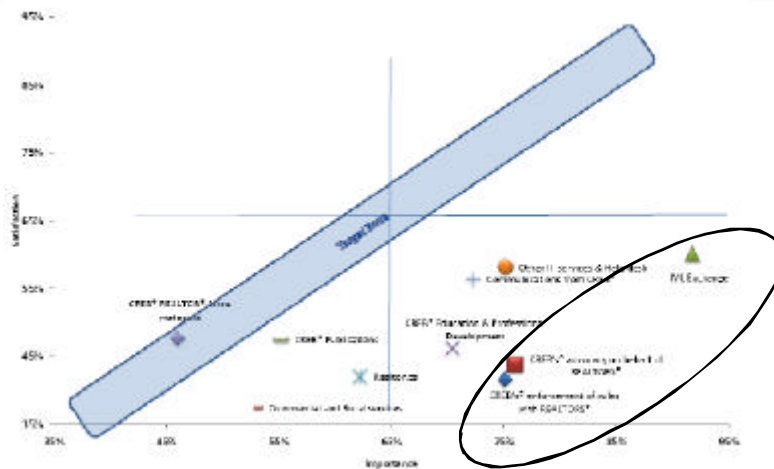
- 1) 11 needs-based segments of members were hypothesized and validated.
- 2) Overall, 62% of respondents were either satisfied or very satisfied with the services they receive from CREB.
- 3) General satisfaction amongst the needs-based segments varied considerably.
- 4) General satisfaction across rural and urban-based members also varied significantly.
- 5) Enforcement of rules, advocacy, MLX and Education & Professional Development are the areas which CREB needs to prioritize when trying to improve general satisfaction amongst all members.
- 6) Specific activities could be strengthened, maintained or decreased to meet the needs to specific member segments while optimizing resource utilization.

An opportunity exists to move the "Somewhat Satisfied" to "Satisfied".



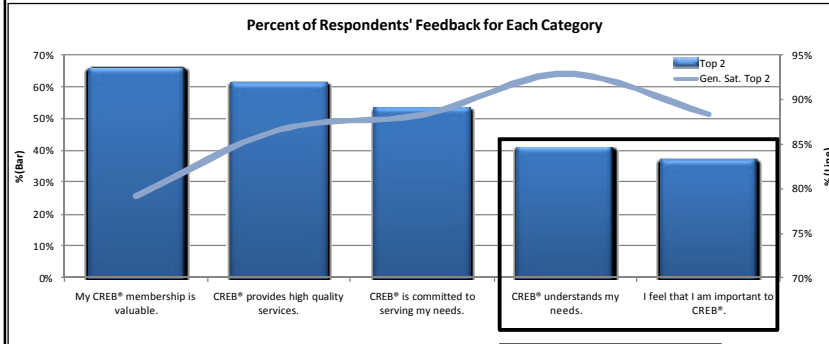
Source: Framework Partners Inc., CREB Member Engagement Survey, 2010^o Member Engmt Task Team Mtg, May 26, 2010.

Members are not satisfied with the CREB services that they perceive as being most important.



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010^o Member Engmt Task Team Mtg, May 26, 2010.

Less than half of the respondents agreed that CREB understood their needs.



59% feel that their needs are not understood by CREB
63% feel that they are not important to CREB

Confirms need for needs-based segmentation

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010¹ Member Engmt Task Team Mtg, May 26, 2010.

Who are the “Somewhat Satisfied”

What describes them

	The Satisfied	The Somewhat satisfied
Satisfaction (Top Two)	100%	0%
Loyalty (Top Two)	54%	24%
Needs are understood?	62%	10%
Important to CREB	53%	13%
How do they spend their time?	Client services and Marketing & Prospecting	Client services and Marketing & Prospecting
How many hours do they work in a week?	35 - 44 hours	35 - 44 hours
Technology?	Early adopters	Late adopters
Advertising?	More likely to use CREB publications	More likely to use Online ads
Annual advertising spend	\$1,000 - \$5,000	\$1,000 - \$5,000
Position	Twice as likely to be a broker	
Age	25% under the age of 40	32% under the age of 40
Location		25% more likely to be located in the NE
ESL?	11%	9%
Gross Commissions	52% \$100 grand or less	55% \$100 grand or less

Who are the “Somewhat Satisfied”

Who are they

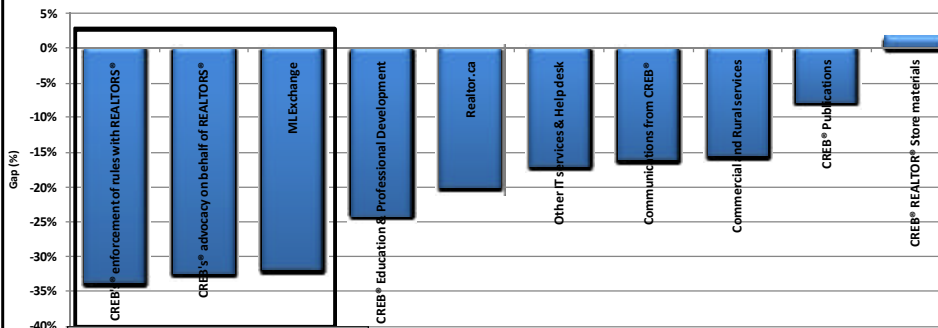
	The Satisfied	The Somewhat satisfied
Top motivation	Business builder	Business Builder
Secondary		
First	Career enhancer	Financially unsure
Second	Financially unsure	Career enhancer
Third	Hobbyist	Career launcher
Fourth	Career launcher	Hobbyist
Fifth	Steady state	Undecided

Expectation Gaps

Rank	Description	Gaps	Delta from All
1	CREB's® enforcement of rules with REALTORS®	-48%	-41%
2	CREB's® advocacy on behalf of REALTORS®	-45%	-41%
3	ML Exchange	-42%	-31%
4	CREB® Education & Professional Development	-34%	-42%
5	Realtor.ca	-27%	-35%
6	Other IT services & Help desk	-26%	-53%
7	Communications from CREB®	-26%	-63%
8	Commercial and Rural services	-24%	-60%
9	CREB® Publications	-19%	-138%
10	CREB® REALTOR® Store materials	-1%	-150%

The size of the gap between members' perceived importance of, and satisfaction with, CREB services can be used to prioritize actions for the general membership.

Importance vs. Strength Gaps for Each Category



Large expectation gaps offer an opportunity to greatly increase satisfaction (through improving these services)

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010¹ Member Engmt Task Team Mtg, May 26, 2010.

Eleven needs-based segments were hypothesized (1 of 2).

Segments	Unique Needs
Business Builder	<ul style="list-style-type: none"> • Network • Resources (finances, contacts) to buy and sell property • Credibility (licenses)
Career Enhancer	<ul style="list-style-type: none"> • Expanded career options in the real estate sector • Ways to upgrade credentials and experience
Steady State	<ul style="list-style-type: none"> • Improved time management skills • Possibly an exit strategy
Undecided	<ul style="list-style-type: none"> • Additional source of income • Feeling of "making a contribution" • Getting out of the house / having a job title / keeping busy
Hobbyist (PT)	<ul style="list-style-type: none"> • Way to keep busy
Career Launcher	<ul style="list-style-type: none"> • Direction, support and career counseling • Access to mentoring and to a network

Source: Framework Partners Inc., CREB Board Offsite, Oct. 2009, CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

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Eleven needs-based segments were hypothesized (2 of 2).

Segments	Unique Needs
Financially Unsure (PT)	<ul style="list-style-type: none"> • Lowest fees possible • Reliable income
Distracted (PT)	<ul style="list-style-type: none"> • Flexibility • Additional source of income
Financially driven	<ul style="list-style-type: none"> • Maximization of financial return
The Required	<ul style="list-style-type: none"> • Minimal "interference" from CREB
The Minimalist	<ul style="list-style-type: none"> • Lowest possible fees • Minimal "interference" from CREB

Source: Framework Partners Inc., CREB Board Offsite, Oct. 2009, CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

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All eleven segments were validated.

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

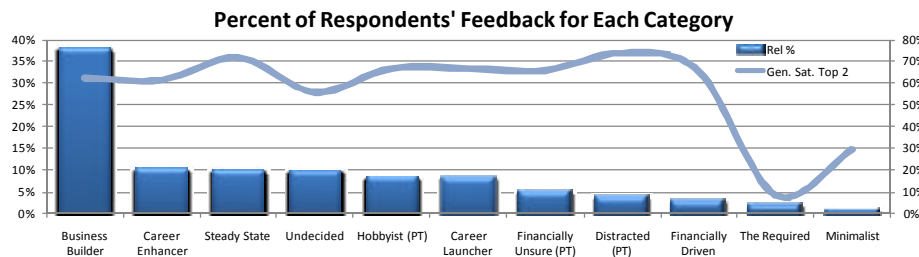
Segments	Identifying Statement
Business Builder	"I am an entrepreneur who loves the challenge of growing my own business."
Career Enhancer	"I have grown my business to a level I am comfortable with, but I am now thinking about acquiring new skills."
Steady State	"I am content with the current size and scope of my business."
Undecided	"I am currently a REALTOR® but am unsure about my long-term prospects in this industry."
Hobbyist (PT)	"I am a REALTOR® because I need the flexibility to accommodate other priorities in my life."
Career Launcher	"I am new to the real estate industry and am committed to pursuing a long-term career as a REALTOR®."
Financially Unsure (PT)	"I am trying to make enough money in the real estate industry to be able to work at it full time."
Distracted (PT)	"I have other commitments that prevent me from more seriously pursuing a career as a REALTOR®."
Financially Driven	"The only reason I am a REALTOR® is for the potential earnings."
The Required	"I would not be a CREB® member if it were not mandatory."
The Minimalist	"I want to work in the real estate industry with few or no services from CREB®."

Sizable and relatively easy to detect

Very small & / or hard to detect



Each of the eleven segments experience varying levels of satisfaction with CREB's services.



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Many of CREB's strengths were also identified as weaknesses.

Key Strengths	Count
1) Education	420
2) Helpline/desk/support	408
3) Information/stats	348

Key Weaknesses	Count
1) Education	423
2) Costs	379
3) Members	234

Other Strengths	Count
4) Members	212
5) Organized	203
6) Technology	192
7) MLS/MLX	177
8) Open/friendly	133
9) Advocacy	126
10) People/staff	117

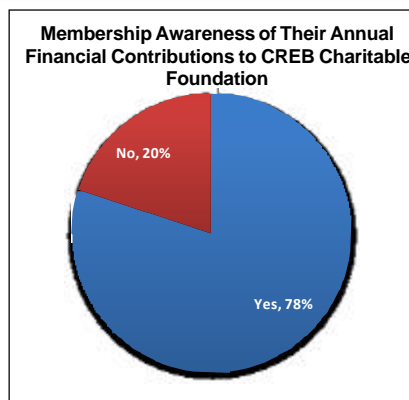
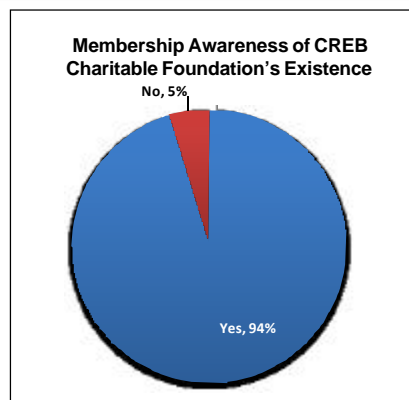
Other Weaknesses	Count
4) Advocacy	178
5) Technology	177
6) MLS/MLX	165
7) Information/stats	163
8) Helpline/desk/support	130
9) Enforcement	122
10) Open/friendly/accessible	116

Note: The total "net" population (i.e., members with valid email addresses) that the survey was administered to was 5,208. From these, 2,123 members responded 1,632 completed the entire survey.

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Most members are aware that CREB has a charitable arm...



...but fewer knew that they contributed to the CREB Charitable Foundation.

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Nine needs-based segments of charitable donors within the CREB membership were also hypothesized (1 of 3).

Segment	Unique Needs
Communitarian	<ul style="list-style-type: none"> • Demonstrate local impact to key constituents (show success) • Leverage investment • Understand community priorities • Influence initiative directions and priorities • Community spirit • Connection to signature projects
Financial Investors	<ul style="list-style-type: none"> • Acceptable financial return (tax receipt - %return) • Access to financial options and information • Risk assurance • Line of sight to investment
Dutiful Giver (Habitual)	<ul style="list-style-type: none"> • Regular prompts • Acknowledgement of receipt of donation • Assurance of accountability • Administrative competence • Help set a standard (appropriate level of giving)

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

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Nine needs-based segments of charitable donors within the CREB membership were also hypothesized (2 of 3).

Segment	Unique Needs
Networkers	<ul style="list-style-type: none"> • To be seen • Self promotion • Move network up • Status
Personally Impacted	<ul style="list-style-type: none"> • Need to repay • See support directed to cause • Provide others with same positive experiences • Demonstrate impact • Be reciprocal • Technical information about the cause (strong knowledge) • Interested in administrative ratios
Emotive	<ul style="list-style-type: none"> • Emotional motivation/high from giving • Direct connection to individuals in need • Maximize their giving • Frequent prompting to feel needed • Give in multiple ways

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

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Each individual segment is unique with their own set of needs (3 of 3).

Segment	Unique Needs
Influencers	<ul style="list-style-type: none"> • Exercise power of influence • Hungry for change • Recognized • Want to see results immediately
Fun Seekers	<ul style="list-style-type: none"> • Have a good time • Self gratification • Personal comforts
Globalists	<ul style="list-style-type: none"> • Reputation / credibility • Security of administrator • Impact where perceived need is higher somewhere in the world • Information, awareness, connection to location, issue • Ease of giving • Level the playing field • Build a better world

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

All nine segments were validated.

Segments	Identifying Statement
Community Activist	"I support charities that impact the community around me."
Personally Impacted	"I support causes that have personally affected me."
Emotive	"I give as much as I can and wish that I could give even more."
Dutiful Giver	"I give to charities at regularly scheduled intervals."
Globalist	"I support global causes."
Influencer	"I support charities where I can see an immediate impact as a result of my giving."
Fun Seekers	"Attending fundraising functions is important to me because it is fun and entertaining."
Networkers	"I support charities that give me the opportunity to meet new people."
Financial Investors	"I support charities that promise me some sort of financial return."

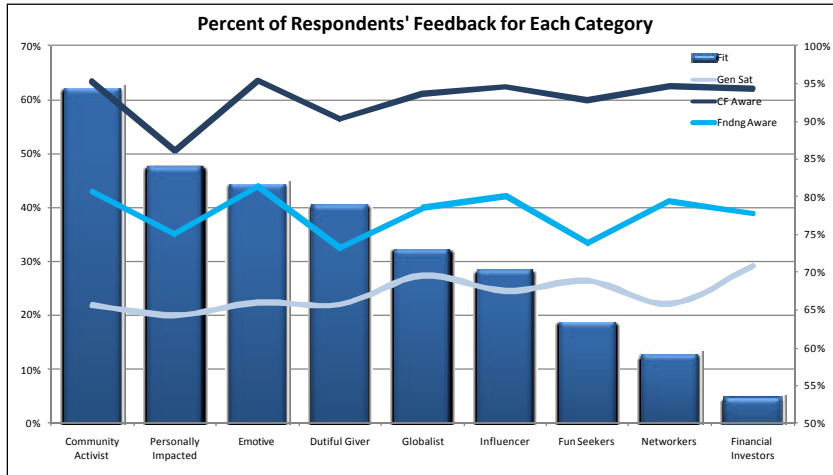
Sizable and relatively easy to detect

Very small and / or hard to detect

Note: Another segment of members that are not interested in supporting charities may exist, but was not tested or validated in this survey.

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

Each segment had differing levels of satisfaction and awareness of CREB-CF.



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

Discussion Outline

- Planning Overview
- Key Findings
- **Recommendations**
- Next Steps

Two segments have the potential to be the core focus for CREB going forward.

For Approval

<u>Core Targets</u>	<u>Current Size of Segments</u>	<u>Rationale</u>	<u>Focus of Efforts</u>
Business Builder	38% (686)	<ul style="list-style-type: none"> • Largest segments of membership • Opportunity to move them from being satisfied with CREB to being very satisfied • Needs align with CREB's strengths and strategic direction 	<ul style="list-style-type: none"> • Focus on increasing overall satisfaction by improving enforcement of rules, advocacy and ML exchange
Career Enhancer	10% (187)		

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Three additional segments could be investment targets.

For Approval

<u>Investment Targets</u>	<u>Current Size of Segments</u>	<u>Rationale</u>	<u>Focus of Efforts</u>
Career Launcher	8% (150)	<ul style="list-style-type: none"> • Needs align with CREB's strengths and strategic direction • Make up a sizable proportion of CREB's membership • Targets potential full-time and new incoming members (currently part-time by necessity) 	<ul style="list-style-type: none"> • Focus on increasing overall satisfaction by improving MLX and other unique service offerings • Offer <u>targeted</u> education and professional development programs and services
Distracted (PT)	4% (69)		
Financially Unsure (PT)	5% (91)		

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



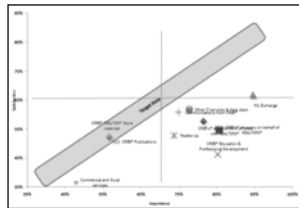
Career Launchers, Distracted and Financially Unsure could be viewed as investment targets.

For Approval

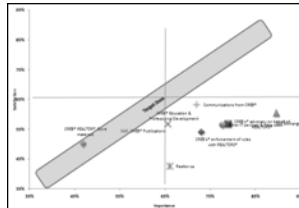
Rationale

- Needs align with CREB's strengths and strategic direction
- Targets potential full-time and new incoming members
- Make up a sizable proportion of CREB's membership
 - Career Launchers (150 or 8%)
 - Distracted (69 or 4%)
 - Financially Unsure (91 or 5%)

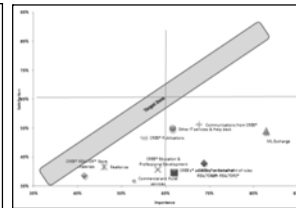
Specific Satisfaction & Engagement – Career Launcher



Specific Satisfaction & Engagement – Distracted



Specific Satisfaction & Engagement – Financially Unsure

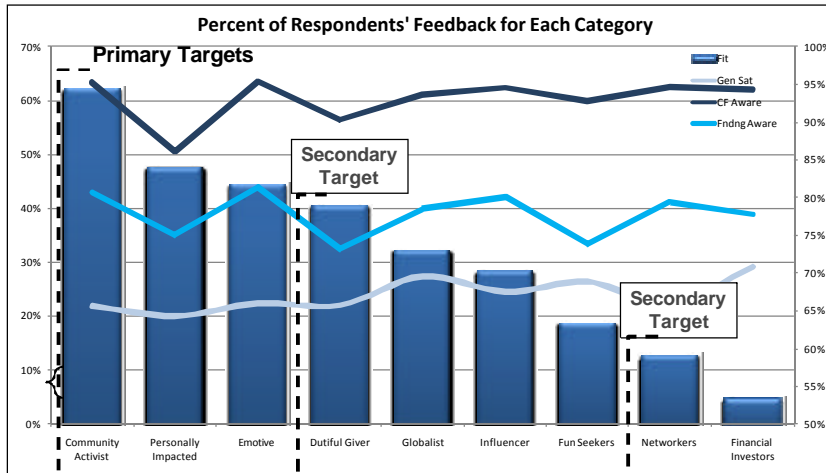


Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



It will be recommended that Community Activists, Personally Impacted and Emotive are the primacy focus for CREB-CF.

Key Findings



Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Member engagement mandates a re-focused approach.

For Discussion

	<u>Current Approach</u>	<u>Next Steps</u>	<u>Desired Future State</u>
Segmentation	Engage all members the same way	Understand level of engagement desired by members	Recognized for offering the appropriate method and level of engagement
Delivery of Products & Services	"One size fits all"	Rethink how CREB operates to best serve members' needs (e.g., processes, policies, systems, culture)	Strategically align CREB's operations to serve different segments

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Messages can be positioned to best appeal to individual segments.

To be Confirmed

Core Targets

- Business Builder
- Career Enhancer

- "In today's highly competitive world, CREB can help you build your business."
- "New skills can help you get to the next level of the real estate business."

Investment Targets

- Career Launcher
- Distracted
- Financially Unsure

- "Let us help you get started with building a career in real estate."
- "A career in real estate offers flexibility and freedom. Let CREB help you make the most out of it."
- "CREB offers the tools and resources you need to maximize your earnings from being a REALTOR®."

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.



Discussion Agenda

- Planning Overview
- High Level Conclusions
- Key Findings
- Recommendations
- **Next Steps**

By focusing our resources on improving key activities, we will also create value for non-priority segments.

Next Steps

- ++ Significantly Strengthen
- + Strengthen
- / Maintain
- Decrease

Illustrative

Activities	First Priority					Second Priority					
	Business Builders	Career Enhancers	Steady State	Undecided	Hobbyist	Career Launchers	Financially Unsure	Distracted	Financially Driven	The Required	The Minimalist
Enforcement of rules	++	++	++	++	++	++	++	+	++	++	++
Advocacy	++	++	++	++	++	++	++	++	++	++	++
ML Exchange	++	++	++	++	++	++	++	++	++	++	++
Education & PD	++	++	++	+	++	++	++	/	++	+	+
Realtor.ca	+	+	+	+	++	+	/	++	++	+	/
Other IT services & Help Desk	+	+	+	/	+	+	+	++	+	++	+
Communications from CREB	+	+	+	+	+	+	+	/	+	++	/
Commercial & Rural Services	+	+	+	+	+	+	+	++	+	+	+
CREB publications	/	/	/	/	/	/	/	/	+	+	/
Store materials	-	-	-	-	/	/	/	/	-	+	/

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

With the Task Team’s work completed and with Board approval, staff and administration can begin to implement the recommendations.

Current Initiatives

- Technology
- Education
- Communication
- Advocacy
- Enforcement
- Events

Each current initiative will be evaluated in order to take the appropriate action within the strategic needs-based segmentation framework.

POTENTIAL ACTIONS

- Stop**
- Delay**
- Combine**
- Accelerate**
- Add**
- Continue**
- Initiate**
- Completed**

Source: Framework Partners Inc., CREB Member Engagement Survey, 2010, Member Engmt Task Team Mtg, May 26, 2010.

It is recommended that the Board adopt the following resolutions.

For Approval

MOVED AND SECONDED - To accept the Member Engagement Task Force report as presented.

MOVED AND SECONDED - That future CREB strategies and business plans be aligned with the confirmed core and investment target markets described in the segmentation analysis contained in the Member Engagement Task Force report.

Source: Framework Partners Inc., Member Engmt Task Team Mtg, May 26, 2010.