

ASSOCIATION WORLD

THE MAGAZINE OF THE PHILIPPINE COUNCIL OF ASSOCIATIONS AND ASSOCIATION EXECUTIVES (PCAA)



LEADING WITH AGILITY

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Dear Association World readers,

In the years B.C. (Before COVID-19), the world of business has been talking about VUCA, which stands for the volatile, unpredictable, complex, and ambiguous elements that an organization could face. Little did we know that this VUCA would come in the form of a global pandemic that is now testing all companies and organizations' ability to survive.

One of the key lessons coming from this coronavirus pandemic is the need to create more resilient organizations. As of this writing, the worldwide count for COVID-19 cases is still rising, millions are losing their jobs, and economies are grappling with dim economic outlooks and external shocks. The only way an organization can survive and thrive: through agility. This means accelerating decisions, innovating faster, and scaling into opportunities at the speed needed to capitalize.

To weather this COVID-19 storm, we must build an agile organization that is prepared to act quickly and achieve positive results. And association leaders and executives have a vital role to play in steering their organization towards calmer waters. This is why the theme of this year's PCAAE Associations Summit 8 is "Leading with Agility." For the first time, we are gathering virtually for a two-day conference and featuring eight renowned association leaders from the Philippines and abroad to share their insights.

We are also delighted that we have managed to sustain our Association World Magazine with the help of our agency partner, Writers Edge, despite the challenges during this pandemic. We hope you will find this issue of our publication a relevant read!

Happy reading!

Bobby

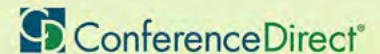
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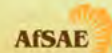
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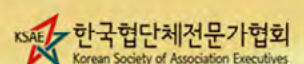
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HOT BUTTON: PIVOTING IN THE PANDEMIC



Associations build membership resilience through innovation

In our current turbulent environment, innovation may be more critical than ever for associations to remain healthy and vibrant.

The most recent edition of the *Membership Marketing Benchmarking Report* highlights the need to change and adapt. The report revealed a strong correlation between associations that had a growing membership and those that had established a defined plan for innovation. At the same time, associations that did not have a focused innovation effort were more likely to be experiencing a decline in their membership counts.

If innovation drives growth, how does it happen? In his book, *How Innovation Works*, Matt Ridley presents the foundations for the innovation process. He maintains that “innovation is not an individual phenomenon, but a collective, incremental, and messy network.”

Innovation requires effort and experimentation. Ridley cites the example of Thomas Edison. Many people had the idea for an electric light bulb, but Edison and his team were the ones who developed a commercially viable product. “He did so not by genius, but by experiment.” Edison’s team tested over 6,000 plants before he found the right option for the light bulb’s filament.

Associations’ innovation process is not unlike Ridley’s description. The elements that associations say make up their innovation efforts include active collaboration, forgiving mistakes, and providing encouragement to their colleagues who are focused on improvement.

Engaging Members Digitally

This year’s benchmarking research identified several areas where associations have been successful with innovation. One of the best examples shows up where member participation is increasing. Historically, the three legs of the stool where members tended to engage with an association were in book purchasing, buying insurance, and volunteering. Today these are some of the slowest growth or declining engagements for association members.

Interestingly, the products and services where associations report seeing growth in engagement now did not even exist years ago: mobile apps, webinars, and public and private social networks.

Shifting Membership Models

Adopting new membership models is also a key component of association innovation. In the past five years, 58 percent of associations have either adopted a new membership model or investigated making a change.

The models most likely to be selected are a tiered membership or a combination membership structure. The tiered structure changes the membership relationship from who you are—like a job title or company size—to what you get in your membership package. This model offers a variety of membership options like gold, silver, or bronze benefits.

The combination membership model, primarily introduced by individual membership associations, adds an organizational membership option available to allow for an entire department or company to access membership.

More Digital Marketing

Associations are rapidly shifting how they communicate with members and prospects. Each year in the benchmarking research, there has been a significant increase in the reported use of paid digital marketing tools. The data shows that 46 percent of associations now use some form of paid digital advertising. Thirty-one percent use retargeting ads to continue to follow and display ads to visitors once they leave their website. Additionally, the use of texting, while still rare among associations, has more than quadrupled in use over the last year as a communication tool.



Source: Tony Rossell, senior vice president of Marketing General Incorporated (<https://ausae.org.au/News/9290047>)

New research on COVID-19 impact on associations points to the way forward

Association Laboratory Inc. surveyed association executives in mid-March and found that 56% indicated their association had canceled or postponed a face-to-face meeting. Thirty-five percent said efforts are being made to expand virtual access to programming, and 9% said they moved an event to a different location.

Further review of the data indicates that the larger the association, the more likely they are to have canceled an event and they are also more likely to have expanded virtual access or moved the event online. Also playing a role: As the geographic scope of membership increased, the likelihood that the association migrated a live event to an online platform increased. Association Laboratory speculates that “associations with more distributed members are more likely to have the technical infrastructure and staff competencies needed to implement the virtual strategy.”

The Strategic and Economic Impact of COVID-19 survey, authored by Association Laboratory President Dean West, includes 1,020 association executive responses from March 17-24, 2020.

Association Laboratory concludes that given the focus of the impact on face-to-face/in-person meetings, any association without reserves equal to or greater than anticipated meetings income could be designated as at-risk. The average respondent had 39% of its annual budget in designated reserves, although this percentage varied widely among respondents.



West said that while face-to-face activities for many associations will continue to be an important part of their portfolio, “the business environment has reached a tipping point where meetings, as a focus of association activity, will decrease.” The counterpoint to that is that virtual events will rise – in fact, associations were shifting their focus to the digital and online environment prior to the COVID-19 crisis. In Association Laboratory’s global environmental scan of the association strategy environment, conducted in December 2019, 61 percent of respondents said that they were expanding online or virtual education.

West cautioned against assuming that things will return once again to the way they were. “I believe it is more prudent and honest to look at the future with clear eyes, understanding that the world in which we operate,” he wrote, “will be different. We must understand that the assumptions that historically guided us may no longer be true or valid.”



Source: Paul Bergeron (<https://www.pcma.org/covid-19-research-impact-associations-future/>)

Associations turn to 2021 event decisions, leaning heavily on digital

Associations are beginning to announce event plans for next year, holding steady with virtual meetings at least for now, with hybrid conferences likely to follow. Confidence is high, but realistic. Here are some perspectives—and tips—for the transition to 2021.

As the end of a pandemic year approaches, with vaccines apparently on the way and hopes rising for better days ahead, associations are still balancing uncertainty with optimism as they plan for their 2021 meetings.

There's no evidence yet that planners are shifting away from virtual meetings. SAE International, a global association of engineers and related tech experts, recently announced it will transform the majority of its 2021 engineering events to a primarily digital platform, supplemented by a few hybrid and in-person engagements.

In a press release, SAE International said the move aims to better meet the changing needs and demands of the global engineering industry and that the meetings' digital platforms will expand access to skills and knowledge and provide greater interactivity.

"Our strategic vision is to give all SAE event participants access to diverse groups of global speakers and leading-edge technical content across multiple disciplines to help them solve challenges and

nurture the creation of tomorrow's innovations," said CEO Raman Venkatesh.

Hybrid events are likely to proliferate throughout 2021, though they may arrive slowly because of continued uncertainty caused by the pandemic, at least through the first part of the year. Despite ambiguity about when it will be safe to return to in-person conferences, Thom Singer, a consultant and keynote speaker who has worked with several clients on their virtual meetings this year, advised, "Don't cancel your event. People are hungry for new experiences."

SAE touted the benefits of its digital move as a way for participants to have more personalized experiences. "Technology enables us to connect with audiences across the globe, many of whom may not otherwise be able to attend certain in-person events, and our approach focuses on delivering the right content to the right audience in the right formats," Venkatesh said.

Singer cautioned against making a literal transformation of the in-person event into a virtual one, with presenters going over PowerPoint presentations for several hours. He recommends shortening keynote addresses to 20 to 30 minutes instead of an hour or more.

As they've experimented with the shift to virtual this year, associations are finding that different formats are



key for breaking up content into more digestible sections, such as panel discussions and short-format online talk shows hosted by staff members with speakers as guests, Singer said. And if it's a three-day event, avoid eight-hour days. "Nobody wants to sit at their computer for three days by themselves," he added.

Despite worries about an unpredictable future, SAE International is confident the months of event planning for 2021 will benefit attendees. "Regardless of the delivery platform, our 2021 portfolio of events will deliver unparalleled value and customized technical content to help mobility professionals solve the unique challenges they face," said Frank Bokulich, manager of engineering events at SAE International.



Source: Lisa Boylan, senior editor of Associations Now (<https://associationsnow.com/2020/11/associations-turn-to-2021-event-decisions-leaning-heavily-on-digital/>)



AuSAE LIVE: Celebrating Associations (Virtual) 1-2 December 2020

This is the first-ever virtual event of the Australasian Society of Association Executives (AuSAE), the leading association for current and future association and not-for-profit leaders in Australia and New Zealand. AuSAE Live is a broadcast style, virtual event delivered in two days, and will include presentations, educational content, a virtual exhibition and delegate networking opportunities.

<https://ausae.org.au/>



15th Annual Associations Forum National Conference (Virtual) 14-16 December 2020

The 15TH Annual Associations Forum National Conference will be mounted by Associations Forum, a commercial, member-based network of 500 associations, charities, clubs, societies and other not-for-profit organizations. Hundreds of senior executives, Board members, and experts in their field will meet virtually to lead discussions on the key issues affecting the associations, charities and not-for-profit sector.

<https://associations.eventsair.com/afnc20>



PCMA Convening Leaders 2021 11 January 2021 (Hybrid Event)

Making connections is a cornerstone of Convening Leaders. This hybrid event features a combination of streaming broadcast TV (with a live studio audience in some locations) and in-person experiences.

https://conveningleaders.org/?_ga=2.140445363.144492700.1603246832-1298511338.1576018777

ASAE Annual Meeting & Exposition 2021 14-17 August 2021 Kay Bailey Hutchison Convention Center, Dallas, Texas, USA



The ASAE Virtual Annual Meeting & Exposition is where thousands of association professionals and industry partners gather to exchange knowledge, resources, strategies, solutions, and more. Over three days of learning, growing, and finding inspiration, attendees are equipped with a year's worth of support in their daily responsibilities as leaders in the association industry.

<https://annual.asaecenter.org/about.cfm>

3rd AfSAE Africa Association Summit Kigali Convention Centre, Rwanda 23-24 September 2021

This face-to-face summit gathers association executives in Africa to learn about surviving disruptions in associations and how they are steering through the crises.

<https://afsae.glueup.com/event/3rd-afsae-africa-association-summit-20307/>

60th ICCA Congress 24-27 October 2021 Cartagena de Indias, Colombia

ICCA is the global association leader for the international meetings industry and specializes in the international association meetings sector, offering unrivalled data, education, communication channels, and business development and networking opportunities.

www.iccaworld.org/



PCAAE Associations Summit 9 24-25 November 2021 PICC, Manila

Dubbed as the biggest gathering of associations and association executives in the Philippines, the PCAA Associations Summit 9 is expected to draw association leaders and professionals here and abroad.

www.pcaae.org

LEADING WITH AGILITY

Secrets of agile associations

“Necessity is the mother of invention,” as the adage goes. And there’s nothing like a crisis to ignite innovation. The current pandemic has upended many lives and business models, as well as paved the way for countless innovations. Many seem to be discovering agile on the fly. Yet while some are doing things that were not part of their strategic plans, there are others that have successfully built an agile system that has made their organizations resilient and enduring. We ask some of these associations.

Amy Hissrich - Vice President, Global & Web Strategy
American Society of Association Executives (ASAE)

About ASAE

ASAE is a membership organization of more than 46,000 association executives and industry partners representing 7,400 organizations in 50 countries around the world.

In virtually every industry and sector, associations advance workers’ job skills and create new employment opportunities. We implement programs and impact policies that strengthen safety and security – on roadways, waterways, jobsites, the Internet and everywhere in-between. Our members are at the forefront of service innovation and facilitate global commerce. There is no other segment of society that improves lives like associations do – from creating industry standards of quality and safety, to providing disaster relief, to offering expertise that creates better policy – and so much more.

We call this collective role associations play in advancing society the “Power of A.” In 2020, ASAE is celebrating 100 years of making the world better, safer, and smarter.

ASAE has been active in Asia Pacific region where we held an Association Leadership Forum, beginning in 2015, with advice and insight from an active Asia Pacific Task Force of association leaders. We also work with the Asia Pacific Federation of Association Organizations, chaired by Bobby Peralta, that supports association management and the importance of meetings throughout the Region. To highlight the contributions that associations make to their respective societies around the world, we are working to capture and share those stories on the “Power of A” Website (Power of Associations).

On demonstrating agility

While ASAE has always had some measure of agility, we have seen an increased ability to pivot and respond rapidly to our members’ needs during the pandemic. Technology, people, and processes have aligned to allow us to respond adeptly during this period where we’ve been required to be more flexible, adaptable, and nimble. At a systems level, having collaboration tools like Microsoft teams have allowed us to work remotely while collaborating quickly and closely. Having had the capacity to work remotely prior to the pandemic, we were able to operate without being in the office while extending our program offerings. This would not have been possible without our collective teams—from staff to volunteers to members. The grace, commitment, and care provided by our team and the broader community provides the foundation from which our ability to be agile is built.

On ASAE’s ‘secret sauce’ for being agile

Empathy, focus, collaboration, and grace are the core components that add up to our ability to be agile. Having empathy for our members by listening and deeply understanding their needs allows us to focus on those programs, products, and services that provide them the most value. This approach allowed us to develop weekly free online programs during the beginning of the pandemic to help our members navigate issues from how they can quickly transition to working remotely to virtual meeting planning and approaches. This focus also facilitates collaboration across teams as we are all focused on the same objectives. Grace is also important, especially now. While being agile and working in situations none of us have had to navigate, having compassion for each other and ourselves if mistakes happen, and they will happen, allows us to take the kinds of risks that are required by agile organizations.

On how ASAE tackles COVID-19 challenges

ASAE already had several core initiatives that increased our ability to use agile approaches in responding to the pandemic. First and foremost was our technology. Having our work accessible via the cloud and collaborative tools such as Microsoft Teams, we have been able to work remotely for seven months without any gap in providing service to our members. Our member experience and behaviors work and data analytics programs helped us identify, understand, and deliver on what our members needed from us during the pandemic.

On pivoting in the pandemic

Our shifts have really been more of continuations to work that had already begun prior to the pandemic – from the tools to collaborate remotely to our customer experience and behaviors work. Like our colleagues around the world, we all look forward to the time when we can travel and meet face-to-face again. We will all appreciate that opportunity even more when it is possible. In the meantime, we are continuing to transition to a digital-first organization and that shift will only accelerate as a result of the past several months. While we will continue to innovate and provide the programs, products, and services our members need at the speed in which they need them in this new environment, our core foundation will continue to be our relentless focus on our mission and to help our members make the world better, safer, and smarter.



“Empathy, focus, collaboration, and grace are the core components that add up to our ability to be agile. Having empathy for our members by listening and deeply understanding their needs allows us to focus on those programs, products, and services that provide them the most value.”

Amy Hissrich - Vice President, Global & Web Strategy
American Society of Association Executives (ASAE)

Toni Brearley, Chief Executive Officer, Australasian Society of Association Executives (AuSAE)

About AuSAE

The Australasian Society of Association Executives (AuSAE) is the peak professional society for individuals working in Associations across Australia and New Zealand. We describe ourselves as “the home for association professionals” providing information, education, support, and networking opportunities for some 8000 professionals working in the association sector across Australia and New Zealand. Like our sister societies around the globe, we believe that Associations can, and do, change the world.

On demonstrating agility

We are a small staff team which affords us the ability to implement things in reasonably short periods of time when required. Decisions can often be made over a cup of coffee or a phone call – there is not much of a hierarchy to negotiate. We are also fortunate to have a board of directors that supports the management team and encourages a culture of agility and innovation.

On AuSAE's 'secret sauce' for being agile

I am not sure there is anything secret about what we do. However, listening to members, being open to feedback and not being afraid to try something new is always at the heart of how we approach our work.

On how AuSAE tackles COVID-19 challenges

We were fortunate to have the skills and resources within our staff team, the support of the board and good relationships with our community of members to quickly implement initiatives to provide immediate support to our members. Having built strong relationships and partnerships prior to the pandemic allowed us to draw down on these when the crisis hit.

On pivoting in the pandemic

At this stage, like all associations we are still coming to terms with what the “new normal” will be so for me, I think the most pivotal shift we have had to make is learning to make decisions knowing that we don't have all the information and being comfortable with uncertainty.



Toni Brearley
Chief Executive Officer
Australasian Society of Association Executives (AuSAE)

“At this stage, like all associations we are still coming to terms with what the ‘new normal’ will be so for me, I think the most pivotal shift we have had to make is learning to make decisions knowing that we don't have all the information and being comfortable with uncertainty.”

Giuseppe Marletta, president, European Society of Association Executives (ESAE)

About ESAE

ESAE is the leading organization in Europe for bringing together association professionals. We facilitate the exchange of best practices through a range of events, seminars, networking initiatives, and educational activities among peers. ESAE members include association professionals from a variety of industries who work on advocacy, events, communication and membership engagement.

For about 15 years, we used to be very much focused on the Brussels associations community. This trend has been changing rapidly in the last years with members joining from all over Europe to let ESAE become today a truly pan-European organization. Digitalization has been a strong catalyst for this process.

On demonstrating agility

During the unprecedented circumstances that the pandemic brought, proactiveness and innovation turned out to be ESAE's most important allies. ESAE committed to remain a dynamic, outwards-thinking organization to stay ahead of the times and adjust its

strategies to the new normal. This in turn, gave rise to the adoption of a flexible mindset which makes it easier to adapt to the changes and challenges our industry is facing. A manifestation of this mentality is ESAE's willingness to experiment and stay on top of industry trends by employing technology and remaining IT-literate.

On ESAE's 'secret sauce' for being agile

Arguably, the recipe for ESAE's agility comes down to its innovative spirit. ESAE's Board consists of a number of experienced association leaders and a committed, inventive team who understands that remaining relevant requires not only adaptation but also passion to lead change. Employing all available tools like digitalization and connectivity is a key part of ESAE's core strategy and constitutes a means to a goal: the secret recipe is simply responding to members' needs and creating a knowledgeable community for them.

On how ESAE tackles COVID-19 challenges

Digital transformation has been a recurrent theme on ESAE's events and webinars long before the global health crisis broke out. ESAE has organized a wide range of online sessions focused on how associations can pivot to a virtual format, in an effort to inform members about the significance and benefits of digital engagement. This allowed us to be future-proof and quickly focus on the positive aspects of remote working.

On pivoting in the pandemic

ESAE has made some big shifts to adjust to the new reality. We went fully digital, quickly after the confinement was imposed. Not only events became virtual, but we also organized a number of networking opportunities, and offered targeted communication and surveys among our members to see how they dealt with this crisis and what their perspectives were for the future. All our initiatives were promoted by videos distributed on our social media to have a more impactful communication with our members in a delicate season of remote working.

We reviewed our business model to make ESAE more adaptive to the new needs of our partners while we shaped new collaborations with tech-savvy organizations which will help us on the way forward.



Giuseppe Marletta
President

European Society of Association Executives (ESAE)

"ESAE committed to remain a dynamic, outwards-thinking organization to stay ahead of the times and adjust its strategies to the 'new normal'. This in turn, gave rise to the adoption of a flexible mindset which makes it easier to adapt to the changes and challenges our industry is facing.

Jeffers Miruka, president, African Society of Association Executives (AfSAE)

About AfSAE

The African Society of Association Executives (AfSAE) is a membership community of association executives and the voice of the association industry in Africa.

Founded in 2016, AfSAE has registered steady growth since its formation. Currently, over 350 members identify themselves as members. Through regular surveys, we have identified important advocacy pain points for the industry, issues, and opportunities for AfSAE to have an impact either nationally, regionally, or pan-African, where we have proposed statements and actions.

We have strategized in performing policy monitoring and public accountability practices among associations in Africa, lead policy dialogue, and mainstream development policies that are relevant to African associations. We also lead, and or amplify campaigns for association policy change, and to build the advocacy capacity of our members and our stakeholder groups.

On demonstrating agility

Today's leading associations, similar to many other organizations, are increasingly taking an agile approach. The benefits are enormous; deeply impactful and often come quickly such as reduced risks, better products, and satisfied members.

AfSAE, at five, has moved from the embryonic stage of development and is now at takeoff, or entrepreneurial stage. This calls for agility in growth. We have identified that short-term strategic goals of 2-3 years, with regular scanning and improvement, is what is more impactful. Can you consider a 5-10 year strategic plan that fell right into the COVID-19 pandemic?

We have also reconciled to fact that segmented membership recruitment drive has higher returns than mass recruitment. We have, as well, discovered that in embracing the culture of growth, investing in research and development is a requirement.

On AfSAE's 'secret sauce' for being agile

"If you think you are too small to change things, try to sleep with a mosquito!" said the Dalai Lama. Whenever I see this quote, I realize that it is the small initiatives that transform into powerful forces.

Originally imagined as an internet book retailer, Amazon has added numerous other offerings to its portfolio over years to be such a juggernaut in global e-commerce retail. Starting small and with the right strategy is so powerful if you built your association that way right from the outset.

On how AuSAE tackles COVID-19 challenges

There truly was no preparedness for this pandemic. We were all caught flat-footed. However, at the onset of the pandemic, we shifted almost all of our operations from office to home-based, and all our communications were shifted online with minimum to no impact. We immediately started holding online webinars and meetings that culminated in our Summit in September 2020. Not to forget, your agility isn't always someone's. Thus, we still struggle to consistently attract the same people to our webinars.



Jeffers Miruka
President
African Society of Association Executives (AfSAE)

"If you think you are too small to change things, try to sleep with a mosquito!" said the Dalai Lama. Whenever I see this quote, I realize that it is the small initiatives that transform into powerful forces... Starting small and with the right strategy is so powerful if you built your association that way right from the outset."

On pivoting in the pandemic

- Embracing technology much faster than we could have done in normal time;
- Understanding that a more effective effect can be organized online;
- Shifting all our operations to home-based and online;
- Shifting our recruitment and training online; and
- Organizing more webinars for our members than we could in normal time.



The Philippine Council of Associations and Association Executives (PCAAE) shines the spotlight on the best associations and association professionals through ANG SUSI Awards.

ANG SUSI stands for “Associations nurture National Growth through Social Unity and Sustainability Innovations.” It aims to recognize the key role of the non-profit sector in national sustainable development.



INSTITUTIONAL AWARDS

These are awards given to membership organizations that have demonstrated outstanding achievements in helping the environment, empowering people, serving communities, enhancing trade and industry, developing technology solutions, and for being agents of change.

COMMUNITY SERVICE AWARD

United Architects of the Philippines (UAP)
"BAYANIHAN: COVID 19 LABANAN"

One of the missions of the United Architects of the Philippines (UAP) is "to develop progressive ideas in architecture and environmental concerns, as well as their practical application for the welfare of the community."

Thus, when the government imposed an enhanced community quarantine in Luzon in March 2020, UAP immediately responded with an eight-point program called "BAYANIHAN: COVID 19 LABANAN." The program aims to support frontliners, medical personnel, local government units, member-architects, and other stakeholders.

The 45-year old professional organization has more than 50,000 members nationwide and abroad. To confront the many challenges presented by the global pandemic, UAP mobilized its 180 chapters to support the program, collaborate with LGUs, hospitals, and stakeholders. In a show of solidarity, many architect-members leveraged their expertise and resources to provide support for those in need.

One of its major undertakings was the conversion of alternative shelter systems into public facilities for temporary community quarantine and isolation as the need to have safe facilities for patients arose. UAP extended design assistance to the Accord-Care-initiated project to convert a 940-square meter multi-purpose covered court into a quarantine space in Malabon.

UAP adapted the guidelines of the Department of Health and the World Health Organization in infection prevention and control, circulation, controlled zoning of areas, wash facilities, and provisions for pregnant women and persons with disabilities.



Temporary Confinement Spaces

UAP EMERGENCY ARCHITECTS COMMITTEE

In partnership with CARE Philippines, ACCORD, Action Against Hunger, various Local Government Units and Healthcare Professionals.



For collaboration, please feel free to contact our Committee Chairman Arch. Jose Miranda through mobile number at: +632.9171275678

Ang mga Arkitekto ay kaisa ng ating Pamahalaan at healthcare workers laban sa COVID-19

www.united-architects.org +632 8888 9266 uapkeepingyouposted

Consultations with local doctors from the Malabon Hospital were also held to determine specific needs. The 36-bed community quarantine facility was completed and officially turned over to Malabon City on June 19, 2020.

In addition to the quarantine facility, UAP also turned over hundreds of hygiene kits for the patients of the quarantine facility at the San Andres Sports Complex. Funds came from the P1 million in donations from UAP officers, members, and contributors who supported the "UAP BAYANIHAN: COVID 19 LABANAN Call for Donation Program."

INDUSTRY DEVELOPMENT AWARD



Philippine Retailers Association The Outstanding Filipino Retailers (OFR) Awards

The Philippine Retailers Association (PRA) was established in 1976 to help members become locally and globally competitive by providing various capability-building programs and initiatives and serving as a voice for the local retail businesses.

Since 1997, PRA has been mounting The Outstanding Filipino Retailers (OFR) Awards in partnership with the Department of Trade and Industry (DTI). The Awards aim to recognize Filipino retailers who have epitomized the model of a successful retailer in terms of growth, creativity, and best business practices. It also

distinguishes exceptional local retailers who exemplify ingenuity that makes their business stand out in the ever-dynamic retail industry.

Since the award's inception, over 600 retailers and shopping centers have been given the honor. In these 21 years, PRA has witnessed the growth and dynamism of the retail industry especially in terms of innovations and market trends. These changes pushed retailers, especially PRA members, to adapt and keep up with the times.

Likewise, the OFR Awards also continues to level up and upgrade its criteria and categories to cater to the changes in the retail landscape.

TECHNOLOGY INNOVATION AWARD

Procurement & Supply Institute of Asia (PASIA) PASIA eLearning and B2B eProcurement-eMarketplace

For almost 20 years, the Procurement & Supply Institute of Asia (PASIA) has been providing procurement and supply chain expertise to various organizations globally, with a major focus on Asia.

Its current priority is to educate, support, and enable the supply chain of companies and its professionals by providing them best practices and shared services tools and managed solutions for business sustainability towards the new normal.

To this end, PASIA created the PASIA eMarketplace platform to revolutionize business undertaking for small, medium, and large enterprises towards the "new normal." To lower the barriers for organizations to adopt digitalization, PASIA eMarketplace focuses on the simplicity of "contactless" shopping while maintaining compliance on appropriate business processes, systems, and requirements.

To enable program participants, PASIA created an online learning platform and a B2B eProcurement-eMarketplace supported by its technology partner, BuyerQuest, and key subject matter experts. PASIA believes, "Good economies are good for nation-building and better supply chains deliver better lives and higher chances for survival."



ASSOCIATION EXECUTIVE OF THE YEAR

BM-ing with pride

From being operations and marketing head of a skin whitening company, **Ana Marie “BM” S. Miranda** transitioned to her role as an association executive with much ease. And this is because of her steadfast mind that believes, “Wherever you are or whichever you serve, you are powered by a specific objective and your aim is always to achieve that goal.”

In January 2021, BM will be celebrating her seventh year since joining the Philippine Retailers Association (PRA) as Assistant Secretary General in 2014.

“At first, I was hesitant I haven’t had any experience working in a non-stock non-profit organization. And yet when I went home, I searched about PRA on the internet and found out that it is an active association. It organizes seminars and huge conferences, and its members and board of directors are most of the big names in retail. I thought its activities were exciting, and I just visualized myself to be part of that,” relates BM.

Despite the fact that she was new to the association profession back then, BM managed to adapt easily. “I don’t remember having growing pains. PRA is a professional organization and what is being practiced in the corporate world is also being done in PRA,” she says.

Still, she sought opportunities to broaden her knowledge in association management. She attended seminars conducted by the PCAAE Academy for professional training and career development and became one of the first batch of graduates of the Certified Professional Association Executive (CPAE) in 2016. To date, 90% of the PRA Secretariat have a CPAE, for which she takes great pride.

During her stint, BM actively contributed to PRA’s many activities, including the hosting of the Asia Pacific Retailers Conference & Exhibition in 2015, the biggest and longest-running retail conference in Asia. The event drew 2,500 foreign guests from the Federation of Asia Pacific Retailers Association (FAPRA).

BM’s mettle was also tested when she was put in-charge of the PRA Retail Study mission, which aims to enable PRA members and Filipino retailers gain firsthand knowledge in various markets. To date, PRA has conducted three international study missions: in Japan, Vietnam, and Myanmar.

She also handles the “Lakbay-Turo Para sa Micro-Tourism Enterprise Program (Turista-ra na), a joint project of PRA and the Department of Tourism to help upgrade the skills and competencies of micro retailers in the tourism industry. In addition, BM takes charge of PRA’s quarterly general membership meetings and acts as the Secretary General’s alter ego in planning, preparing, and executing all PRA projects. She also serves as Assistant Director for big shows such as the National Retailers Conference & Expo and the Outstanding Filipino Retailers & Shopping Centers Awards.



Ana Marie S. Miranda
Assistant Secretary General
Philippine Retailers Association

When PRA pivoted to offering webinars to adapt to the lockdown restrictions during the global COVID-19 pandemic, BM initiated the use of virtual platforms such as Zoom to continue providing relevant content via video communication to PRA members. The association now offers virtual learning and thought leadership series, podcasts, and virtual general membership meetings.

"As part of our advocacies, we attend House and Senate hearings via Zoom meetings. We communicate to our members the latest updates on government aids and campaigns which will benefit them. We have an active PRA members' Viber group where we can all communicate and give updates. We feel that now more than ever is the time for us to be relevant and communicate with our members using all available platforms," BM says.

On adjusting to the "new normal," she says: "While everyone wishes for everything to be back to normal soon, nothing is definite. I am still optimistic that nothing will change in my role as an association executive and that I can face the challenges of what this New Normal will usher so long as I am flexible to adjust with what is required to best serve our members."

BM's contributions to the effectiveness and effort of the Secretariat and PRA's leader have gained PRA many awards and recognition for its programs. It is in this regard that the Philippine Council of Associations and Association Executives (PCAAE) named her "Association Executive of the Year."

For BM, there is no "secret sauce" to being a winning association executive. Quoting Mark Twain, she says, "Find a job you enjoy doing, and you will never have to work a day in your life."

"The quote says it all; when you love what you do it doesn't seem to be a job after all," BM believes.

3 LESSONS FROM THE ASSOCIATION EXECUTIVE OF THE YEAR

What have you learned over the years as an association executive? BM Miranda cites these three key lessons.

1. You exist for your members.

All your initiatives should be geared towards the interest of the members.

2. To be an effective association executive, you must have knowledge of the industry your association is working for.

This is to create effective programs that will be beneficial to the members and to understand how the association can fully represent them in its advocacies and representations from affairs that would impact their respective businesses.

3. Try to develop, not only yourself, but your whole team.

90% of the PRA Secretariat are Certified Professional Association Executives.



PIVOTING IN THE PANDEMIC

Tough times. The COVID-19 global pandemic and the economic hardships it has induced continue to wreak havoc on human lives and businesses of all shapes and sizes, including associations.

Yet while a great many struggle during these trying times, others are successfully navigating their way in this uncharted waters. Some chose a defensive posture to preserve their resources while some are finding ways to quickly pivot to meet the challenges of the pandemic.

These are stories that inspire. They energize and steel our resolve that Filipino ingenuity is alive and well. We ask some of our PCAAE members to share their stories.

ASKI Foundation, Inc.

ASKI Foundation is the corporate social responsibility arm of the ASKI Group of Companies whose mission is to promote socio-economic development, reach the underprivileged families and those on the outskirts of rural and urban communities, through client-focused financial and non-financial services anchored on Christian principles. The Foundation carries out programs on education, health, environment and community development, supporting ASKI Group's commitment to meeting the UN Sustainable Development Goals. We are based in Cabanatuan City, Nueva Ecija and operate in Regions 1, 2, and 3. We utilize public and private partnerships (PPP) as one of the effective strategies in helping target beneficiaries.

On the impact of the pandemic

This pandemic greatly affected the Foundation's sustainability and program implementation. Most of our private partners/donors, including ASKI businesses, are severely impacted. There were programs that have to be stopped or temporarily put on hold due to lack of funds.

The progress of existing programs is hampered, especially those requiring face-to-face engagement. In the area of community development, there are beneficiaries that have no access to cellphones or not adept at using them. It is a challenge to monitor our beneficiaries, and conduct meetings and networking among our local partners. Even with the easing of restrictions, doing field work for the Foundation staff still entails health risk.

On pivoting in the pandemic

Consistent with ASKI Group's direction to adjust to the "New Normal," the Foundation came up with a Business Continuity Plan (BCP). The use of various technologies and adapting to digital platforms/transactions which ASKI has been doing even before the pandemic is maximized. Board meetings are now online. Field visits were limited. We use technologies to monitor and communicate with our members, and working from home is also allowed. Internal basic health and safety protocols were also imposed to guide the employees during the pandemic. Members, beneficiaries, and partners were also educated on these protocols when conducting community visits and meeting. The pandemic taught us to become flexible and become resourceful to continue our ministry of helping the needy.



"As the restriction eases and we see business continuity, we also see an opportunity to build alliances and collaboration with private and public sectors. This will be a strong area of focus for ASKI Foundation: to continue to seek partnership and find companies with the heart to help the marginalized and affected communities within the area we operate."

Ma. Vibien H. de Guzman
President and Chairperson
ASKI Foundation, Inc.

On lessons learned during the pandemic

The pandemic has shown us the importance of recognizing the essence of cooperation within the organization, stakeholders, community and the people we serve. Everyone has to do their share or more in the "new normal" to overcome the challenges of this pandemic as one organization, one community. Helping one another becomes the norm. We help the ASKI businesses supporting us by actively promoting their products and services to our networks.

ASKI's core business is providing microfinance, i.e., loan to SMEs and farmers, who are also severely affected by the pandemic. The ASKI COVID 19 Crisis Response Program whereby we provide food aid and hygiene kits to affected communities is sourced from our microfinance clients to help them recover from their enterprise. We have learned to value more our organization, ASKI Group of Companies as a family and the need to stay true to our mission.

On opportunities moving forward

In as much as the pandemic negatively affected some of the Foundation's existing programs, this period also provided us the opportunity to further promote and strengthen the Foundation's program on health and nutrition, and likewise provide alternative livelihood.

For example, we have an existing program, "Gulayan ng Askian" where we distribute vegetable seeds to indigent families and teach them to grow become very

to communities in need, and it is very fulfilling to see the beneficiaries harvesting their produce at home. We further widened our program to ASKI staff and networks. Training on mushroom growing was provided to heads of families who are out of work due to the pandemic.

As the restriction eases and we see business continuity, we also see that there is still an opportunity to build alliances and collaboration with private and public sectors. This will be a strong area of focus for ASKI Foundation: to continue to seek partnerships and find companies with the heart to help the marginalized, affected communities within the area we operate. ASKI Foundation's strength is in community organizing, capacity building, and integration. We have completed a number of projects in partnership with both local and international organization, and likewise have continuing programs on education, health, environment and community development.

Life Underwriters Association of the Philippines (LUAP)

The Life Underwriters Association of the Philippines (LUAP) is the premier association of all licensed life insurance professionals in the country. We aim to uplift the insurance profession and enable all our members to grow their businesses and provide the best quality service to our clients. Supporting the organization is a workforce of six in the front office.

LUAP members participate in programs to upgrade their skills and knowledge, enjoy access to a variety of certification courses and licensing programs through our partners, and are given the opportunity to pay it forward by way of our LUAP Gives Back program where we adopt a charitable organization and partner with them for the current year and help provide for their needs.

We also offer an avenue for both rookies and seasoned life insurance professionals to gather together, learn from each other's best practices, and help each other for the benefit of the insurance industry.

On the impact of the pandemic

2020 has brought a lot of challenges to all of us. The pandemic prompted us to take a pause and reflect on our performance and activities as an association and as a family. For the insurance industry, face-to-face meetings and personal touch with our clients have always been indispensable but this pandemic prevented us from conducting these activities, crippling every insurance professional.

Despite this, we remain committed to provide our members with various necessary and relevant initiatives to fortify the value of LUAP.

On pivoting in the pandemic

We have indefinitely moved our events to a digital platform which is safer, more convenient, more accessible, and more cost-efficient for our members. We have launched various online activities starting April 2020 using various platforms like Zoom and Facebook Live. We developed a fresh and official event website, combining our two big annual conventions into a three-day online event, and are currently developing a mobile app for every member to maximize their membership.

Undoubtedly, this shift will have birth pains, but surely will be more beneficial for everyone. Technology has become very essential now more than ever. This pandemic has provided an avenue for us to slowly transition to online platforms and be able to leave behind manual activities especially in our operations. We are also able to guide and help other seasoned members to actually maximize the use of online platforms available and become more effective and efficient in their activities. This time, we are even more able to connect and reconnect with our members and make them feel that we are with them even during tough times and to support them in any way we can for them to grow their business, enhance their skills, and make a difference, not just in their own lives but in the lives of their clients.

On lessons learned during the pandemic

Lots of things have changed in the past months and things will most likely be never going back to the way before the pandemic but there are three things that we should always keep in mind:



"Technology has become very essential now more than ever. This pandemic has provided an avenue for us to slowly transition to online platforms and be able to leave behind manual activities especially in our operations."

Daylinda Barba
Executive Director
Life Underwriters Association
of the Philippines (LUAP)

1. We may be physically quarantined but our learning will never be contained.
2. We never shy away from asking help because associating ourselves with people who push us to be better is the best way towards growth.
3. While it is true that technology provides convenience in everything, personal touch still matters the most in all things.

On opportunities moving forward

Like our association's battle cry for the Year 2020 - RESILIENCE - may we all be resilient amidst any season.

Procurement & Supply Institute of Asia (PASIA)

The Procurement and Supply Institute of Asia (PASIA) is a purpose-driven association for supply chain, procurement and logistics professionals and organizations in Asia. For almost 20 years, PASIA has been operating to provide procurement and supply chain expertise and promote its advocacy of advancing "ethics-excellence-e-enablement" to various organizations and industries globally, with a major focus in the Asian region. It has 70 full-time staff and close to 1,000 member companies.

On the impact of the pandemic

At the start of the pandemic, we were faced with several challenges, both inside the organization and how we are providing our value proposition to our members and stakeholders. Our planned strategy and key activities were disrupted by the pandemic. We had to undergo a rigorous process of recalibrating our organization for sustainability and resiliency. Also, we experienced challenges in our engagement with some of our key stakeholders and members as there are physical constraints and business priorities in place.

On pivoting in the pandemic

We immediately deployed a three-layered approach: Counter, Mitigate, and Evolve. We were able to adjust to the "new normal," both in our internal organization and in the implementation of our value proposition. We were able to execute a full work-from-home framework for our team and went on a rigorous process of calibrating our operations. We were able to shift our key activities and ways of working in a more digitized manner. We are now geared and driving our full e-learning capabilities to different organizations and professionals across the globe and we are equipped to provide a remote shared



"We at PASIA are geared towards becoming the supply chain 'platform' for the 'New Normal' where organizations could better collaborate and work together in building business resiliency and sustainability through better supply chains."

Charlie Villaseñor
Chairman of the Board
Procurement and Supply
Institute of Asia (PASIA)

services approach to our stakeholders. We also set up the first and only supply chain services platform, providing e-procurement and e-marketplace process and technologies.

On lessons learned during the pandemic

As the recent global events brought about disruptions on business undertakings, recalibrating one of the association's key strategies, and reshaping the value offering is critical more than ever. Organizations who can properly plan and execute these necessary changes will be relevant to the new world and will make them more fortified moving forward.

On opportunities moving forward

As our association is focused on advancing supply chains of organizations and its professionals - being the key enabler of growth and sustainability - moving towards the "New Normal" brings tremendous opportunities for our organization in advancing our value proposition and core advocacy to different organizations across the globe. We are geared towards becoming the supply chain "platform" for the New Normal where organizations could better collaborate and work together in building business resiliency and sustainability through better supply chains. Technology-enabled associations are a significant enabler to survive and most especially thrive in the new world.

Philippine Franchise Association (PFA)

The Philippine Franchise Association (PFA) is an association of franchisors and international master franchisees in the Philippines. While our main members are franchisors, we also accept suppliers and service providers as allied members. The PFA Secretariat comprises 15 employees.

On the impact of the pandemic

The pandemic's limitation of gatherings impacted PFA's core competency: organizing events for our members to help them grow within and beyond our borders.

On pivoting in the pandemic

We immediately shifted to organizing digital events to serve our members. We also encouraged members to shift to digitalization and contactless transactions and to prioritize safety to adapt to the sudden changes brought about by COVID-19. But even before COVID-19, PFA had already been working on digitalizing activities for its members and the Secretariat in anticipation of the 4th Industrial Revolution.

The Secretariat also shifted to a working schedule that would only allow a few staff, by shifts, in the office while the rest are working from home.

On lessons learned during the pandemic

- Passion for our work
- Fidelity to our mission and vision
- Agility to adjust to the changes

On opportunities moving forward

The digital world has the capacity to enlarge our audience and respond to their various needs. We just need to realize the commonalities and the differences of our market so we can come up with relevant activities for our members and the general public.

Philippine Retailers Association (PRA)

The Philippine Retailers Association (PRA) is the national trade organization of retailers and suppliers in the country. We count among our members all the major players in the retail industry, e.g. SM, Robinsons, Mercury Drug, Wilcon Depot, Bench Group, Ayala malls, Vista malls. Our membership represents some 80% of the total retail industry. Supporting the organization is a workforce of 10 staff, eight of whom are already CPAE-accredited..



"The digital world has the capacity to enlarge our audience and respond to their various needs. We just need to realize the commonalities and the differences of our market so we can come up with relevant activities for our members and the general public."

Sherill Quintana
President
Philippine Franchise
Association

On the impact of the pandemic

At the core of PRA's service to its members are live seminars, conferences, and events, which are ideal not only for learning, but also for networking. But these were stopped when we had the COVID-19 community quarantine in March. So, during the first week of the lockdown, the PRA had to turn to a new strategy to still extend services to our members and the industry in general. Also, working from home is new to almost everyone and the quarantine being so sudden, this also created a sudden shift and challenges on the work flow of the staff.

On pivoting in the pandemic

The PRA had to shift to digital to continue our services, and with our rich connections, we were able to invite professional speakers and partnered with various companies to deliver our seminars and programs in the digital platform. In our PRA Virtual Learning Series, we ask companies and speakers to discuss the most timely topics – from e-commerce and digital transformation, to resiliency, brand marketing, and even mental health and neuroscience.

We also had to leverage on the social media and email marketing to continuously reach out to our members and offer them the services they need during this time. These channels provide them a collection of important data, including government issuances, strategies and research, and available government programs to help their business during this pandemic.



"You always need to be sensitive to what your members need, especially during a crisis, and tailor-fit your services based on these and the call of the times. Be present and engaging because more than ever they want to see their association genuinely there for them."

Evelyn B. Salire
Secretary General
Philippine Retailers Association

We also leveraged on the digital transformation in communicating with our members. We set up a Members' Viber group to facilitate relaying of important information among members. I think they really appreciated this move especially during this time when people appreciate this kind of connection. And this group has been really active where members share updates, talk about their challenges and even offer help, suggestions to fellow members.

Aside from the Virtual Learning Series – which even further branched out to various formats such as Thought Leadership Series and Regional Virtual Learning Series – we also recently launched our Let's Talk Retail Podcast. This is about conversations with retail leaders, where they share their experiences and learning, and even tips and insights to inspire others.

On lessons learned during the pandemic

You always need to be sensitive to what your members need, especially during a crisis, and tailor-fit your services based on these and the call of the times. Be present and engaging because more than ever they want to see their association genuinely there for them.

On opportunities moving forward

We see an opportunity to grow more and utilize digital as the new way to adapt to the new normal, and to learn new things and even expand our connections and collaborations.

7 Ways to Support



1. Become/Recruit a new member.

Become part of the "Association of Associations" which now has 300 members from 269 associations and membership organizations in the Philippines.



2. Learn from experts in association management.

PCAEE holds a two-day Associations Summit every year, which enables association professionals to learn best practices in association and membership organization governance, leadership and management from distinguished local and foreign speakers in the field.



3. Earn credits for advancement.

Members can attend seminars and earn credits under the Certified Professional Association Executive program that offers career opportunities and professional growth.

4. Become a thought leader.



Members can share their insights on issues related to association management in PCAEE's regular weekly column in BusinessMirror.



5. Be recognized.

PCAEE shines the spotlight on the best associations and association professionals through the annual Ang SUSI Awards.

6. Advertise here.

The Association World magazine is distributed free to all PCAEE members and Association Summit attendees. Advertisers are able to gain extra brand mileage as a digital copy of the magazine can also be downloaded on PCAEE's website, www.pcaae.org.



7. Be part of our social media community.

Join @PCAEE on Facebook and Twitter, or contact us:

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