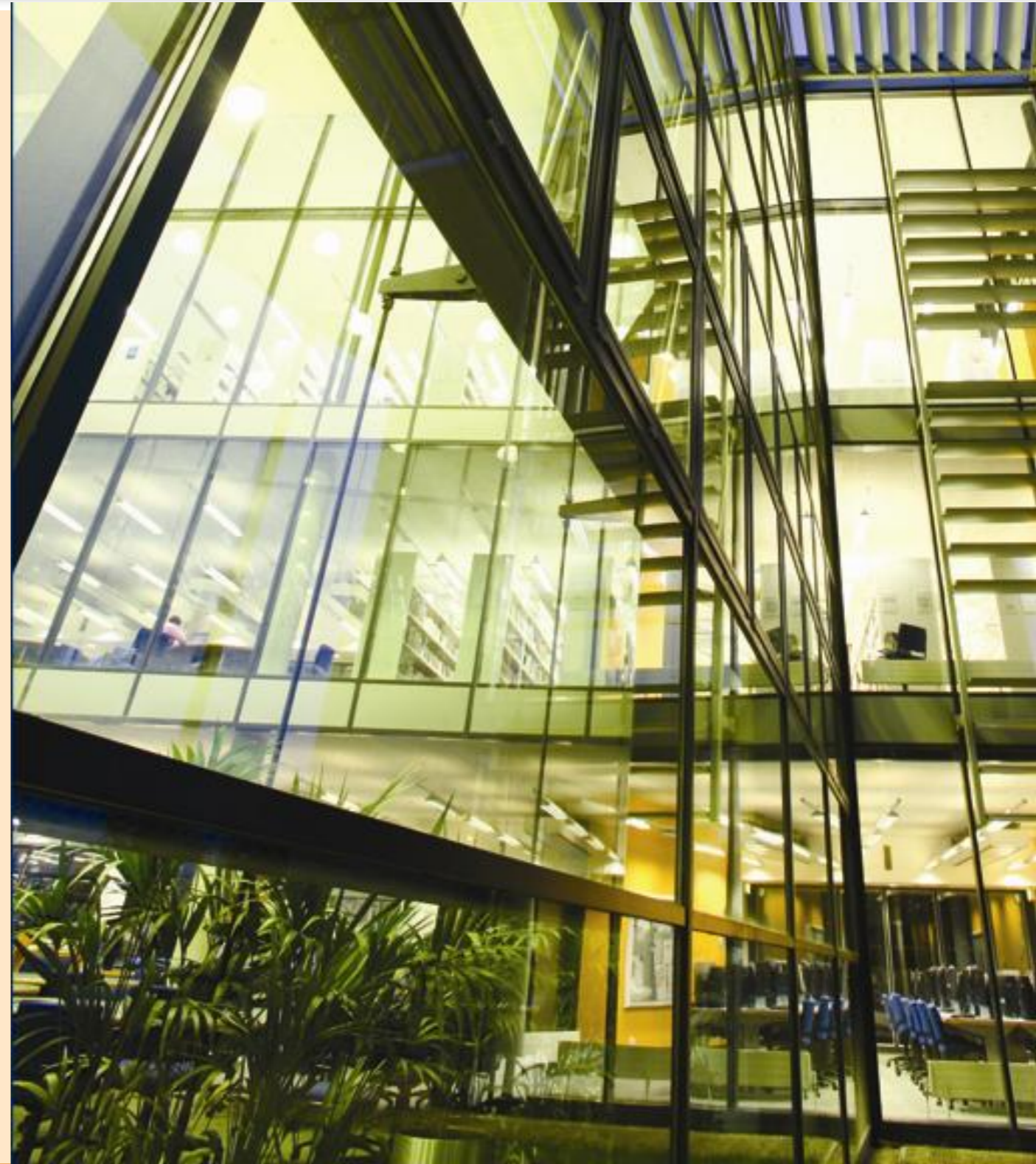




A Strategic Analysis





University of Hertfordshire

Business School

Graduate Consulting Unit



- Primary Research
- Secondary Research
- Future Directions



Primary Research



Research Objective(s)

- Determine whether the Alliance should continue in its current form and course, or pursue alternative model and/or strategies
- Consider the resourcing implications, including funding, staffing, accommodation and organisational structure
- Consider Membership types and fee structure
- Other factors – Awareness, Influence, Communications Strategy, Marketing



Primary Research: Sample

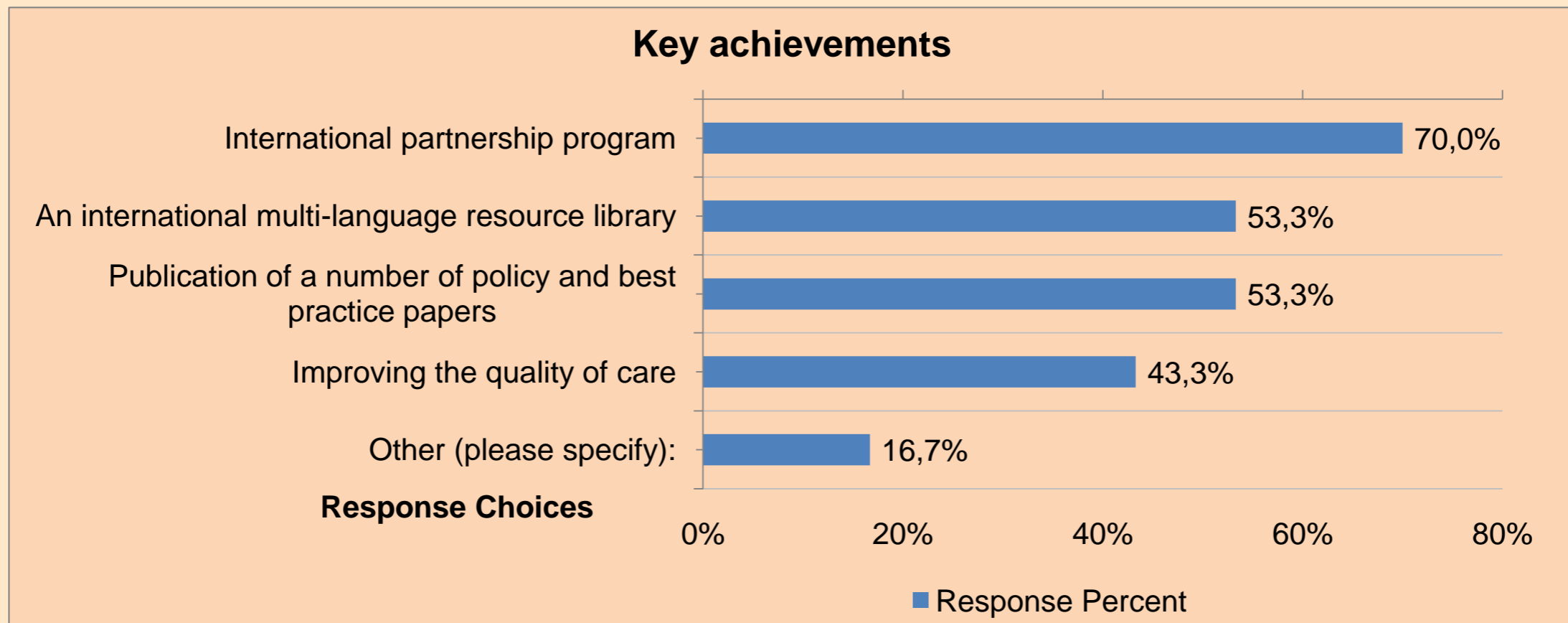
	Qualitative	Quantitative
Who	24 stakeholders	30 stakeholders
When	13 th -24 th September 2010	1 st -14 th November 2010
Where	Graduate Consulting Unit through telephone interviews (TI)	Self-administered online questionnaire (SurveyMonkey)



Primary Research

OBJECTIVES

- Members agree with the Alliance's current objectives (92% Telephone Interviews, 90% Survey)
- Annual meetings and International Partnership Programs are regarded as key

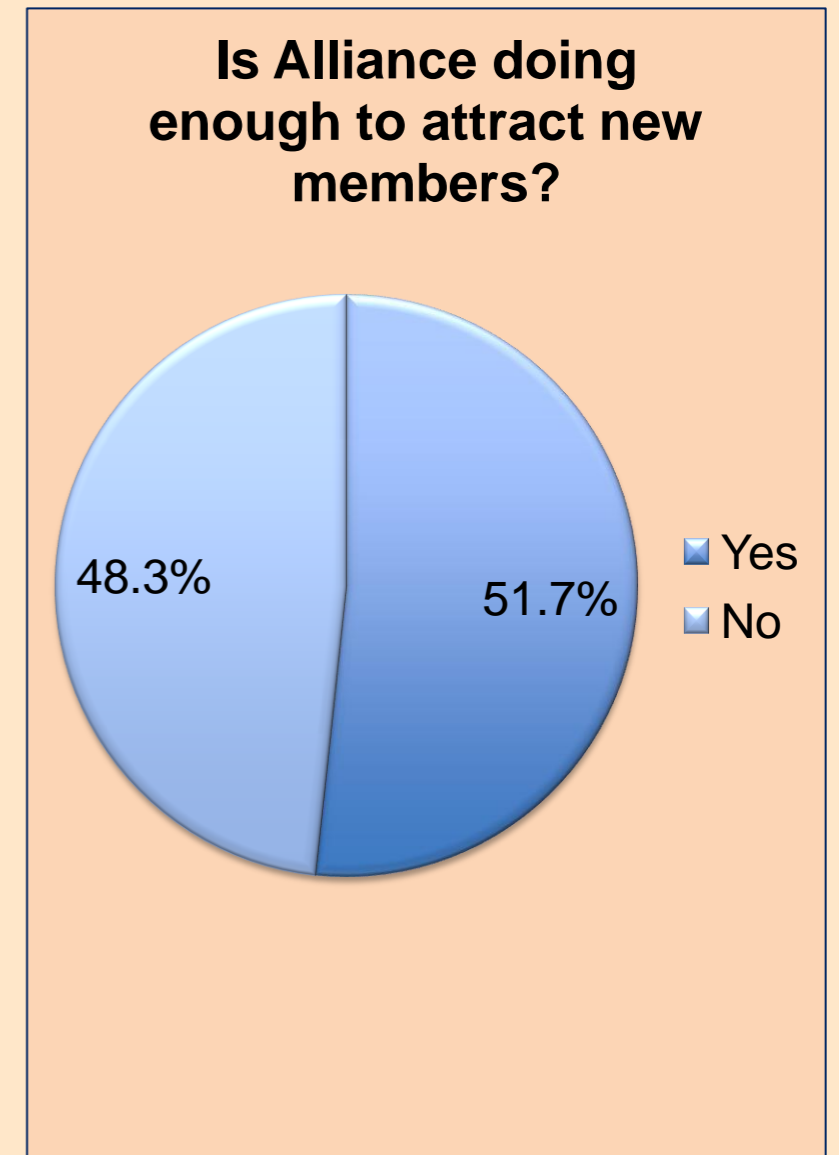




Primary Research

MEMBERSHIP

- Membership fees are currently the primary source of income (50% Telephone Interviews)
- Current membership structure should be reviewed (29% Telephone Interviews)
- This issue not addressed by 43% of full members in the Survey, mixed views from remaining members on fees being high or low





Secondary Research



Secondary Research

- Analysis of Trustees' Annual Reports for the Alliance (2003-2009)
- Structural comparison of:
 - International Brain Tumour Alliance
 - International HIV/AIDS Alliance
 - AMD (Age-related macular degeneration) Alliance International
 - Alzheimer's Disease International
- Published Materials:
 - The future role of fundraising
 - IT Intelligence
 - 2010 State of Non-profit Industry Survey
 - Managing non-profit organisations: Towards a new approach



Secondary Research

OBJECTIVES

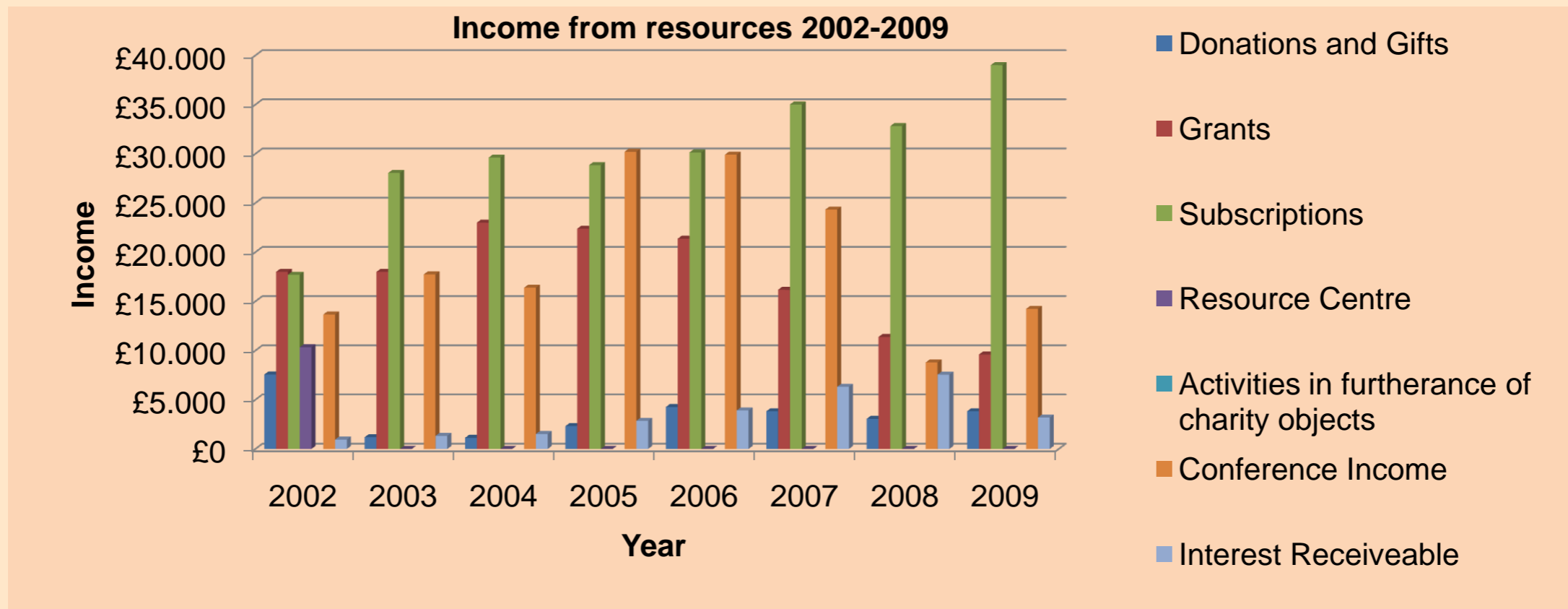
- Other International Alliances have a clearly defined Vision and Mission for future direction
- Current objectives of the Alliance have been driving the Alliance for the past 19 years with worldwide recognition and success
- **The Humanitarian Award** and **The Forbes Norris Award** for recognition to people and/or groups from both scientific and non-scientific backgrounds whose work has had a positive impact on ALS/MND worldwide are excellent initiatives which need more publicity and need to be exploited



Secondary Research

MEMBERSHIP

- Membership fees for the Alliance constitute the majority of total income
- Other international organisations promote individual membership options to create a wider community of researchers, scientists, clinicians, allied health professionals, organisations, universities, patients and carers.





Secondary Research

BRANDING

- Mix of effective local and international schemes
- Strategic use of brand name and image for international fundraising and wider recognition and influencing





Secondary Research

ORGANISATIONAL & MEMBERSHIP STRUCTURE

- Current structure of the Alliance consists of Board of Directors, supported by a part-time co-ordinator
- Other Alliances provide extensive support structure for members
- Other Alliances have effective communication strategies through publications, marketing materials, workshops and awareness drives
- Other Alliances have executive management committees with clear responsibility for communication, marketing and fundraising



Future Directions



Future Directions

OBJECTIVES





Future Directions

MEMBERSHIP

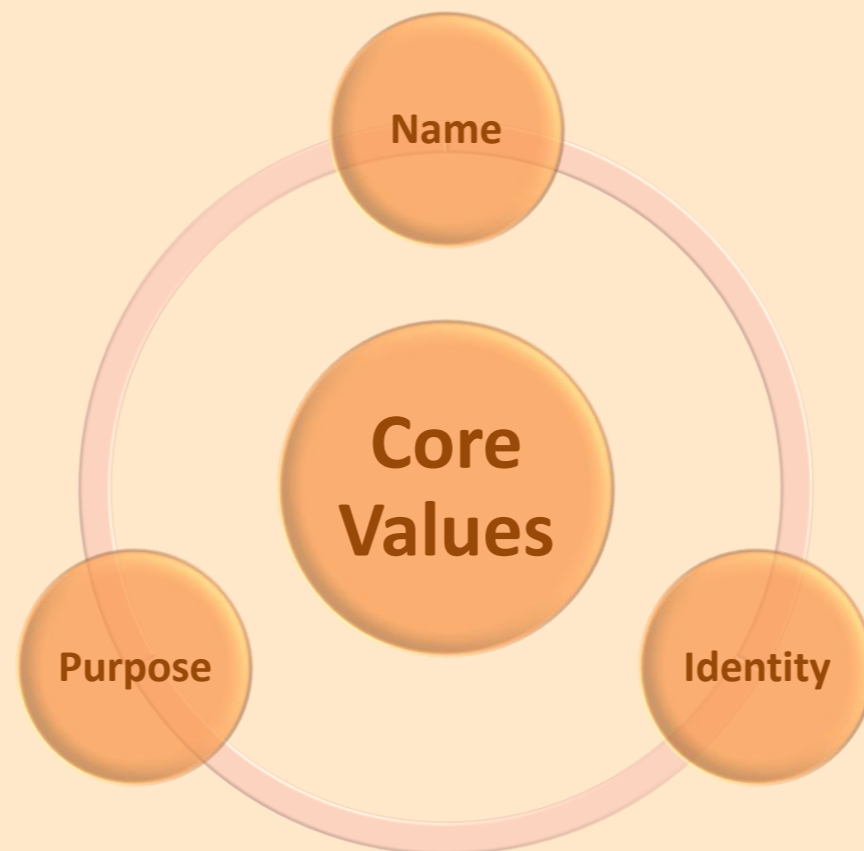
- Introduction of new Support Programmes such as Fee Waivers and Support Grants
- Membership Drives with awareness campaigns
- Regional awareness and membership campaigns for global reach



Future Directions

REBRANDING

- Communicating the Alliance's core values, and distinguishing it from others.
- Maximum utilisation of Website for brand communication
- Increased Fundraising and income opportunities

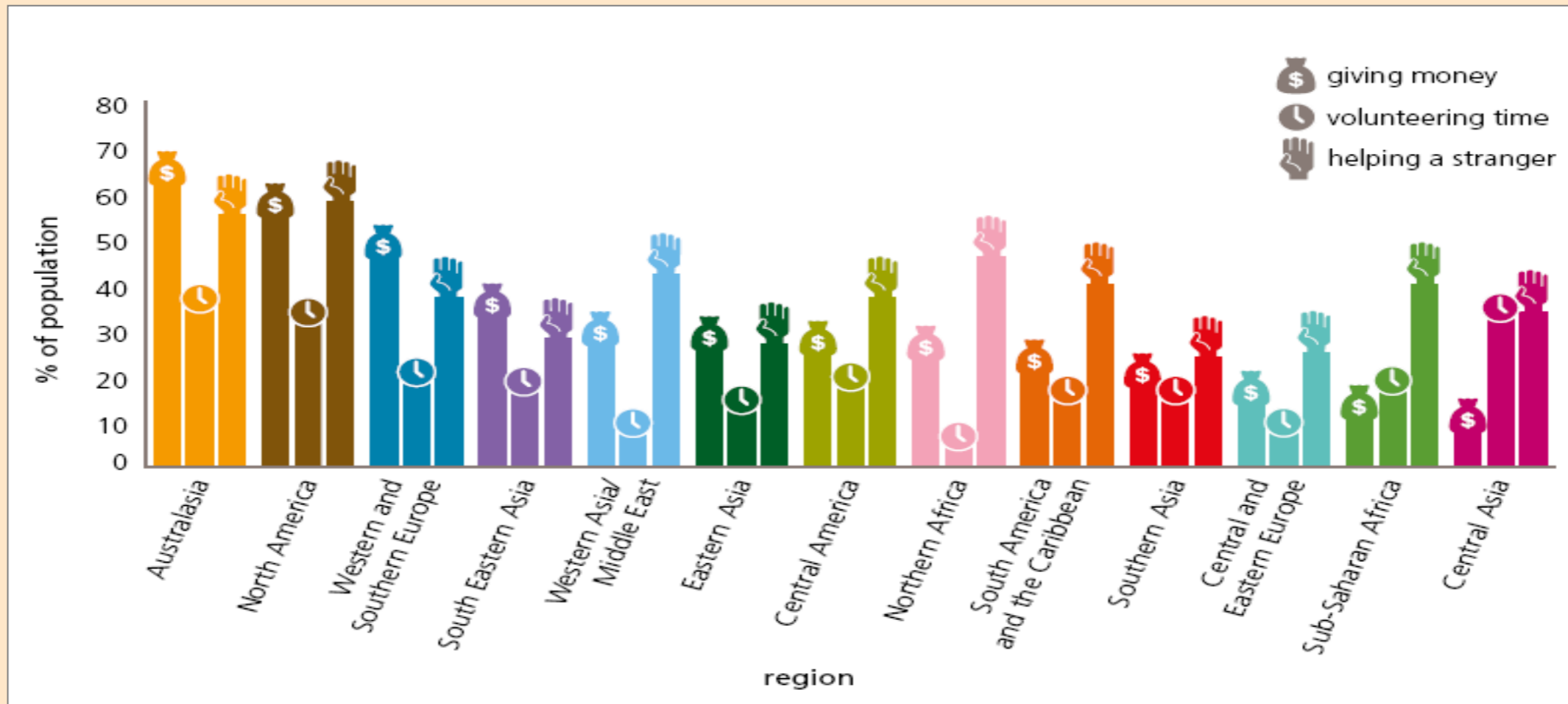




Future Directions

FUNDRAISING

- Follow a mixed approach for fundraising in different regions
- Regular methods such as direct debit and standing-orders to be established
- Encourage International Philanthropic Organisations to donate



Source: World Giving Index, (2010)



Future Directions

PROGRAMMES

- Capitalise on Existing Successes – Partnership Programmes, Outreach, Knowledge Transfer, Mentoring

ORGANISATIONAL STRUCTURE

- Strategic Leadership / Administrative Support and Governance



Future Directions

NEXT STEPS

- Presentation by Consultants and Extended discussion at Board yesterday afternoon
- Identified the following issues which the Board is now going to address in detail:



- **Mission & Vision Statement**
- **Overall aims and Objectives**
- **Marketing -**
 - Awareness/Communications/Branding/PR**
 - Website/Documentation and Materials**
- **Fundraising**
- **Membership Levels and Fee Structure**
- **Organisational Structure and Resourcing**



- **These 6 themes will be posted on the Website immediately following the meetings. Members are encouraged to provide feedback, ideas, suggestions, thoughts, solutions for the way forward BY THE END OF JANUARY (so that these can be reviewed by the Board at its March meeting)**



The New Strategy will be developed and implemented by the Board of Directors over the following months, with any aspects which require membership approval (e.g. changes to constitutional arrangements) coming back to the membership for approval at next year's AGM

BUT – this will not prevent the Board moving ahead straight away with further development of existing programmes



Meanwhile, during the remainder of today and tomorrow morning, Delegates are invited to speak to Board Members directly, with their views, thoughts, questions.

We will then report back on any significant matters arising at the end of tomorrow's programme when the traditional conference summary is presented.



Sharon – United States

Jeffrey – United States

Ales – Slovenia

Monica – Italy

Jens – Denmark

Yumiko – Japan

Francisco – Brazil

Carol – Australia

Evy – Belgium

Steve Bell - England



We will now have an open discussion for the next 15 or 20 minutes

Gudjon is very keen that as many members and delegates as possible have an opportunity to contribute to the session – so has asked me to oversee this and keep control of you all !!

Therefore please keep comments/questions succinct and to the point

OVER TO YOU !!