



Marketing General Inc.

Your Marketing Solutions Partner

2012 MEMBERSHIP MARKETING PLAN

Client:	NARFE	Client #:	437
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INTRODUCTION

The National Active and Retired Federal Employees Association (NARFE) is the largest national association representing all federal government employees and working to protect their retirement and other benefits.

After reaching a high of 491,876 members in 1982, total NARFE membership has been declining steadily. Current membership stands at 288,742, representing a 5.5% decline since the beginning of the year.

The following chart shows the potential market size and NARFE's current market penetration:

	Market Size	Current NARFE Members	Market Penetration
Retirees (Annuitants & Survivors)	2,500,000	264,227	10.6%
Active Federal Employees (AFEs)	2,100,000	24,515	1.2%
Total	4,600,000	288,742	6.3%

So, while the recent decline may be discouraging, there is clearly much room for NARFE to grow. Marketing General will work with NARFE in 2012 to reverse this membership downturn and increase its market penetration.

Current Membership Marketing Efforts

Before looking ahead to recommendations for 2012, it is helpful to look back at what NARFE has done in 2011. This year's national membership acquisition (recruitment) efforts included:

- Two-part mailings to the OPM list in the fall and spring
- E-mailed application to 500+ retired FAA Managers (Spring)
- Mailed application/invitation to join NARFE to 55,000 subscribers of Government Executive Magazine (federal managers)
- Joint membership recruitment two part Fall mailing with the NRLCA
- Prospective members 2008-2011 magazine wrap (December issue)

NARFE 2012 Membership Marketing Plan

- Created a series of e-mails in conjunction with prospective member magazine wrap
- Created a joint recruitment brochure with the Professional Managers Association (3,000 members)
- Negotiated a joint recruitment effort with Federal Employed Women (FEW).

NARFE's 2011 national membership retention efforts in addition to standard renewal efforts:

- Lapsed member telemarketing campaign
- Lapsed members (2010) magazine wrap (November issue)
- Created new member "e-Connect" e-mail series
- Added e-mail renewal notice to hit before first mailed notice
- Dues Withholding initiative – pre-populated applications with appropriate personal information.

While many of these efforts were very effective, NARFE must act much more aggressively to start growing again. The tactics suggested in this plan are designed to expand on current membership marketing efforts and test ways they can be improved. MGI will also work with NARFE to test entirely new approaches to membership acquisition and retention.

2012 COMMITTEE GOALS

- Increase annual new member acquisition by 8% (from 24,000 to 25,920)
- Increase one-year renewals by 5% (from 126,000 to 132,000)
- Increase multi-year renewals by 5% (from 45,000 to 47,250)
- Increase AFE renewals by 10% (from 24,000 to 26,400)
- Increase use of dues withholding option by 10% (from 59,300 to 65,230)
- Reinstate at least 3% of lapsed members

TACTICS

See attached.