

Proposal number 3 for the ISCA General Assembly 2019: Reformulation of ISCA membership

This proposal is prepared by the ISCA Secretariat after deliberations in the ISCA Executive Committee, as a follow up to the **ISCA strategy 2018-2021**, which described the ambition to develop the **ISCA membership offer** further.

Summary of the proposal

- The ISCA General Assembly give to the ISCA Executive Committee and ISCA Secretariat the **mandate to develop and test a reformulated ISCA membership offer**, in continuation of the draft proposal delivered to the ISCA General Assembly in 2019, as described below.
- Once developed, **new (applying) ISCA members are offered the new membership offer** and new membership fee structure, on a test basis during 2020 and 2021.
- **Current ISCA members may continue to pay their current membership fees** and receive current membership services in the period 2020-2021. They may also opt for the new membership offer and fee levels if they so wish.
- The new membership offer and new membership fee levels **will be proposed to the ISCA General Assembly 2021**. If adopted, the new membership offer and membership fee levels will be permanently valid for all ISCA members.
- The request for a mandate is put forward because ISCA **membership fee levels are a matter of decision of the ISCA General Assembly**, according to the ISCA statutes; and the ISCA Executive Committee and ISCA Secretariat would like to ensure that the membership offer development can move further forward in the period 2020-2021, while respecting that the ultimate decision on the ISCA membership fees is a decision of the General Assembly.
- The formal proposal for membership fee for the General Assembly 2019 is therefore to have an **unchanged membership fee** compared to previous years. After developing and testing a new membership model in 2020-2021 the ISCA members will have a chance to vote on a new proposal at the General Assembly 2021.

Background

Overall, we want to **enhance the focus on ISCA as a member-based umbrella** organization, as was **decided in the ISCA strategy 2018-2021**. Specifically, the objectives are to

- 1) Increase in the number of active and fee-paying ISCA members, leading to
 - a. Higher legitimacy when advocating for the grassroots sport and physical activity sector
 - b. Higher membership fee revenue
- 2) Better quality of ISCA membership
 - a. More active members means more collective experience, exchange opportunities, and diversity
 - b. A membership offer that is more clear in terms of value, and is a platform to develop further services in a structured manner
 - c. More consistent dialogue and ongoing evaluation with all members will bring ISCA more in sync with members' needs and enable more relevant services
- 3) Modernisation of ISCA's membership offer
 - a. A more transparent, objective and simple membership fee structure
 - b. Ability to adopt new members and affiliates more swiftly, while retaining democratic processes

CRYSTALLIZING THE ISCA MEMBERSHIP

We will develop a more prudent and consistent ISCA membership offer. We will continue to serve our sector with opportunities and information that is free for all – while also defining and delivering extraordinary value to our current and new members. In this way, we expect to see membership growth and increase membership engagement with ISCA.

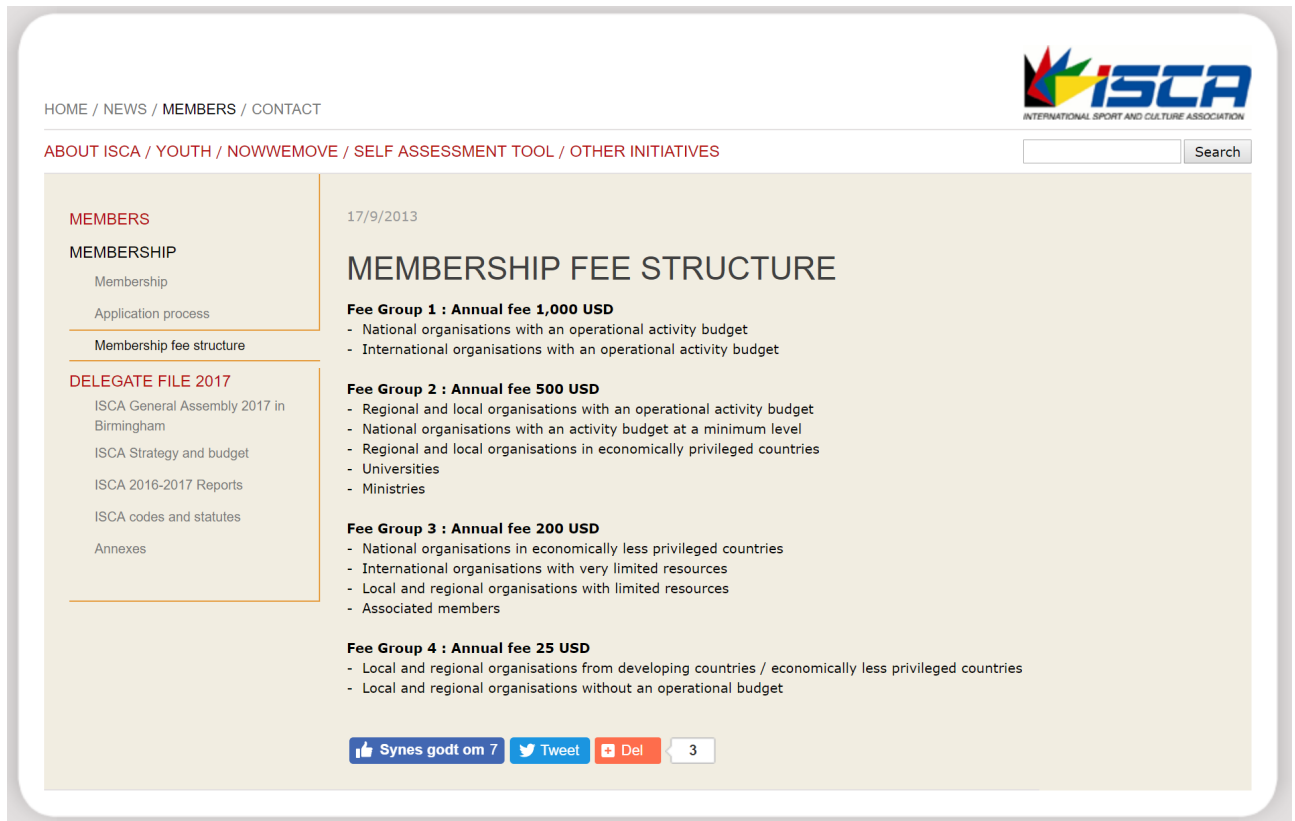
IN 2018-2021, WE WILL EVOLVE ISCA MEMBERSHIP OFFER TO BE MORE CONSISTENT AND CLEAR, AND RESTRUCTURE THE CONCEPT AND FEE STRUCTURE TO GROW THE MEMBERSHIP BASE AND REVENUES.

From the ISCA Strategy 2018-2021

The problem

There are currently several issues with our membership offer and focus:

- We do not have a very clear description of the membership value or possibilities for offering membership engagement at different levels depending on the current interests of an ISCA member
- The current membership fee structure is not objective (see figure below), not related to membership value, and difficult to interpret, therefore unpredictable for potential future members
- Growth in ISCA membership has been moderate and non-systematic
- Membership involvement has been high and consistent among a core group of members, whereas others have been limited or non-existent
- Membership fee income has been limited (2-5% of total turnover)
- We are rather dependent on externally (mostly EU) funded projects, and have not fully prioritized the dialogue with all members, recruitment of members, and evaluation
- We have different groups of affiliates with an unclear or unstructured connection to ISCA – e.g. MOVE agents, newsletter subscribers, individual ISCA supporters without organizational affiliation, young people that are interested in international exchange.
- Current membership application process (signed application, statute review, pending adoption by Executive Committee and General Assembly) is lengthy and can last up to 2 years



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17/9/2013

MEMBERSHIP FEE STRUCTURE

MEMBERSHIP

- Membership
- Application process
- Membership fee structure

DELEGATE FILE 2017

- ISCA General Assembly 2017 in Birmingham
- ISCA Strategy and budget
- ISCA 2016-2017 Reports
- ISCA codes and statutes
- Annexes

Fee Group 1 : Annual fee 1,000 USD

- National organisations with an operational activity budget
- International organisations with an operational activity budget

Fee Group 2 : Annual fee 500 USD

- Regional and local organisations with an operational activity budget
- National organisations with an activity budget at a minimum level
- Regional and local organisations in economically privileged countries
- Universities
- Ministries

Fee Group 3 : Annual fee 200 USD

- National organisations in economically less privileged countries
- International organisations with very limited resources
- Local and regional organisations with limited resources
- Associated members

Fee Group 4 : Annual fee 25 USD

- Local and regional organisations from developing countries / economically less privileged countries
- Local and regional organisations without an operational budget

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Current membership and fees

ISCA currently counts 231 members. All of these have applied with a signed document, have been assessed by the Secretariat, approved by the Executive Committee, and adopted at the ISCA General Assembly.

Many of these members have a limited engagement in ISCA and do not pay the membership fee. We have not systematically excluded members that did not pay, as we have observed that some have a period of disengagement, but come back again as paying and active members.

Our membership database is thus marking members as "Active" or "Passive".

The Solution

The reformulated ISCA membership offer is based on the following understandings, principles and ideas.

- Value: Showing and providing value as a basis for membership recruitment and retention.
- Co-ownership: ISCA members are part of a democratic organization that they can influence, and that is dependent on their involvement. The more they give into the pool, the more they can take out. And more experienced members see a value in sharing their experiences and practices to others, as well as mentoring less experienced organisations.
- Identity: Framing the membership of ISCA as a community of peers, and making ISCA members “civil advocates” for physical activity
- A free offer for engagement, coupled with levels of fee-payable services (including full membership). Inspired by the so-called [Freemium](#) model.
- Inbound marketing, ie focusing on attracting attention and engagement via relevant resources and content (ie Pull Marketing), as opposed to outbound marketing, where information and opportunities are Pushed out to attract attention – which is increasingly hard and costly.
- Building on the services we provide today, and systematically developing relevant and additional offers that allows continuous quality development.
- Ensuring continued involvement and satisfaction of current, fee-paying members, then re-engaging current, but not fee-paying members, and finally systematically recruiting new members.
- Ensuring a “one-log-in” approach so that anyone affiliated to ISCA, whether MOVE Agent, newsletter subscriber, project partner etc, has only one log-in to use, and has availability to upgrade or downgrade between membership categories.
- The new membership approach requires an internal reorganization to enable a systematic membership service, evaluation and recruitment focus.

The DRAFT membership model

(Please note that this is only a draft for consideration to illustrate the ideas developed so far. Not all services exist today, and the names of the membership categories and the fee levels are also to be decided)

Service	ISCA Affiliate (freemium)	ISCA Mover	ISCA Full member	ISCA Extended service member
Price	FREE	“Taster” price	Membership fee level?	Membership fee level?
Monthly newsletter	V	V	V	V
NowWeMOVE <ul style="list-style-type: none"> • MOVE Week event pack • No Elevators Day event pack • ESSD event pack 	V	V	V	V
NowWeMOVE <ul style="list-style-type: none"> • MOVE Week advanced pack • No Elevators Day advanced pack • ESSD advanced pack 		V	V	V
NowWeMOVE <ul style="list-style-type: none"> • Access to be a National Coordinator • Customised National Websites • 24/7 support • Full graphics pack • Full NowWeMOVE mascot library 			V	V
NowWeMOVE <ul style="list-style-type: none"> • Customised branding by our designers • 3 merchandise packs per year 				V
Online learning platform basic courses	V	V	V	V
Online learning platform certification		V	V	V
Online learning platform advanced courses			V	V
Access to ISCA self-assessment tools	V	V	V	V
Access to join ISCA externally funded development projects as a partner			V	V
MOVE Congress access to extreme early bird fee	V	V	V	V
MOVE Congress Membership fee (30% off) (value per participant app 150 euro)			V	V
MOVE Congress 2 free passes (value app 2 x 500 euro)				V
ISCA MOVE Transfer support (implement national good practises abroad)			V	V
Voting right at General Assembly			V	V
ISCA mentor offer from senior members			V	V
Annual visit from ISCA Executive				V