



BUILDING BELONGING

The Future of Membership

Membership Leading Practices

YMCA OF THE USA



MEMBERSHIP
LEADING PRACTICES

Let's start with a question...

What exactly does it mean to be a member of the YMCA?



MEMBERSHIP
LEADING PRACTICES

The research is clear...
**YMCA Membership facing an
identity crisis.**



THE FUTURE OF MEMBERSHIP

Late 19th Century

1

Initial doubts about physical education's alignment with the Y's spiritual and intellectual mission





THE FUTURE OF MEMBERSHIP

Late 19th Century

1

1891

2

Dr. Luther H. Gulick revolutionizes the Y's perspective with the red triangle logo symbolizing spirit, mind, and body





THE FUTURE OF MEMBERSHIP

Late 19th Century

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1891

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Dr. Luther H. Gulick revolutionizes the Y's perspective with the red triangle logo symbolizing spirit, mind, and body



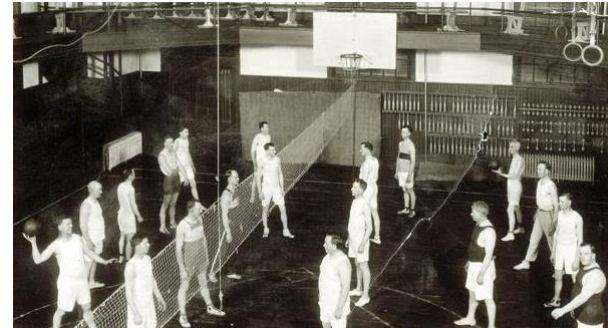
- » **Spirit:** The belief or connection in something greater than ourselves.
- » **Mind:** How we think, feel, and act; our social, emotional, and psychological well-being.
- » **Body:** The state of our physical body and how well it operates.



THE FUTURE OF MEMBERSHIP

Late 19th Century

1



1891

2



Early-Mid 20th Century

3

Expansion of physical fitness facilities and invention of new sports like basketball and volleyball





THE FUTURE OF MEMBERSHIP

Late 19th Century

1

1891

2

Early-Mid 20th Century

3

1970s-1980s

4

Increased focus on physical health to remain competitive
as other fitness providers entered the market





THE FUTURE OF MEMBERSHIP

Late 19th Century

1

1891

2

Early–Mid 20th Century

3

1970s–1980s

4

21st Century

5

Digital age brings new challenges and opportunities to address social isolation and mental health

The loneliness epidemic: Nearly 1 in 4 adults feel lonely, new survey finds

By Taylor Nicioli, CNN

5 minute read · Updated 7:00 AM EDT, Tue October 24, 2023



HEALTH

Loneliness

Add Topic +

Americans are lonely and it's killing them. How the US can combat this new epidemic.



Adrianna Rodriguez

USA TODAY

Published 5:09 a.m. ET Dec. 24, 2023 | Updated 1:06 p.m. ET March 23, 2024

WHO declares loneliness a 'global public health concern'

The World Health Organization has launched an international commission on loneliness, which can be as bad for people's health as smoking 15 cigarettes a day





THE FUTURE OF MEMBERSHIP

Late 19th Century

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1970s–1980s

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21st Century

5

Digital age brings new challenges and opportunities to address social isolation and mental health

We now face an opportunity similar to what our predecessors encountered—**redefining YMCA Membership for a changing society.**

- How can we **evolve membership** to address current national health challenges?
- How might we **prioritize spiritual and mental health** equally with physical health?
- How do we adapt to **consistently nurture spirit, mind, and body** in all our offerings?



THE FUTURE OF
MEMBERSHIP

Membership at the Y...

is the connection to our vibrant, supportive community where opportunities abound to achieve purpose, build relationships, and find a true sense of belonging.



THE FUTURE OF
MEMBERSHIP

Membership at the Y...

is the belief that the Y is an extension of our home and community – a place of safety where we all can learn, grow, and thrive.



THE FUTURE OF
MEMBERSHIP

Membership at the Y...
**is knowing that we are part of something vibrant and
valuable, that connects us to the fabric of our
community.**



THE FUTURE OF
MEMBERSHIP

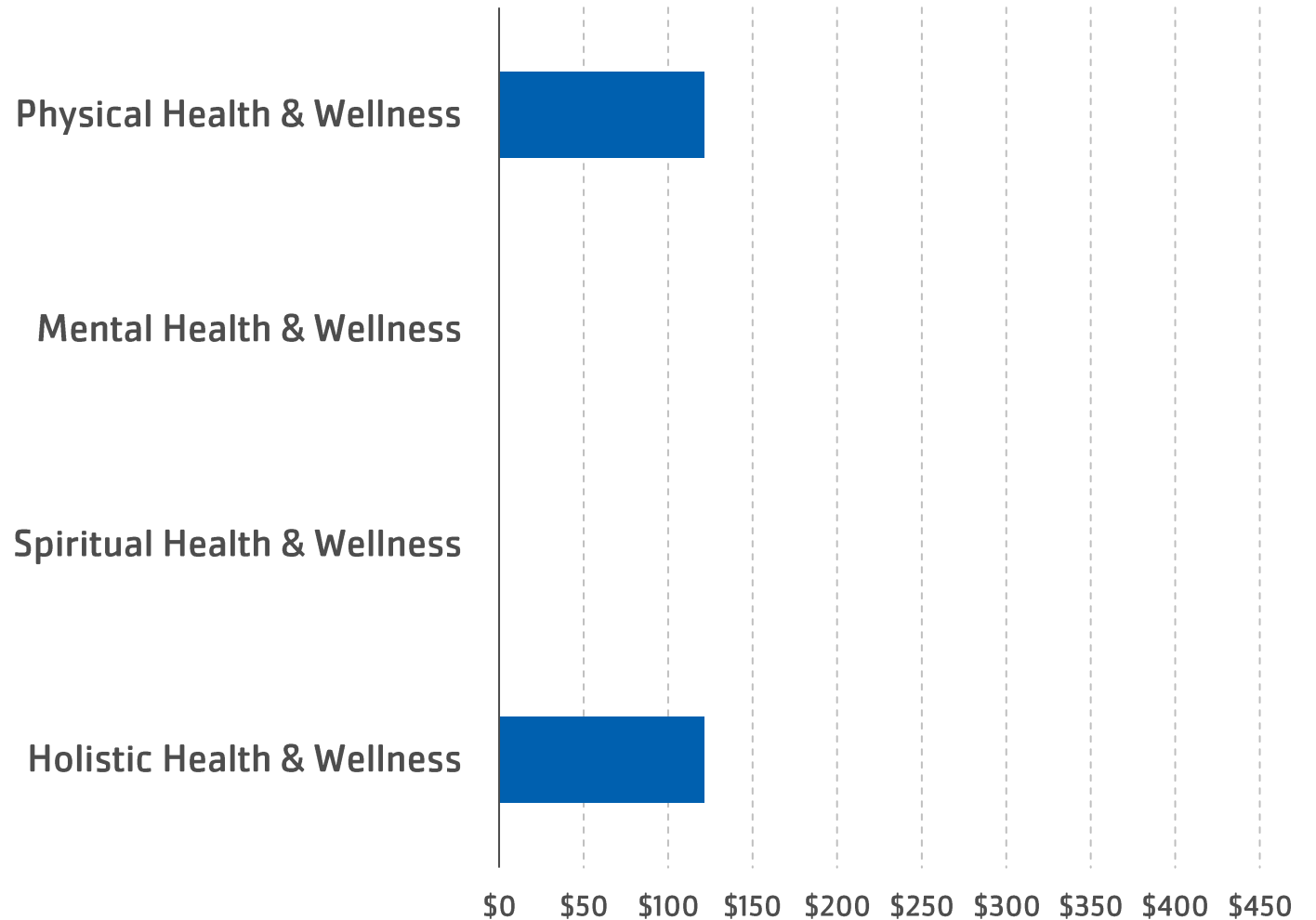
Membership at the Y...
**is the trust that together, we can be the catalyst to
transform lives and communities.**



THE FUTURE OF
MEMBERSHIP

Deeply reengaging
Membership with the **entirety
of our mission** represents an
opportunity to impact tens of
millions of lives while also
driving greater **financial
sustainability** for the future.

Health & Wellness Market/Industry Size

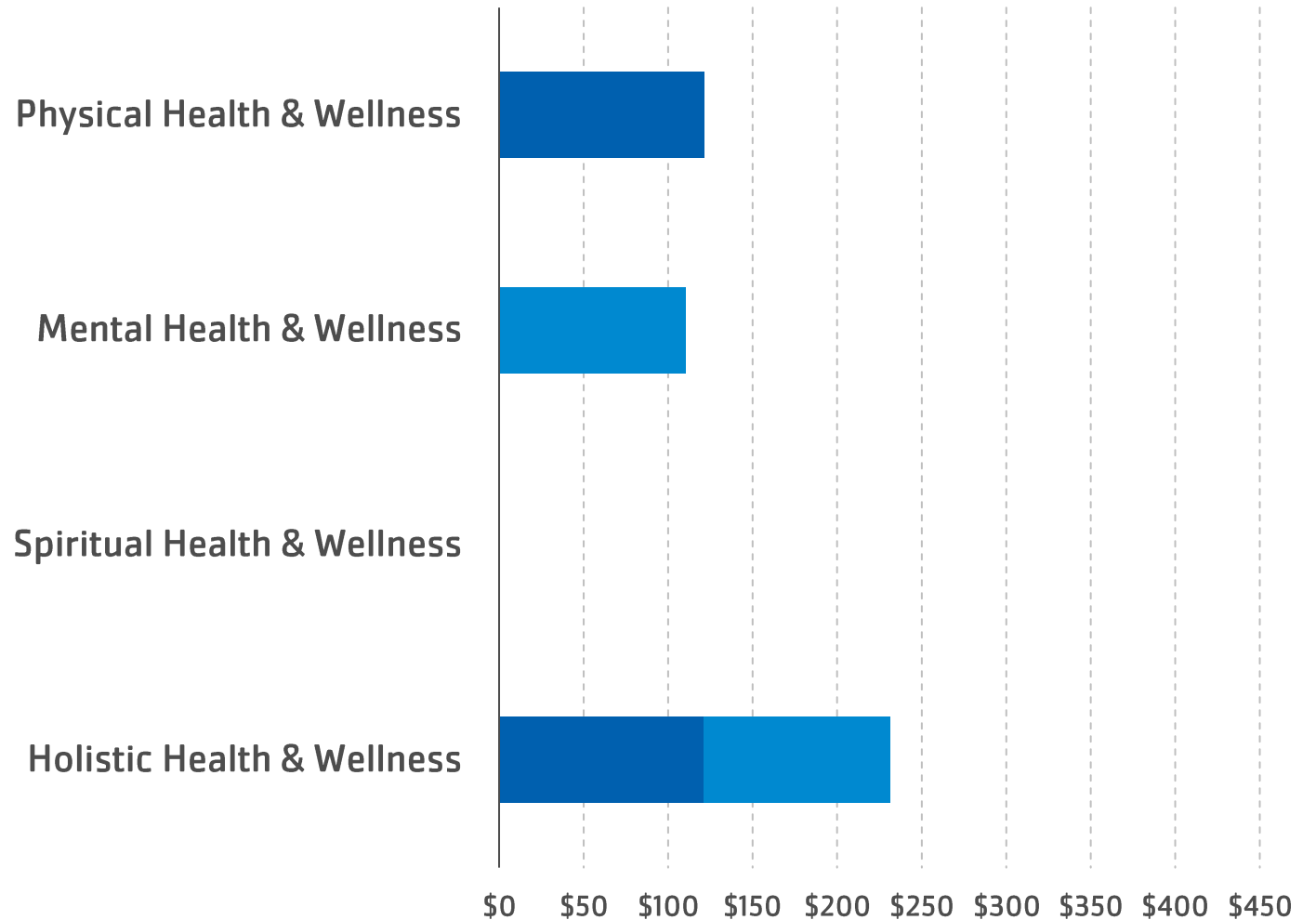




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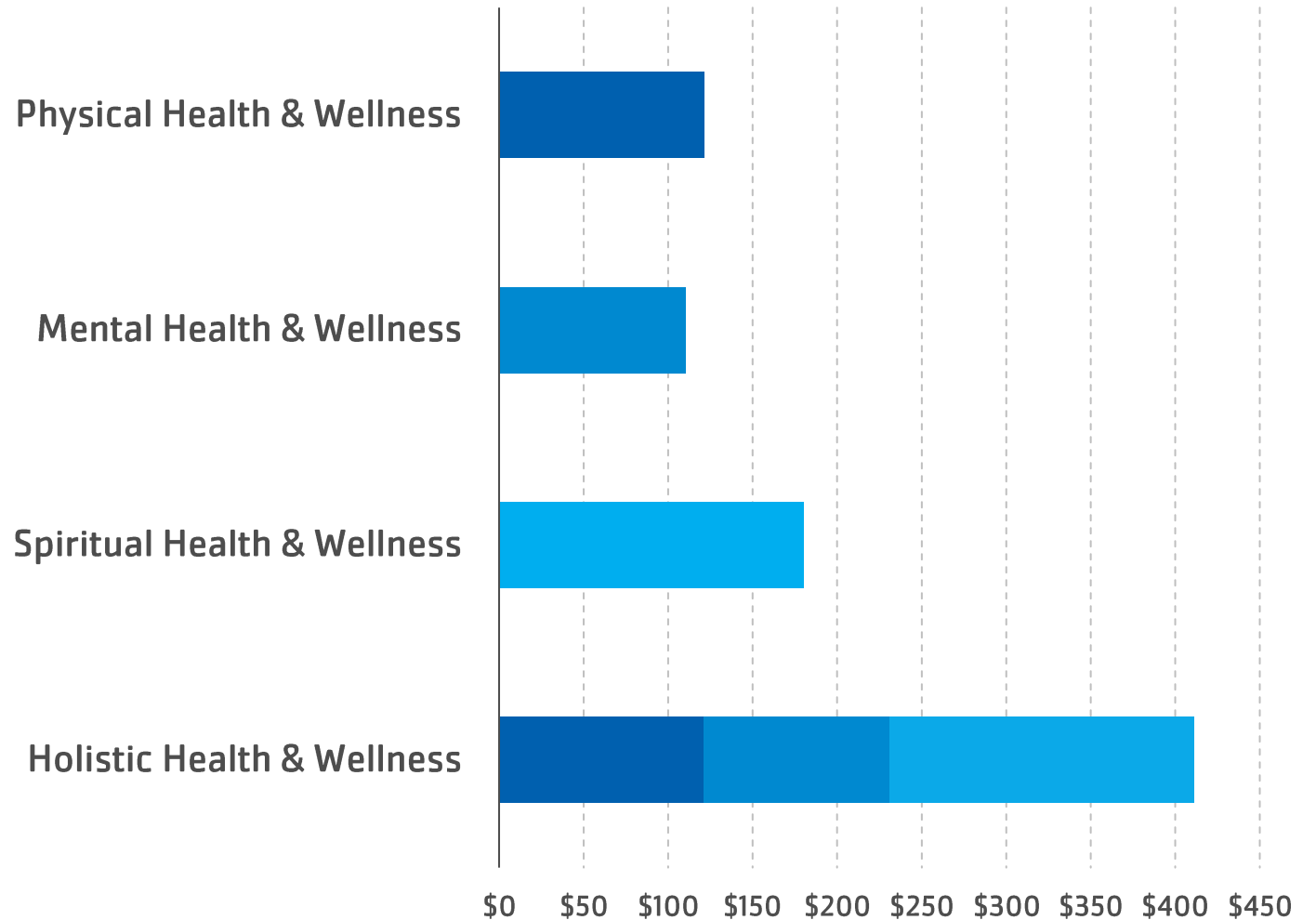




THE FUTURE OF
MEMBERSHIP

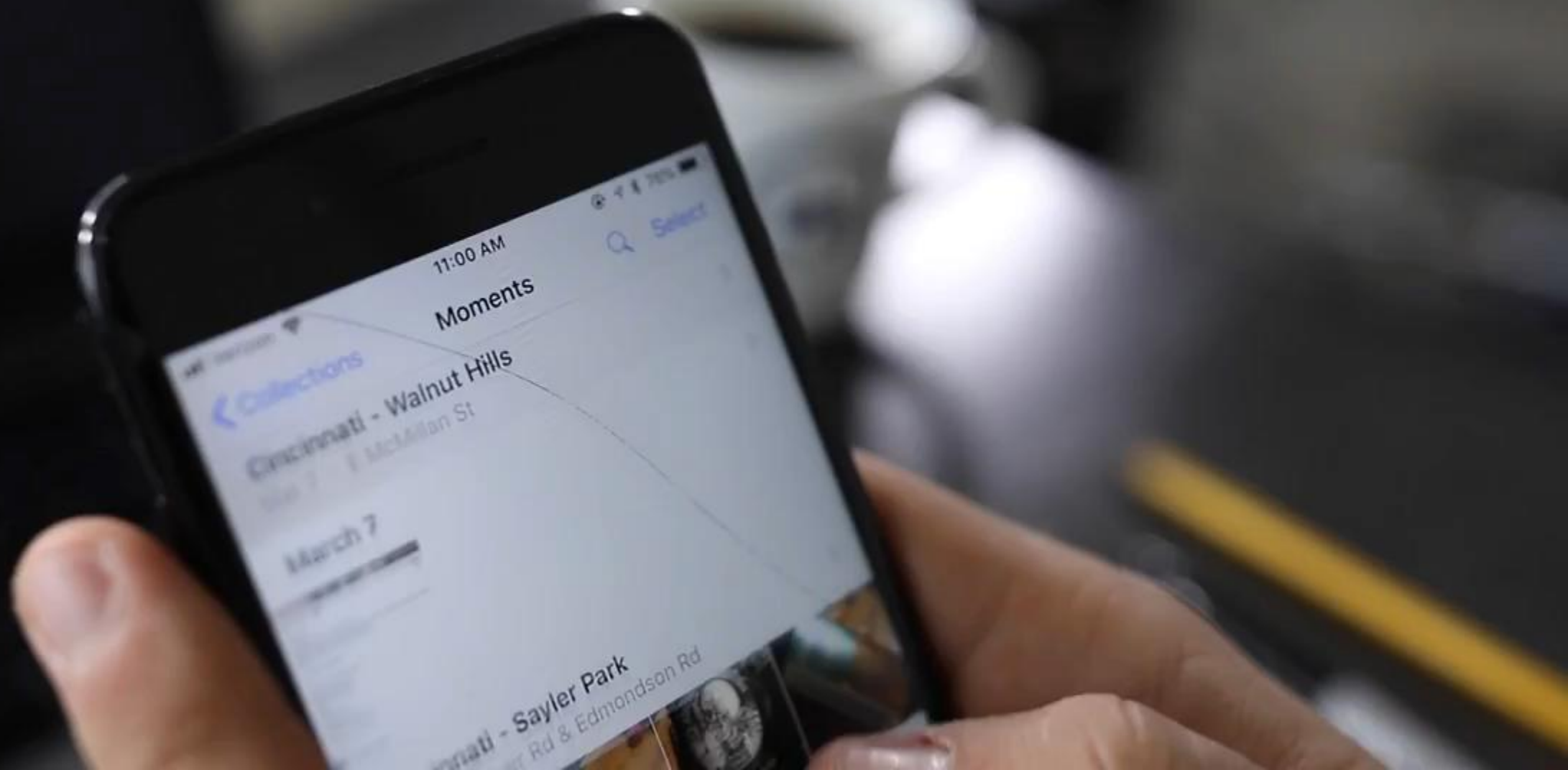
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Courtesy of the YMCA of Greater Cincinnati and the Well-Being Collaborative





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**is the connection to our vibrant, supportive community
where opportunities abound to achieve purpose, build
relationships, and find a true sense of belonging.**



THE FUTURE OF
MEMBERSHIP

Membership at the Y...
**is the connective tissue of our
Mission and business model.**



THE FUTURE OF
MEMBERSHIP

In practice, this means moving...

FROM

Membership being primarily associated with fitness-users

Membership being associated with a physical facility

Membership associated only with revenue-generating activities



TO

All of the people engaged with the Y are acknowledged and embraced as "members"

"Members" include people who engage with the Y in their schools, churches, communities, virtually, or at a Y location

All of the Y's critical community efforts are incorporated into how we think and speak about who is a "member"



MEMBERSHIP LEADING PRACTICES

Our goal is to create **nationally-scalable, best-in-class, transformational membership leading practices** that build the belief that if you belong to one Y, **you feel you belong at all Ys.**

The Y
Experience

Customer
Experience

Growth &
Partnerships

Data &
Insights

Nationwide
Membership



The Y
Experience

Customer
Experience

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Nationwide
Membership



**THE FUTURE OF
MEMBERSHIP**

The Y Experience

Membership
Essentials

Cause &
Culture

Service &
Engagement

Sales &
Tours

Welcoming &
Onboarding

Operations &
Leadership

Customer Experience

Value Pricing,
& Business Models

Forms, Process,
& Policy

Customer
Communications

Structure &
Components

Growth & Partnerships

Membership
Marketing

Corporate
Partnerships

Municipal
Partnerships

Residential
Partnerships

Third-Party
Pay

Data & Insights

Membership
Metrics

Understanding
Community

Community
Insights

Nationwide Membership

Reciprocity &
Experience

Sex Offender
Screening

Reporting &
Technology



**THE FUTURE OF
MEMBERSHIP**

**The Y
Experience**

**Customer
Experience**

**Growth &
Partnerships**

**Data &
Insights**

**Nationwide
Membership**

TOOLS & RESOURCES

Membership Community
on Link

Leading Practice
Compendiums

Quick Guides
& Toolkits

Activation Guides
& Videos

LEARNING & DEVELOPMENT

Activation
Cohorts

E-Learnings
& Micro Learnings

Virtual Instructor-Led
Trainings

Instructor-Led
Trainings

OUTCOMES

Ys will reimagine membership as a transformative connection to community and purpose – welcoming all people into a vibrant movement where every individual can find achievement, relationships, and belonging, making membership the heartbeat of both our mission and business model.



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Belonging drives loyalty...
**and unlocks new opportunity for
our Mission.**



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So what do our members want most?*

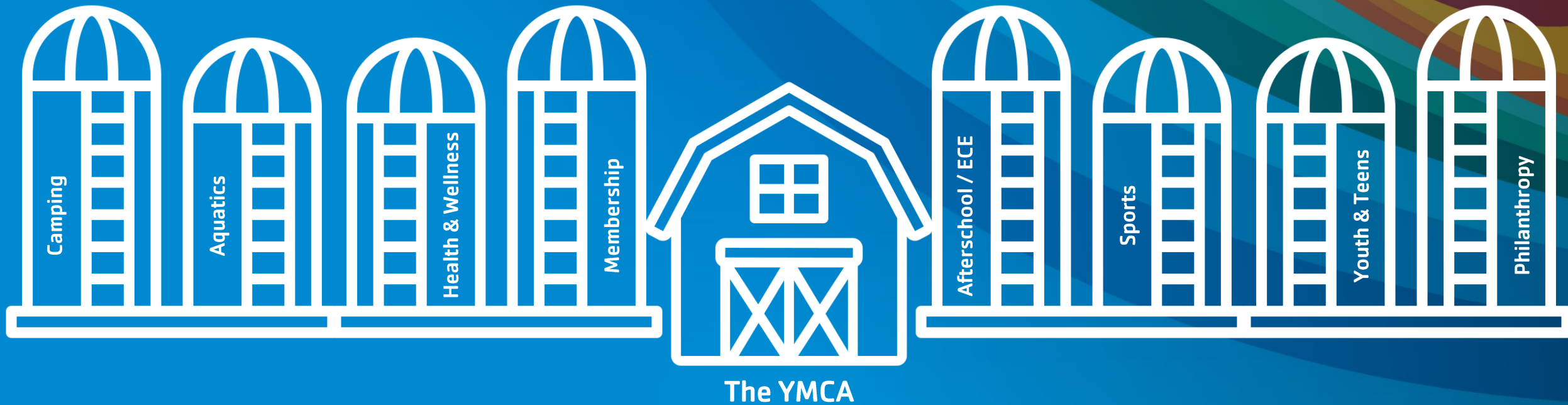
1. A place they're proud to go to where they can **have fun, be healthy, and feel happy.**
2. Friendly and helpful staff that **energize, guide, and motivate them** to achieve more.
3. Experiences and spaces that are **modern, innovative, trendy, and clean.**
4. A feeling of belonging to a place that **makes a difference** in the causes that matter to them.
5. All of this wrapped into **a great value.**

* According to research from McKinsey & Company, BAV, and Triangle2 Solutions.



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As YMCAs develop their value-driven business model,
we often see this approach.





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Instead of silos,
**we want to build an
ecosystem.**



The
YMCA



THE FUTURE OF
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The YMCA business model is based upon an **ecosystem of experiences** delivers member value, engagement, and community impact through coordinated **primary, secondary, and tertiary service lines** that sustain our mission.





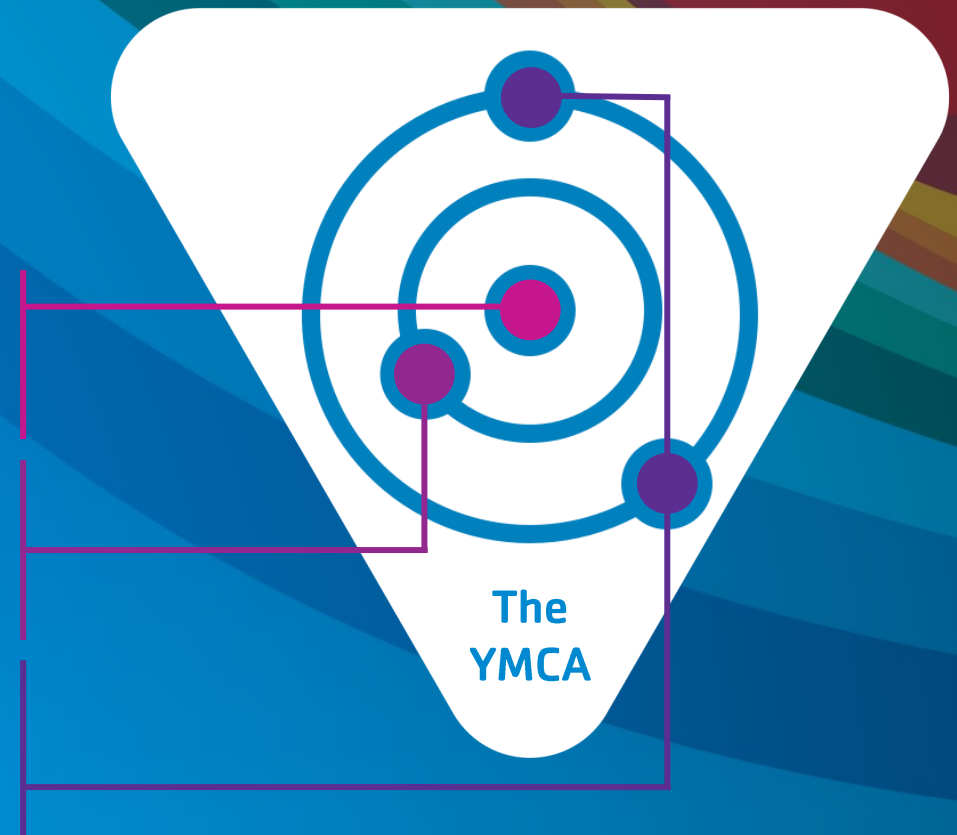
THE FUTURE OF
MEMBERSHIP

Service lines are categories of related programs or services organized by effect on purpose, impact, and sustainability.

Primary Service Lines: Core drivers of engagement and revenue.

Secondary Service Lines: Boost primary lines while adding value and impact.

Tertiary Service Lines: Entry or bonus services that create additional value with minor standalone impact.





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This **service line approach** often leads to increased member value and satisfaction, acting as the building blocks for a **mission-driven, financially sustainable business model**.





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Dynamic, data-informed, and locally-optimized business models are determined by:



Which are then optimized through:



Unique local business models

Defining a local Y's membership strategy, which is the local approach to foster connection and belonging...



COMMUNITY NEEDS
×
Y'S PRIMARY SERVICES

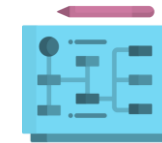


... And indexing that against the value proposition, the intersection of sustainability and the cost of best-in-class experiences.

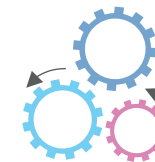


MEMBERSHIP STRATEGY
VALUE PROPOSITION

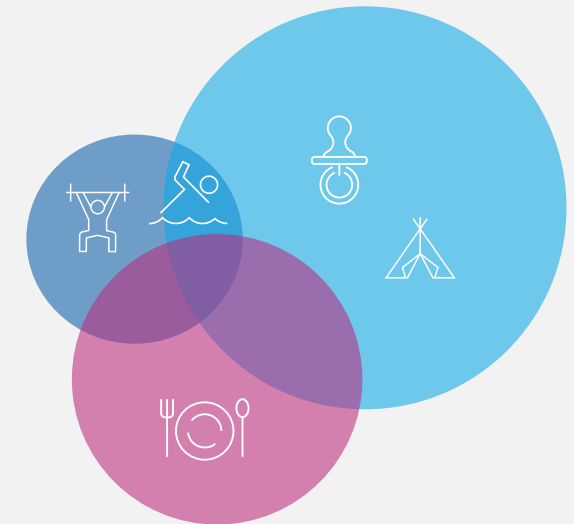
Service Mapping...
to assess the right mix of offerings and understand the role they'll play



Leading Practices...
to strengthen the performance and impact of offerings



Excellence & Rigor...
to position staff to deliver a best-in-class experience each day



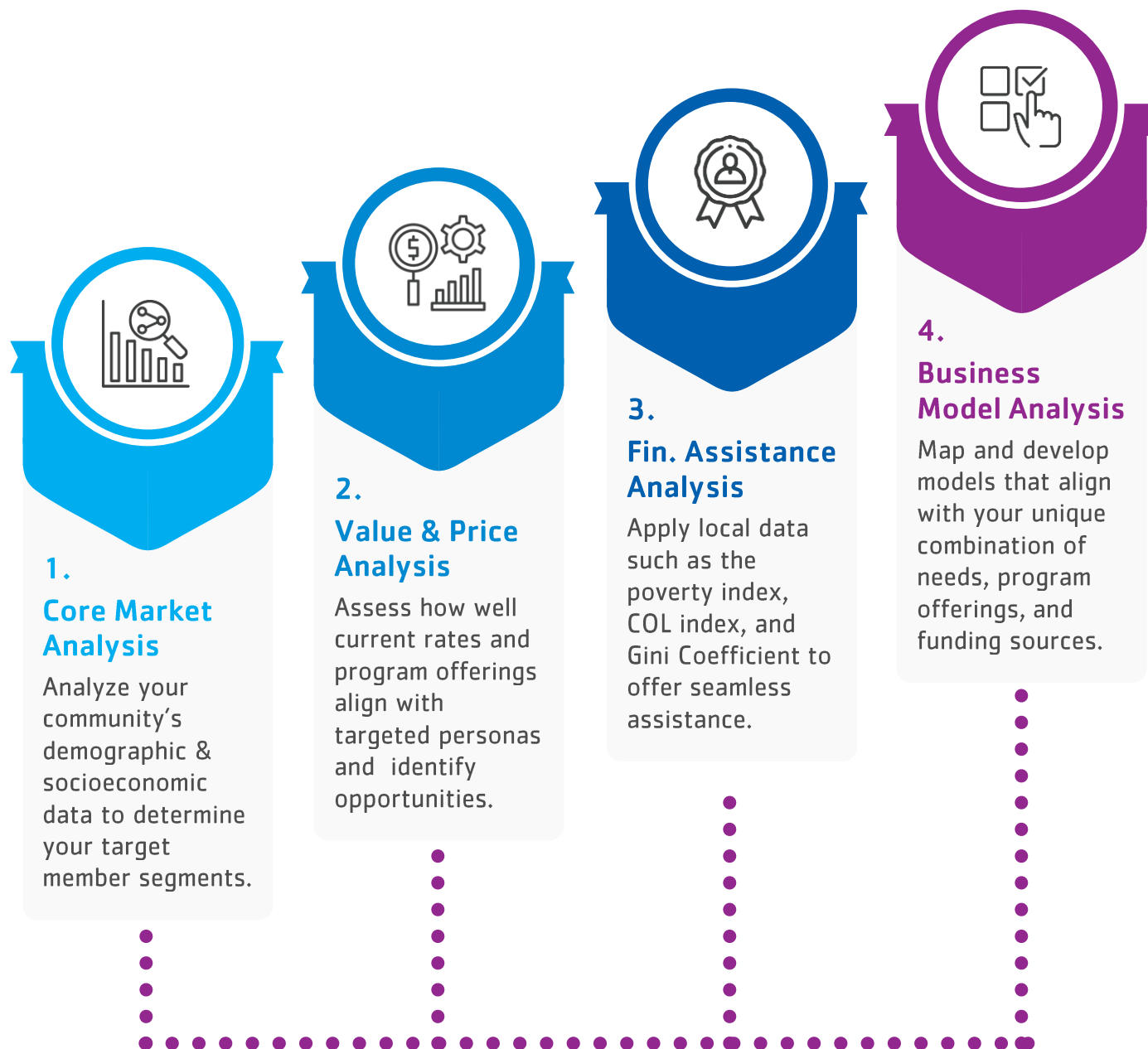
Business models will vary across each Y depending on their unique areas of impact, needs, and funding.



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The tool includes four parts, each offering local Ys key insights into their business model.

We aim to build an AI-powered platform that evolves with us – turning static tools into dynamic, real-time insights.





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MEMBERSHIP

Next Steps

- » Visit the [Leading Practices page on Link](#)
- » Become familiar with the tools and resources on the [Membership community on Link](#) and [Leadership & Career Development Center \(LCDC\)](#).
- » [Explore resources](#) and deepen your knowledge in all five strategies.
- » Ensure each leading practice is [in focus within your Y](#).
- » Embed resources into [onboarding and professional development plans](#).

Engagement Opportunities

- » National Peer Community
 - [2nd Wednesday of the Month](#)
- » Activation Pathways
 - [Self-Activation](#)
 - [Activation Cohorts](#)
- » Thought Leader Cohort
- » Innovation Teams
- » Foundations of Leading Practices Workshop



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QUESTIONS?



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THANK YOU!

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