

Strengthening national leadership in a provincially-regulated profession



Delivering value by elevating the profile, standards and reach of the RVT profession across Canada

Problem

- The young profession of registered veterinary technicians (RVTs) is unevenly regulated across the country.
- As a national body, the Registered Veterinary Technologists and Technicians of Canada was often in conflict with the value delivery of its provincial association and regulator members, which serve Canada's RVTs.
- The RVTTTC sought new ways to support its provincial membership with value at the national and international levels.

Improved positioning to strengthen national leadership

Approach

Halmyre conducted a classic value proposition strategy engagement tailored to the size and complexity of the RVTTTC. For this program, Halmyre:

- Performed a situation analysis, an environmental scan, a SWOT analysis, and financial and membership data analysis;
- Interviewed stakeholders and facilitated a working board session;
- Developed a value proposition strategy with a three-year strategic plan; and
- Identified governance, membership category and pricing changes, as well as new service opportunities, that refocused the growth in strength and influence of the RVTTTC.

Outcome

- Improved positioning for growth in revenue, member engagement, impact and influence in its industry.
- A board-approved value proposition strategy.
- New categories of membership and new programs to increase both revenue and value.
- Updated governance that supports the value proposition strategy and engages a broader community of stakeholders.

Building Influence, Building a Value Proposition

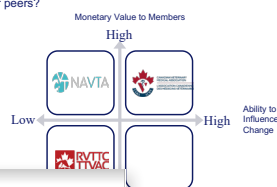
PREPARING FOR TRANSFORMATION



Where RVTTTC Stands

How effective are you compared to your peers?

- NAVTA is providing lots of monetary value to its members
- CVMA is creating continual change and best practices, as well as creating value for members



Members Have Gamified the Current Fee Structure

Current tiered model vs theoretical flat fee vs theoretical (2014) user model



Observations

- Tiered: Biggest associations contribute less proportionally
- Flat rate: Smaller associations pay more proportionally
- Per user: Each association would pay more, but fairly

What is an Industry Association?

A Bottom-Up Organization

An industry association is an organization that members choose to create to come together to do something or to accomplish goals that, individually, none of them can do on their own.

Words and key differences of an industry association

- Relates to groups, organizations or corporate entities
- Focuses on making them more efficient, effective – in their jurisdiction or target audience
- Groups, peers, frenemies or competitors come together to achieve certain goals more effectively
 - In RVTTTC's realm, this means standards, mobility of talent, elevation of the profession – more successful when everyone is signing from the same song sheet and saving money or 'upping' their game (when they're weaker)

RVTTTC Members: All boats float on a rising tide

