

Let the members tell us how to grow: Using research strategically



Nebraska Pharmacists Association

The Nebraska Pharmacists Association serves the pharmacy profession in Nebraska and beyond through advocacy, education, and connection.

Problem

- Despite stellar member feedback, NPA was challenged with a high member churn rate and low market share.
- An ambitious board and staff were frustrated by growth challenges and unsure what to do next to break the stalemate of flat membership numbers.

Approach

After an initial value proposition audit, Halmyre observed that staying the course was a viable option for NPA. However, when challenged to choose between the status quo or a significant change agenda to drive growth, NPA chose the latter and worked with Halmyre to untangle the mystery behind the low growth-high member satisfaction conundrum through research.

To gain deep validation and exploration, Halmyre conducted:

- Internal stakeholder research;
- A competitive landscape scan;
- Qualitative in-depth interviews with non-members;
- Quantitative research with members and non-members; and
- Analysis based on comprehensive data reflective of NPA's broad target audiences.

The research aided a new view of NPA's value proposition and supported the development of a strategy and three-year plan to get the growth they seek.

Outcome

The research uncovered the specifics behind :

- A serious “free rider” problem – and ways to address it;
- Unique wants and needs of different pharmacy professionals, including identification of new segments;
- Growth models for attracting new audiences while retaining current members;
- Data to benchmark results and to guide management decisions on priority investments;
- A clear, compelling, board-approved value proposition and strategy; and
- A three-year action plan highly customized to the unique requirements of the pharmacy profession in Nebraska, for targeted growth investments.

