

Using “outside-in” thinking to engage members and set a physician-centric course for the future

As the leading voice of Canada’s 80,000 physicians, the Canadian Medical Association advocates for a better healthcare future for all

Problem

- After 150 years, the CMA was looking critically at its value, its future and its place with members.
- Too many of its members relied on conjoined relationships with the provincial and territorial medical associations (PTMAs).
- With the success of its then-partner brands, the CMA had become complacent in its own strong, unique value to its members.
- The value proposition of the CMA had become “join us to get access to MD Financial Management”; the CMA needed to refocus its member value alone, without its partner brands.

Approach

Halmyre led a multi-staged approach to facilitate a strategic understanding of the CMA’s value to its members and to develop a new method for “outside-in” thinking to ensure members stayed at the heart of strategic development. To do this, Halmyre:

- Performed an environmental scan, a SWOT analysis and a review of membership engagement numbers;
- Created detailed journey maps of the conjoined process to identify concerns and opportunities;
- Facilitated value proposition strategy sessions with three groups of staff directors to encourage a holistic view and full participation;
- Reviewed the CMA’s three brands – MD Financial Management, Joule and the CMA itself – to gain a total picture of membership value; and
- Delivered a harmonized value proposition, strategic plan, and tone and voice guide.

‘Outside-in’ thinking for a renewed member-centric focus

Outcome

- A clear, unique value proposition strategy distinguishing the CMA from its family of brands.
- A renewed member-centric focus on engagement and value creation that has lasted years – and continues to this day.
- Member personas and a member experience journey map identifying opportunities for improvement and creating a methodical action plan to strengthen value for the years ahead.
- Acquisition and retention marketing campaigns that strengthened the CMA’s relationship with its members without the unnecessary involvement of the PTMAs.

