

# DIGITAL PATHWAYS, STRATEGIES & METRICS

JUNE 2019

By Don Dea, Frank Schettini, and Prabhash Shrestha, MS, CAE, PMP

FINDINGS FROM THE 2019 BENCHMARK SURVEY FOR ASSOCIATIONS



# CONTENTS

---

<b>Overview</b>	<b>1</b>
<b>Background: Digitized &amp; Digital Transformation</b>	<b>2</b>
<b>Executive Summary</b>	<b>7</b>
<b>Benchmarking Survey Messages</b>	<b>10</b>
<b>Observations</b>	<b>11</b>
<b>Overall Key Findings</b>	<b>13</b>
<b>Key Benchmarking Issues</b>	<b>15</b>
<b>Summary</b>	<b>16</b>
<b>Appendix 1: Contributors</b>	
<b>Appendix 2: Participating Benchmarking Associations</b>	
<b>Appendix 3: About The Authors</b>	





# OVERVIEW

As part of the digitalNow research agenda, 2018 produced the Digital Transformation Assessment (DTA™) for Associations report which identified the key pillars of digital transformation. This 2019 digitalNow Digital Transformation Report is designed to understand key digital and technology strategies underlying the pillars of digital transformation.

## **This study was comprised of:**

- **26** associations<sup>1</sup>
- **50%** - 501C6  
**50%** - 501C3
- **65%** Individual Membership Organizations (IMO) or Professional Societies  
**8%** Trade Organizations
- **73%** International  
**23%** National (in scope)

## **The purpose of this survey is to enable benchmark participants to address these questions:**

- What are the strategies and the metrics?
- How does my association compare to the benchmark associations?
- What are the relevant differences?
- What are the questions our board, leadership team, and staff need to be asking?

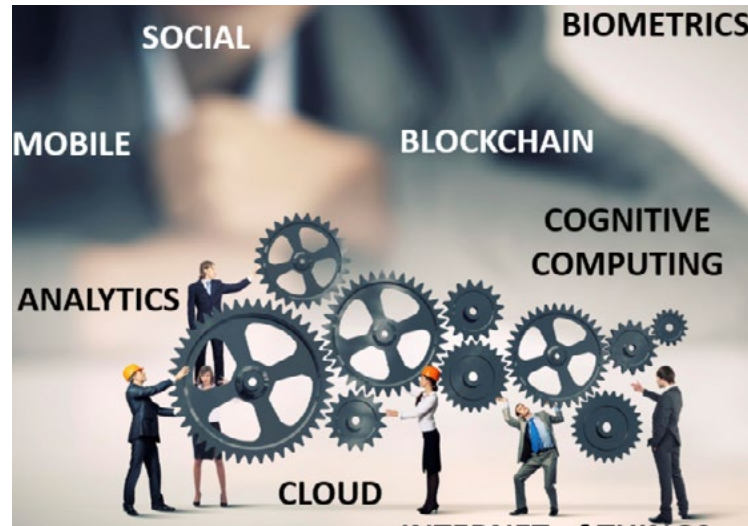


<sup>1</sup> Please see Appendix for listing of participating associations.

# DIGITIZED & DIGITAL TRANSFORMATION

The impact of digital technology is rapidly increasing options and choices in supporting our organizations' missions and operations. Digital technologies are accelerators of innovation.

They can improve efficiency, power new products and services, enable new business models, and blur the boundaries between industries, professions, and sectors. Every successful association will one day be a digital organization. How are leading associations making this journey? What is the value proposition of these associations?



Building on the Digital Transformation Readiness Assessment Research Study (07/18) which identified the core pillars of digital transformation, the 2019 Digital Strategy Benchmarking study is built on the work (Digital Strategy) of **Jeanne Ross (Principal Research Scientist, MIT Sloan School of Management, Director, Center for Information Systems Research [CISR])** and her digitalNow 2019 Keynote "Digitized is Not Digital" (<https://digitalnowconference.com/speakers>), to identify a common set of metrics, indicators, and practices of how associations are advancing and supporting their mission in the digital age (Fourth Industrial Revolution).



**D**igital transformation is a term used widely and broadly today to cover the phenomenon of leveraging digital technology to provide new products, services, and even new businesses and new value propositions. A key aspect is the ability to understand your customers' (members/users) needs, interests, and purchasing patterns so you can address those needs while advancing your core value proposition and improving your revenue and net contribution. Moreover, as the Fourth Industrial Revolution continues to accelerate the pace of change, our members' and customers' worlds will increasingly change and shift which argues that a broader focus on the "Ecosystem of our Customer/Member" must continuously be anticipated and advanced.

This study leverages the research work done at MIT CISR (<http://cisr.mit.edu/>) which describes digital transformation as having two distinct components of strategy.

### DIGITAL TRANSFORMATION

#### **DIGITIZED:**

The ability to rebuild your infrastructure to create an operational backbone to enable the digital revolution.

#### **DIGITAL:**

Empowering organizations to experiment, release, and constantly enhance digital offerings that meet customer needs and evolve as their needs evolve.

“Going digital is not just about deploying digital technologies – it is about revamping your value proposition based on the capabilities of digital technologies that center on your customer/member and how their ecosystem is also rapidly changing.”

One is the transformation to use technology to support operational excellence. **Digitized means operational excellence.** This involves enterprise systems and processes. It involves imposing discipline, eliminating nonvalue adding variability, and optimizing business processes. This is very hard to do in any established association/organization. But it's also very important.

The second transformation is one that has established associations/organizations trying to mimic digital startups. Indeed, although there are differences between digital initiatives in a startup and digital initiatives in established associations/organizations, there are some necessary

similarities – and they aren't really natural for most organizations. This involves rapid innovation, experimentation, learning, and constantly enhancing digital offerings. Ultimately, it leads to a new value proposition. Going digital is not just about deploying digital technologies – it is about reinventing your value proposition based on the capabilities of digital technologies centered on your customer/member and how their ecosystem is also rapidly changing. **Digital means rapid business innovation.** This is also really hard.



# DIGITIZED DOES NOT EQUAL DIGITAL



**Digitized = Operational Excellence**

*The transformation involves:* Instilling discipline around core transaction and back office processes

**Digital = Rapid Business Innovation**

*The transformation involves:* Empowering people to experiment, release, and constantly enhance digital offerings

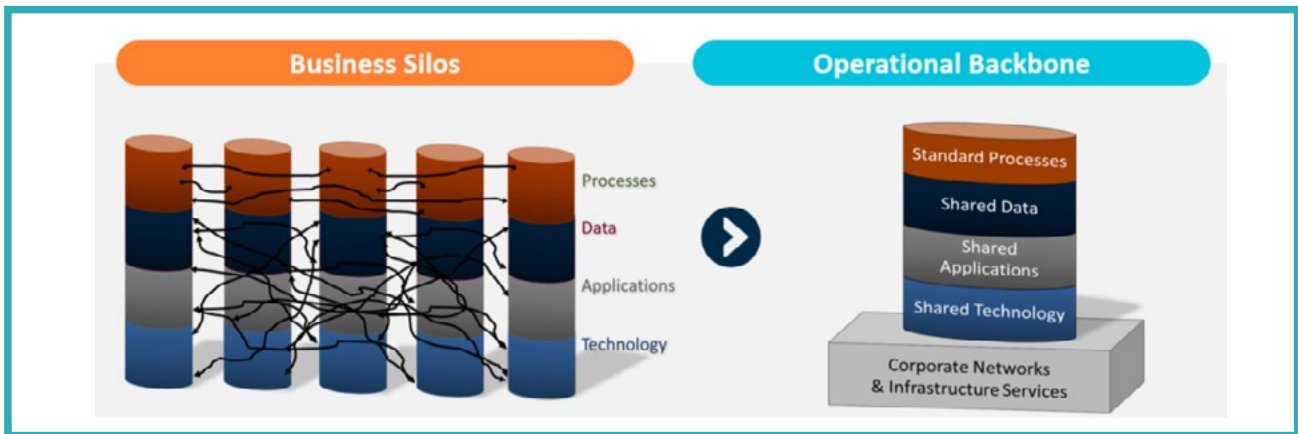
Source: Ross, Beath, Sebastian, "Digital+Digitized," MIT CISR Research Briefing, Vol. XVII, No. 10, Oct. 2017.

The MIT CISR research suggests that organizations must do both to be successful in the future. A more detailed outline of Jeanne's presentation is available on the [digitalNow website](#).

Below are some of the applicable key points from Jeanne Ross' presentation regarding metrics and strategies.

**KEY POINTS:**

## 1 The transformation to digitized is predicated on moving from business/functional silos to an operational backbone



Source: Ross, digitalNow 2019

## 2 The new digital model

**Digital changes a company's business model to one inspired by the capabilities of digital technologies**

Key capabilities include:

- Ubiquitous data
- Unlimited connectivity
- Massive processing power





### 3 Digital strategy gives rise to digital offerings

**Digital offerings:**

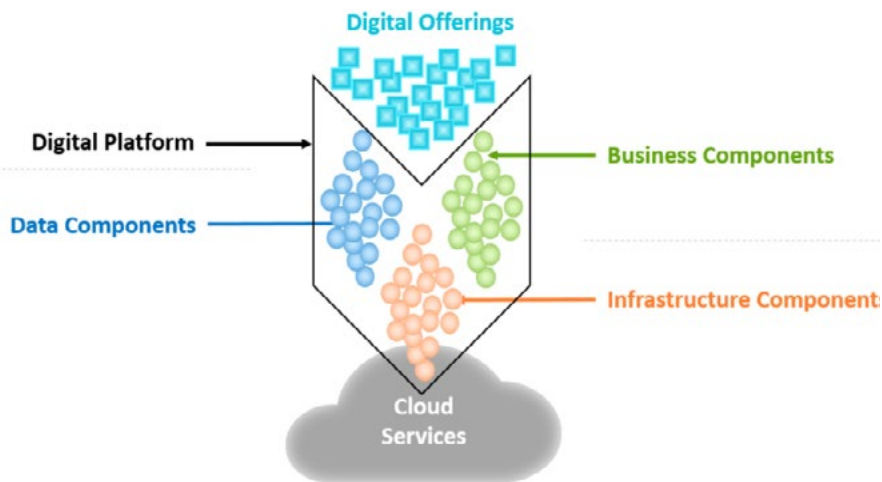
Information-enriched solutions that engage customers in a seamless, personalized experience



A digital offering represents the intersection between what's possible and what customers want

Source: Ross, digitalNow 2019

### 4 Transformation to digital involves building an entirely new platform



Source: Ross, digitalNow 2019

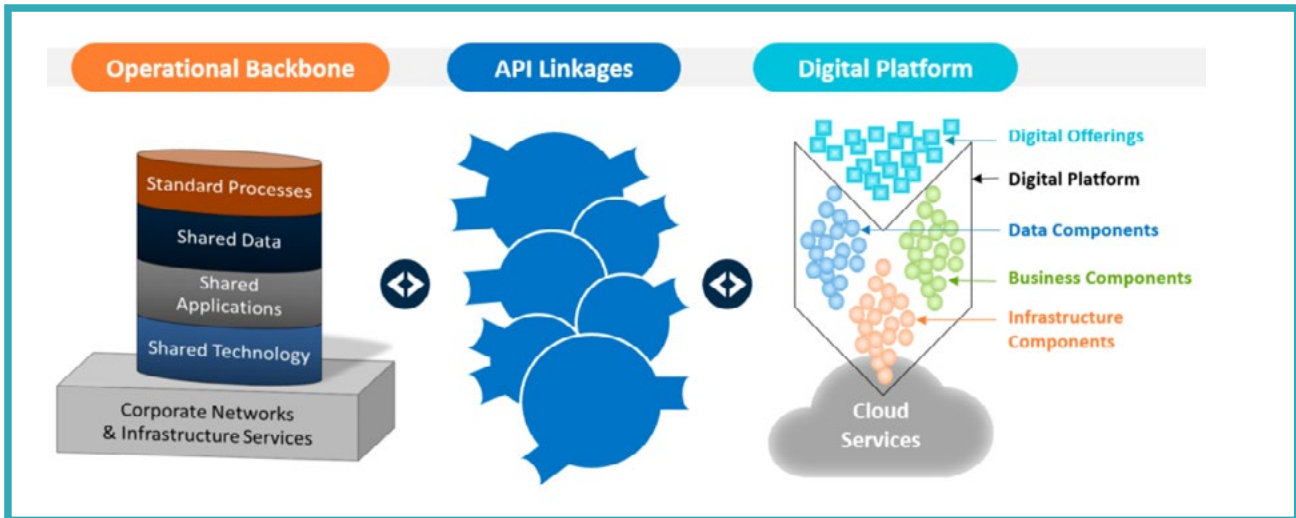
### 5 Digitization enhances efficiency while digital enhances revenues

	Digitized	Digital
<b>Desired Outcomes</b>	Process efficiencies; predictability; reliability	New customer value propositions
<b>Platform Requirements</b>	Operational backbone for access to, and transparency of, transaction and master data	Digital Platform providing reusable components linking to core processes and data
<b>Process Requirements</b>	Seamless, end-to-end optimization of core and transaction processes	Iterative development and configuration of reusable components
<b>People Requirements</b>	Defining, measuring, optimizing business rules	Hypothesizing, experimenting, measuring, adapting offerings

Source: Ross, Sebastian, and Beath, "Digital Design: It's a Journey," MIT CISR Research Briefing, Vol. XVI, No. 4, April 2016.



## 6 An association that is digitized and digital has two linked technology assets



Source: Ross, digitalNow 2019

## 7 Guiding principles for a digital transformation

- **Don't hand off responsibility** for your digital transformation to your IT unit. This is a business transformation. If you think IT can make it happen, the game is over!
- **Do engage IT leaders** in defining your vision and mapping your initiatives. Your embedded culture and structures will be your two biggest obstacles to your digital transformation, but your legacy IT systems are more likely a liability than an asset. IT leaders can help establish what's possible.
- **Bring in professional help.** If you wouldn't add a room to your house without consulting an architect, make sure you understand that in trying to coordinate the business components, roles, structures, processes, and systems that will enable you to deliver digital offerings, you need professional business architects. Stop thinking of architecture as an IT issue and engage in developing your business architecture.
- **Be persistent and patient.** Understand that you will need to invest time and money in your digital initiatives just like venture capital companies invest in innovative businesses. The cost savings from digitization are easy to track. The new revenues from digital initiatives probably won't flow in quickly. Track some intermediate metrics like reuse and time to market.
- **Prepare to co-create with customers/members/users.** Unless you have Apple cofounder Steve Jobs' gift for anticipating what customers/members want, you'll need to engage them in the process of defining your offerings. Otherwise, you may never see those new revenues or engagement that you're counting on.

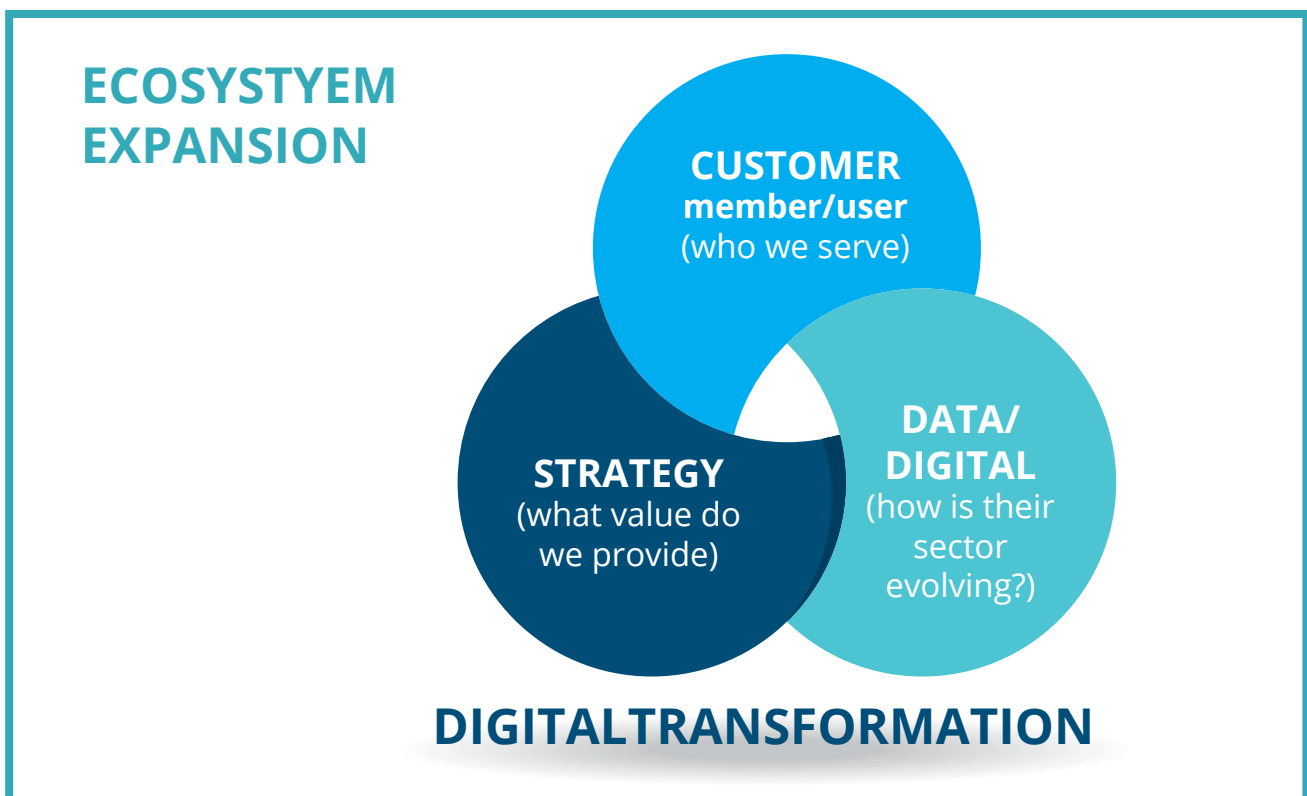


# EXECUTIVE SUMMARY

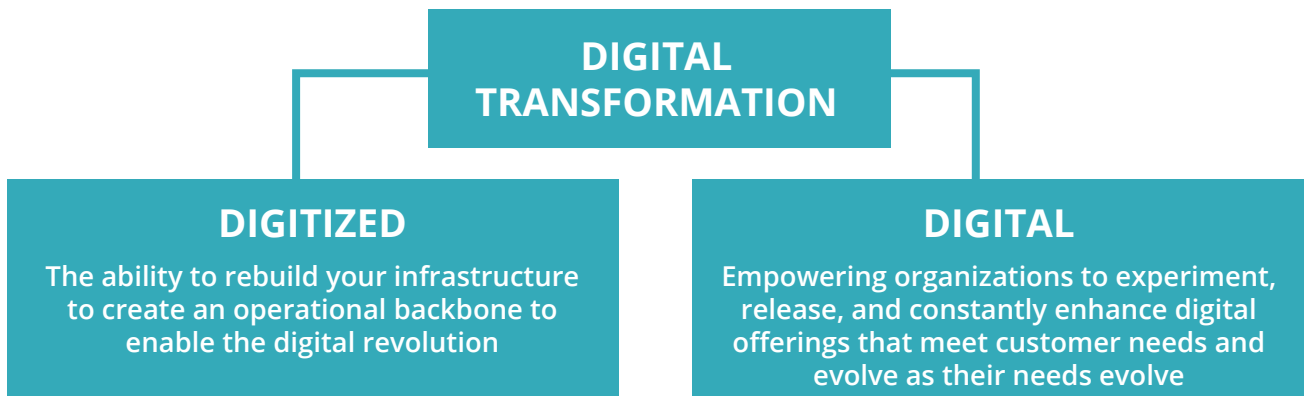
## OVERALL KEY MESSAGES

1. Strategy drives digital transformation (core value propositions). The power of a digital transformation strategy lies in its scope and objectives.
2. Traction is being established in the understanding of importance and key challenges with digital transformation.
3. Key elements are in place and being put in place to become digitized (operational backbone, shared data and applications).
4. Limited to slow progress toward becoming digital (services).

**It starts with focus on who and what. Who are we serving and what value do we provide? How is the profession, industry, or sector evolving?**



**The key first step in digital transformation is achieving operational excellence - digitized (execution).**



**Customer/member engagement and feedback are viewed as important to organizations.**

- However, less than 50% capture that information formally and feed that back into the product/service process.
- Data and culture silos continue to rule! Few look at their data across channels and provide a holistic view of the customer/member.

**Core elements of digital transformation as previously highlighted in the 2018 Digital Transformation Assessment are foundational elements that are moving slowly.**

## **STRATEGY + CULTURE + LEADERSHIP**

DIGITAL TRANSFORMATION AND INNOVATION  
some progress is being made in moving to  
“digital” with most organizations reporting slow  
to moderate implementation



## What's working and what are the challenges in the journey?



### WHAT'S WORKING

- Digital transformation is now about technology
- Digital strategy and execution are key success factors
- Accelerating new product development/services
- Customer personalization/ experience gaining traction
- Customer/member/user ecosystem is changing – need to be agile
- Funding – 90% say funding coming out of operations
- New business models are evolving



### THE CHALLENGES

- Customer feedback and input captured in silos and not shared
- Need to improve timely decision making
- Struggling on how to implement and change management
- Data and process standardization and integration required





# BENCHMARKING SURVEY

# MESSAGES

## Key Challenges Scorecard

- + Creating or modifying business processes – good recognition that DT is not about technology, but business transformation
- + Implementing and integrating technologies within enterprise strategy – good recognition that there needs to be an overall plan versus implementing more siloes
- + Accelerating new product development/services + good recognition of need to manage and accelerate
- + Customer personalization/experience + good recognition of focus
- + Improved decision making – understand the need; struggle on how to implement
- Customer feedback and input captured by channels by functional departments and acted upon in ad hoc or siloed manner (key concern)
- Being late to the party – key concern
- Governance – how do you change your leadership culture accordingly?
- Funding – 90% say funding coming out of operations

## What Is Less of a Challenge

1. Migrating to cloud (roughly 70% of apps either in the cloud or in process of getting there)
2. Security and privacy policies are being implemented
3. Current Infrastructure challenges are being addressed

## More Important Measures of Success

1. Quality of customer/member experience
2. Increase in revenue and margin and member/customer net growth
3. Speed to market (agility)

## Tracking Metrics

1. Percentage of spend on customer initiatives (**37% of respondents rated most important**)
2. Percentage of investment moved from “run” to “grow/transform” (**24% of respondents rated most important**)
3. Two associations are looking at monthly forecasting versus annual plans (improved flexibility and speed to market)



---

# OBSERVATIONS

## DIGITIZED

### Key Highlights

1. Investment percentage increasing in moving from “run” to “grow and transform” – BAU (Business as Usual) is no longer acceptable.
2. Migration to the cloud – well underway by most organizations.
3. Digital marketing – is in place in most organizations, though metrics and tracking, and decision making is done within each channel (versus an overall customer acquisition strategy).
4. Data warehouse/lakes – most organizations have a data warehouse in place; question is its utility.
5. Cybersecurity (core: firewalls, anti-malware, data backup process and restore, network monitoring, software updates and protocols, and ransomware protection) – significant progress in this area in past several years with respect to cyber tools, management processes, and training. (Much is in place or in process.)
6. Privacy (core: network monitoring, software updates and protocols, GDPR, policies, tools) – significant progress in this area in past several years.

### Digital Marketing

1. **Email is still king – 48% of respondents chose as most important.**
2. **Integrated marketing automation scored high as well – 42% of respondents chose as most important.**
3. **Integration of digital marketing decision making:**
  - Good progress toward integrating campaign management, data capture, business intelligence, and customer service
  - Areas where plans are in place to address include integrating product management, innovation cycle, data governance, digital training, talent management, and decision-making process formalized
  - Key issue is what are the priorities in terms of sequence and timing
4. **Revenue generation by channel today and in the future**
  - Face-to-face and web are primary channels today
  - Significant increase in mobile, online meetings/education, and web for future
  - What steps are being taken to effectively build strategies and solutions to meet this evolution?
5. **Most important channel management metrics:**
  - Customer experience/adoption rates by channel and level of engagement outcomes cover **75%** of most important metrics
  - ROI and campaign effectiveness are primarily the remainder of the **25%**

### Enterprise Data Strategy – Surprise Results

1. **Fifty percent (50%)** of respondents say they have a data warehouse/lake architecture where they load data and perform analytics
2. **Fifty percent (50%)** collect data in departments and have independent databases
3. **Data analytics** are used by function versus centralized departments **60% of the time**



## OBSERVATIONS

---

4. **Biggest technical challenges toward success:**
  - Separate data sources that aren't integrated
  - Limited data integration to support customer engagement
5. **Biggest organizational challenges toward success:**
  - Limited technical talent
  - Organizational politics
  - Lack of resources/complexity
  - Functional departments lack competencies and need more training (>60%)

## DIGITAL

### Digital Transformation Progress

1. **Sixty percent (60%)** responded with slow to moderate pace with some wins.
2. **CIO/CDO/CTO** lead the efforts in one third of respondents; the rest are spread among **CEO, CFO, COO** and joint ownership across C-Suite; executive team primary lead on driving DT in organization.
3. **Key success metrics** – customer net growth, revenue, retention and customer experience.
4. **Key operational metrics** – agility (time to market/time to scale), ability to attract new customers. (Why aren't we talking about increasing revenue from existing customers/members?)
5. **Sixty seven percent (67%)** are focused on increasing customer engagement and reducing number of touchpoints to address customer needs.

### Data Analytics

Understanding the customer by leveraging all data sources and leveraging business intelligence to drive decision making.

1. **Sixty percent (60%)** of analytics used by functional departments; more training is required; key question – are they using analytics to evaluate performance of each channel only or are they looking at customer as a whole to determine true interests and optimal channel strategy?
2. Customer feedback is captured across the board by organizations; however, feedback is handled and acted upon on ad-hoc basis **less than 50%** of the time.
3. **One third (33%)** said they use customer feedback specifically in the product management process.

### Digital Talent

1. **Sixty percent (60%)** feel confident in the digital resources in place to achieve digital transformation.





# OVERALL KEY FINDINGS

## Key Messages from the Digital Transformation Survey Results and digitalNow



### KEY FINDING #1

#### Strategy

Strategy is key. Who we serve and what value we provide are the questions.



### KEY FINDING #2

#### Foundational Pillars

Strategy/culture/people are the foundational pillars of digital transformation.



### KEY FINDING #3

#### Progress on Digitized

Many of the surveyed organizations understand the importance of being digitized and are implementing (making progress toward) key elements needed for success. These include steps toward:

- Investment percentage increasingly moving from those that are needed just to “run” the associations to those that will help us “grow and transform.”
- Migration to the cloud
- Digital marketing
- Channel management
- Data warehouse/lakes
- Cybersecurity
- Privacy



### KEY FINDING #4

#### Data Strategy is Needed

A critical component of digitized is having a comprehensive data strategy that enables consistent access, understanding, and usage of data across the enterprise. This is a major challenge. Some reasons include:

- Limited data management/analytics skills
- Traditional organizational silos around data ownership and access
- Lack of board understanding or acceptance
- Numerous applications and solutions with databases that are not integrated with other sources





## KEY FINDING #5

### Data Competencies and Talent

Significant need to improve data analytic skills and competencies in organizations and data governance culture.

- Data analytics is being leveraged within some functional departments while others are just getting started
- Data analytics tends to focus on optimizing existing business processes, such as email management versus evaluating new potential product lines, businesses
- There is a lack of data governance process, standards, and culture

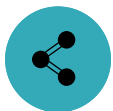


## KEY FINDING #6

### Integrated Customer Engagement and Product Management Required

Customer engagement and feedback is viewed as important to organizations.

- However, less than **50%** capture that information formally and feed that back into the product/service design process
- Few look at their data across channels and provide a holistic view of the customer



## KEY FINDING #7

### Some Progress Toward Digital

Digital transformation and innovation – some progress is being made in moving to “digital” with most organizations reporting slow-to-moderate implementation. These include:

- CIO/CTO/CDO and CEOs are leading the majority of the efforts
- Primary Innovation Approaches – Executive management team, ad-hoc teams, agile development, external consultants
- Innovation KPIs – Such as time to market and time to scale, the ability to attract new users and move from product management versus project management, percent of revenue from new products/services, number

of innovative ideas in each stage of implementation

- Culture KPIs – Reach of the organization in the market, brand value in market, and percent of Revenue through digital channels
- Funding is through operations, reserves, and grants
- New revenue from new value propositions
- Product or service owners are being formalized
- Customer Metrics – Customer experience, customer satisfaction, customer engagement in digital channels
- Operational Excellence – Customer experience, customer engagement, customer satisfaction

KEY

# BENCHMARKING ISSUES

From Online Calls (March 2019) and digitalNow (April 2019)

The following issues were identified by survey participants through conference calls and during the 2019 digitalNow workshop as critical elements for discussion and further exploration.

## Digitized

- Impact of AI for associations– what are the key use cases?
- Organizational and volunteer leadership: buy-in and culture shift
- Key measures/metrics
- Digital product life cycle management
- Data management and governance
- Digital transformation roadmap
- Digital talent acquisition and retention

## Digital

- Accelerating transformation – what is working and why?
- What steps can smaller organizations take now?
- Business models and funding – what's working?
- Agility and speed – how to achieve?





---

# SUMMARY

## Moving to the Next Level

The following are key points based on online conference calls, 2019 digitalNow workshop and sessions, and survey findings.

- **Digital strategies go beyond implementing technologies**
- **Benchmark associations are investing in culture and digital fluency**
- **Continue to build out core operational backbone (digitized)**
- **Improved knowledge and synergy of customer/member experiences and their evolving needs**
- **Increased focus on data as the key organizational asset and reducing operational silos**
- **Improved agility and innovation to evolve or change business models to meet customer/member ecosystem needs**
- **Digital transformation strategy lies in its scope and objectives**
- **Associations need to build digital skills and competencies to realize strategy**
- **Digital strategy is led from the top**



## APPENDIX 1

---

# CONTRIBUTORS

### **Project Leaders**

**Don Dea**, Co-Founder – Fusion Productions

**Frank Schettini**, Past Chief Innovation Officer – ISACA

**Prabhash Shrestha**, MS, CAE, PMP, Executive Vice President & Chief Digital Strategy Officer – Independent Community Bankers of America

### **digitalNow Executive Session**

**Frank Schettini**, Past Chief Innovation Officer – ISACA

**Prabhash Shrestha**, MS, CAE, PMP, Executive Vice President & Chief Digital Strategy Officer – Independent Community Bankers of America

**Sami Hassanyeh**, Chief Digital Officer, AARP

**John Sullivan**, Chief Information Officer, American Chemical Society

**SME: Reggie Henry**, Chief Information & Engagement Officer, ASAE: The Center for Association Leadership

# APPENDIX 1

---

## **Advisory Group**

**Chris McEntee**, Executive Director/CEO – American Geophysical Union

**Dawn Sweeney**, President/CEO – National Restaurant Association

**Anh Phillips**, Digital Transformation Research Lead, Deloitte

**Matt Loeb**, CGEIT, CAE, FASAE – former ISACA CEO

**Kathy Trahan**, President/CEO – Alliance Safety Council

**Paul Pomerantz**, CEO – American Society of Anesthesiologists

**Carla Balakgie**, President/CEO – National Automatic Merchandising Association

## **Digital Transformation Readiness Assessment (DTRA) Working Group**

**Tom Loughlin**, President – Archimedes Lever LLC

**Ellen Moore** – past AAOS Chief Education Officer

**Pamela Kaul** – President, Association Strategies

**Joel Albizo**, CEO – American Planning Association

**Mark Dorsey**, CEO – Construction Specifications Institute

## **Project Management, Research, Design**

Fusion Productions

## **digitalNow 2019 Strategy Keynote**

Dr. Jeanne Ross, Principal Research Scientist, MIT Sloan Management School.

Presentation at:

<https://digitalnowconference.com/dn19redux>

## APPENDIX 2

---

# PARTICIPATING BENCHMARKING ASSOCIATIONS

- Alliance Safety Council (ASC)
- American Association of Clinical Endocrinologist
- American Chemical Society (ACS)
- American College of Chest Physicians
- American College of Obstetricians and Gynecologists (ACOG)
- American Geophysical Union (AGU)
- American Society of Anesthesiologists (ASA)
- American Speech-Language-Hearing Association (ASHA)
- ASCD
- ASIS International
- Association for Intelligent Information Management (AIIM)
- Association of American Universities (AAU)
- CCIM Institute
- CFA Institute
- CPA.COM (AICPA)
- DECA
- Independent Community Bankers of America (ICBA)
- Institute of Food Technologists (IFT)
- Institute Real Estate Management (IREM)
- Maryland Association of CPAs (MACPA)
- NACE International
- National Association of Independent Schools (NAIS)
- National Council of Architectural Registration Boards (NCARB)
- National Society of Professional Engineers (NSPE)
- SAE International
- Society of Interventional Radiology (SIR)

# ABOUT THE AUTHORS



### **Prabhash Shrestha**

*Executive Vice President & Chief Digital Strategy Officer  
Independent Community Bankers of America*

Prabhash Shrestha is executive vice president and chief digital strategy officer for the Independent Community Bankers of America. In his role, Prabhash leads the association's digital efforts, ensuring their alignment with ICBA's business goals and objectives.

He has received a number of industry honors, including a Top Association and Non-Profit Innovators award in 2017 and 2015, a 2016 Top Association Tech Guru award, and several teaching excellence awards at Georgetown University. He also was featured in '2015 TRENDS Tech 10' and 'Top 5 under 35' in 2007 by *Associations Now*.

Prabhash is a member of the governing board of the Wise Giving Alliance and chair of their technology committee. He is also a technology committee member for the Council of Better Business Bureaus. He is an active member of the association community has been the chairperson of ASAE Technology Council and member of ASAE Executive Management Council. He also served in AOAExcel governing board, a for-profit subsidiary of American Optometric Association.

He has more than 20 years of extensive information technology leadership experience including leadership roles with the Association of Fundraising Professionals and the Association of Trial Lawyers of America. He most recently served as Vice President of Technology for the American Gastroenterological Association, where he led the organization's technology strategy and operations. He is a Certified Association Executive (CAE).

Prabhash holds an MIT Sloan Executive Certificate on Strategy and Innovation and has entrepreneurship certificates from the Wharton School of Business. Prabhash is a Georgetown University professor and he has been teaching their Master's Program in Technology Management since 2010. Prabhash also is a professor at the Catholic University of America.







## **Frank Schettini**

*MBA, Principal, FAS Concepts*

At FAS Concepts Frank leverages his experience as Executive Leader in multiple, not-for-profit and for-profit organizations to transform technology organizations to value-added business partners across multiple industries.

As Chief Innovation Officer at ISACA, Frank was responsible for spearheading innovation across the organization through thought and product leadership, proposing innovative solutions, and implementing those solutions to the benefit of the entire organization and the mission of the association.

Frank was Vice President of Information Technology for 8 years at the Project Management Institute. While at PMI, Schettini led the transformation of IT to provide solutions such as Volunteer Relationship Management solution, mobile applications, ERP, cloud-based infrastructure, data warehousing/ business intelligence, chapter solutions. He also led the creation of the agile certification, the acquisition of Project Management.com, the PMI Knowledge Strategy, and spoke about the profession around the world.

Schettini is a native of Havana, Cuba, and grew up in Baltimore, Maryland, USA. He graduated with a Bachelor of Science in electrical engineering with a computer science minor from Washington University in St. Louis, Missouri, USA. He earned a Master of Business Administration in Finance and International Business from the University of Maryland. Schettini is fluent in Spanish.



## **Don Dea**

*Co-Founder, Fusion Productions*

Don has served in executive management and volunteer leadership positions in the commercial (Fortune 100, start-up/venture), non-profit, higher education, and government sectors. He has authored several books published by the ASAE Foundation and written articles on technology, healthcare 2020, mobile, innovation and digital transformation.

He is the co-producer of digitalNow, the executive summit for association/ non-profit leaders. Don served as special assistant to the Attorney General in the President's Executive Exchange Program.

Don currently serves as Chair, Board of Directors, America's VetDogs and the Guide Dog Foundation. Don also currently serves as Treasurer, Board of Trustees, Excelsior College and serves on the board of HIMSS Media.



He has served in leadership roles in non-profit and for-profit boards. Dea was elected to the American Society of Association Executive's Fellows (FASAE).

Don completed his MBA from the Duke University, Fuqua School of Business, Senior Executive Program, MIT Sloan School of Business; and BA in Economics, McDaniel College.



## **Suzanne Moretti**

Since 1979, Suzanne has supported Fusion in an administrative, financial, analytical and statistical capacity. Suzanne has also served as the face for Fusion to key clients for 4 decades. Prior to Fusion, Suzanne was Executive Assistant to the Director of Foundation Support and Special Services at Alfred University.

## **About Fusion**

For 40 years Fusion Productions has been producing award-winning meetings and conferences by focusing on innovative design, production, and learning techniques. Fusion has created events for audiences from several hundred to several thousand. Specialties include meeting design, event strategy, storytelling, scriptwriting, onsite execution, media production & conference branding, speaker support, lighting design, stage design, experiential learning, instructional design, and eLearning.

