

DIGITAL TRANSFORMATION: CONNECTING THE DOTS TO EXECUTION

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FINDINGS FROM THE 2020 DIGITAL TRANSFORMATION STUDY



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PURPOSE

Digital Transformation is becoming part of the fabric that underscores organizational change and execution for associations now and in the foreseeable future. For many, it is a deliberate approach to address the changing conditions that impact their profession, industry, or sector. While for others it is a key consideration that must be acknowledged in their strategic priorities.

The 2020 Digital Transformation Study examines a broad cross section of associations from profession to trade and across different sectors. Where appropriate, we also compare some common metrics from the 2019 Digital Pathways, Strategies, and Metrics Benchmarking Report which looked at specific association case studies.

OVERVIEW—EXECUTIVE SUMMARY

The digitalNow 2018 [Digital Transformation Readiness Research Report](#) identified the core pillars of Digital Transformation for associations and provided a framework for assessing progress. The 2019 Digital Pathways, Strategies, and [Metrics Benchmarking Report](#) identified organizational and technology strategies that associations were deploying in their journey.

Based on focus groups and interviews with association leaders conducted in the summer/fall of 2019, the 2020 Digital Transformation Research Survey examined the progress that associations are making with a principal focus on execution and adoption. The survey was designed so that potential subsequent surveys will provide a database for cohort assessments.

Moreover, given the current COVID-19 environment, association capacity to respond to new priorities or to scale are being tested in real time. Associations are being forced to transform the way they operate. As we all know, being forced to change is not a good place to be. The ability of leaders to lead their associations through this transformation process will be paramount in enabling their organizations to continue to remain relevant.



THE BENCHMARKING EFFORT

2 Key Questions That Top an Association CEO's Digital Agenda

- ✓ How prepared is your association to meet the current and future digital world?
- ✓ How do we get there?

The goals of the benchmarking effort are to:

- ✓ Enable organizations to understand where they are today – a process that involves assessing your own digital maturity (including cataloging the digital initiatives you already have underway), as well as benchmarking yourself against your peers.
- ✓ Enable participating organizations to make more informed, timely, and cost-effective decisions based on information about what “like” organizations are doing.
- ✓ Understand how associations are evolving and leveraging technology to meet the growing demands of the digital world.
- ✓ Understand effective practices on how organizations are managing the technology and association planning and priority integration process.
- ✓ Assess your own digital maturity.

Assessing your current digital state is critical to setting attainable goals, maximizing existing assets, and developing an executable roadmap grounded in reality. While competitive benchmarking should be performed in the context of your profession, industry, or sector, in general, associations should follow a digital maturity assessment framework that was developed in our 2018 DTA Study. Strategies will continue to evolve and will be identified in the benchmarking process.



OBSERVATIONS

The 2020 Digital Transformation Survey focused on assessing where organizations stand with adopting the digital transformation mindset, establishing organizational and Board-level buy-in, and progressing down the path toward true digital transformation. The survey was developed to measure progress not only in 2020, but also in subsequent years as implementation versus organizational buy-in becomes more of a focus. We plan to measure progress as some digital transformation components are implemented; others are prioritized/deprioritized and as the overall strategy evolves to meet the ever-changing needs of our constituents and the digital landscape. Digital transformation is about being ready for and adapting to change as the global marketplace and our constituents, needs change. It is about rethinking our strategic and tactical plan of action to meet these needs and provide new services and products that will enhance the role of our organization. This survey report highlights key measures of progress and challenges that organizations face.

Key Finding

In 2020, the overall key strategic finding is that 80% of organizations embrace Digital Transformation as a business imperative. A full 80% of respondents stated that they were using this Digital Transformation mindset change to rethink their existing business models and identify potential new products and services. They have defined a digital strategy which they feel is critical to their future success. Their Boards agree. Sixty to seventy percent (60-70%) of respondents said that their Boards were supportive of Digital Transformation.

OVERVIEW

80%



Embrace Digital Transformation as a Business Imperative



The Good News

Fifty six percent (56%) of the respondents also replied that they are using this opportunity to provide guidance and education to their respective industries/sectors on the impacts of Digital Transformation. These organizations are using this period of uncertainty to take a leadership role – redefining their value proposition to their industry to be at the forefront of this revolution versus being a reporter of the news. This approach bodes well for the future of these associations/organizations as they position themselves as not only the key resource, capturing and documenting industry impacts to new trends, but also as an independent leader, catalysts for change, and respected confidant helping to lead the industry in adoption and impact analysis. They are more likely to be approached in the future as new trends and challenges arise in their capacity as independent, not-for-profit resources and value-providing think tanks and facilitators.

That's the good news.

Remaining Challenges

However, challenges still remain. Although most organizations have defined a digital strategy, less than half have a clear roadmap to achieve their objectives. This may be correlated with another key finding:

- Staff buy-in is still a major challenge. The key question here is whether lack of staff buy-in is due to not having a clear roadmap, not having sufficient emphasis on getting organizational buy-in, or the existing staff members not willing to embrace the Digital Transformation mindset.
- This will need to be a key focus area for organizations to succeed.
 - What steps were taken to improve organizational adoption?
 - Which of those steps was most effective?
 - How could other associations leverage that insight?





An Agile Mindset

Although a clear Digital Transformation roadmap may not exist at this stage for many organizations, most are in the early stages of or have partially implemented components of Digital Transformation. This is good news! Organizations are not waiting to develop a comprehensive roadmap before taking action. They are adopting a more “agile” mindset by focusing on “low hanging fruit” and areas that may provide the biggest payback while they flush out a comprehensive roadmap. Many are using the results of these efforts to tailor and drive the definition of the roadmap itself. Some of these are explored in more detail in this report.

Engaging Stakeholders

Another key finding and measure of Digital Transformation success is the engagement of external stakeholders in the decision making process.

- Engaging customers and implementing measures to capture their engagement patterns and needs is critical to the success of not only Digital Transformation but also the association itself. Traditionally, decisions and direction have been made by select individuals either in the organization or in the volunteer base. Having a way to get input from all stakeholders either directly or by measuring their actions as they engage is critical to broadening our perspective and improving our chance for future success.



2020 VERSUS 2019

So what progress have we made in the past year? In what areas do we see the same challenges? What new challenges do we face now? We have covered some of the key overall findings above. In this section, we cover progress from 2019, challenges that still require attention, and challenges that we face.

Progress

In 2019 associations were focused on understanding what Digital Transformation was all about and how it could impact the association. There were few associations that had embraced Digital Transformation and everyone wanted to understand how it could affect their association. Board and organizational acceptance and support was a work in process. Fundamentally, associations were in assessment mode.

- **What does Digital Transformation mean?**
- **What impact would/could it have on my association?**
- **Why is it important? What are the benefits and costs for doing it?**
- **What is the state of infrastructure?**
- **Do we have the right technologies and staff in place to meet these future needs?**
- **What impact will it have on improving my value proposition, customer satisfaction, and the bottom line?**
- **What should we do?**

- **In 2020, we have seen a shift from understanding Digital Transformation to embracing it.** Fifty five percent (55%) of associations have developed a clearly articulated digital strategy. As mentioned above, some are using it to redefine their whole value proposition, taking more of a leadership role as the guiding light in their industry/profession.

- **In 2020, executive support for Digital Transformation is above 90%. Board engagement and support is between 60% and 70%.**

There has been significant effort to communicate the digital strategy throughout the organization, which is improving organizational understanding and buy-in. Staff are now being empowered to look at their areas creatively, evaluate new engagement models, and innovate/experiment. Boards are now asking for progress toward a digital strategy. In a nutshell, Digital Transformation engagement has increased significantly in 2020.

- **Information Sharing**

Organizational silos were a major barrier in 2019. Departments worked independently and might not share customer insights, strategies, and information. The focus was on accomplishing departmental needs and objectives. In 2020, organizations have improved information sharing and are working across departments to define the digital strategy, and digital transformation strategies are becoming an enterprise imperative that has been adopted by the executive team as a cross-organizational effort which inherently reduces the organizational silos that have traditionally existed.



Still in Neutral

Some Digital Transformation key elements, measures of success, and challenges that were identified and highlighted in 2019 still exist today.

Technologies and Convergence Mashup

There is continued recognition that gathering, understanding, and gleaning insights from customer information is at the core of a Digital Strategy. Thus, key technologies such as Big Data, Data Analytics, Artificial Intelligence and Cloud are central to this strategy and associations continue to understand and recognize their importance. Similarly, marketing automation (the ability to leverage customer insights to improve multi-channel marketing campaign results in an automated fashion) is also a must have. What are the key trends and which areas do we focus on?

Metrics

So, how do we determine how successful we are in our path toward Digital Transformation? How do we determine whether the effort was worth it? In 2020, Key Performance Indicators (KPIs) for customer satisfaction and revenue are still considered the key measures of success. This covers both sides of the equation. Are our customers more satisfied with our offerings and the value we provide and thus more likely to continue to engage with us? And what impact does this have on the bottom line?

- Another KPI that will reflect our true measure of success is the speed with which we can adjust our marketing strategy, our product and service offerings, and our outreach strategies as we gather more insights into our customers' needs and usage patterns.

Comprehensive Data Strategy

While we see a consistent year-over-year definition of what's important, we also still see that the creation and acceptance of a comprehensive enterprise data strategy is still a challenge.

Earlier we discussed organizational buy-in as a key challenge. Just as important is the acknowledgement that acquiring and training digital workers is still a major challenge. The combination of lack of available skilled workers and commensurate salaries are a challenge as is a focus on training existing staff. Most organizations do not have an appropriate reward system in place to recognize those individuals that have embraced the new way of thinking.

One thing we will want to measure going forward is whether organizations were able to address this challenge via external

hires/consultants or via training existing staff.

Being able to share successful methods to train existing staff will be important throughout this process so all organizations can leverage lessons learned.

2020 vs 2019

- | | |
|--|---|
| <ul style="list-style-type: none"> • Increased focus on digital strategy • Reduction in organizational silos • Converting customer feedback into actionable plans is still a challenge • Evolution from understanding Digital Transformation to becoming a leader • Customer satisfaction and revenue are still measurement of success • Marketing automation is still considered critical | <ul style="list-style-type: none"> • Continued recognition of importance of: <ul style="list-style-type: none"> • Data analytics • Big Data • AI • Cloud • Continued concern of having skilled, trained individuals • Board is more aware and ready • Funding is becoming a bigger issue with a better understanding of costs involved |
|--|---|



Barriers

Change Management

The key to success for any transformational effort is change management – the ability to successfully migrate the existing people and mindset of the organization to the new world. In 2019, we highlighted the fact that organizational buy-in was a real challenge.

Training and Education

In 2020, it is still a challenge. However, we have seen some improvement as education, knowledge, communications and understanding of Digital Transformation have improved. With Board and executive prioritization, this has also helped the staff to realize that this is an important effort for the future success of the organization.

Accelerating Enterprise Digital Transformation Strategy and Execution

One large challenge that remains is converting digital strategy from a departmental one (Marketing, IT, etc.) into a cross-functional enterprise solution where information, analytics, and business intelligence are managed centrally and shared by all. Although managing these efforts centrally is not a requirement for success, it does inherently reduce/eliminate silos within the organization, prevents information brokering, and improves communication and cooperation between departments.

Closed Loop Strategy and Execution

Converting customer feedback into actionable and quickly responsive plans is a challenge. Organizations are doing better at capturing customer feedback than in the past. However, how to take action and share that insight across the organization is still a challenge. This will be another key measure of success we will be tracking in the future. Similarly, while organizations are tracking and monitoring their customer engagements better, only 58% are continuously assessing and improving their processes to generate better results. This is the next level of maturity that we will be capturing going forward.

Alignment of Priorities

Of course, with all this emphasis on creating new processes, changing the way we do business, implementing new technologies, and doing a better job engaging with our customers, funding and prioritization become a bigger and bigger issue. Where should organizations invest their precious dollars to get the biggest bang for their buck? What is truly critical versus nice to have? What will have the biggest impact on the bottom line which will, in turn, help fund additional investments? How do we show the Board progress and our success measure so that they continue to support our efforts?



OVERALL KEY FINDINGS

Digital Transformation Key Performance Indicators (KPIs)

To determine the relative impact and value of implementing a new strategy or philosophy, it is KPIs. KPIs not only measure your progress but also provide a means of communicating the key factors that the organization will measure for success. For Digital Transformation, the KPIs highlighted by the respondents were "Improve Customer/Member Satisfaction," "Increase Revenue for New Products," and "Increase Usage and Engagement with Digital Products."



KPI #1

Improve Customer / Member Satisfaction

The first item goes to the heart of Digital Transformation. If we improve our customer's satisfaction, the belief is that they are more likely to engage more (increase revenue), to renew their membership more (retention), and become more active (increased volunteer base). Seventy nine percent (79%) of respondents stated that this was an important measure.



KPI #2

Increase Revenue for New Products

The second measure (revenue) was selected by 63% of respondents as being an important KPI. In the end, it is important to measure the results of our transformation from a financial point of view. What impact has our efforts to understand our customers better translated into creating new products and services that are more relevant to them? How effective have we been at garnering that understanding?



KEY FINDING #3

Increase Usage and Engagement with Digital Products

The third measure relates to the first one as well. Satisfaction can be measured by asking customers directly but can also be measured by tracking their usage patterns and determining whether usage has increased. Interestingly, this measure does not necessarily relate to improved satisfaction. Customers may engage more with our products and not necessarily say they are

more satisfied, potentially because their expectations are set by what they see as norms in for-profit sites. The combination of this measure, the satisfaction measure, and revenue will give us a better overall understanding of our success.



STRATEGY: THE ROAD TO DIGITAL TRANSFORMATION

There are many paths that can be taken toward digitally transforming your organization. How do we get started? Do you implement components incrementally? Do you create pilot programs? Do you establish an enterprise strategy and implement it across the board? Do you use internal staff or consultants? All of these and more are paths that can be taken.



Clear Strategy

Respondents felt that the most effective approaches start with “having a clear digital strategy with well-defined goals/objectives.” With Digital Transformation being so broad and invasive across the organization, where do you start? How far do you take it? How do you get buy-in and acceptance across the organization and with the Board? Respondents felt that this starts with a clear strategy. It is important to note that the strategy should not only define what you plan to do but also, almost as importantly, what you will NOT be tackling. Defining the scope of the digital strategy is key toward success.



Get Started

With respect to how to take on the Digital Transformation challenge, respondents felt that establishing a pilot program with well-defined goals and objectives is optimal. A pilot limits the scope to something that is manageable from both an effort and time and resource perspective, increases knowledge and awareness of Digital Transformation, provides results that can be parlayed to improve organizational buy-in and Board support for additional efforts, and provides lessons learned for future, more in depth projects.





Culture

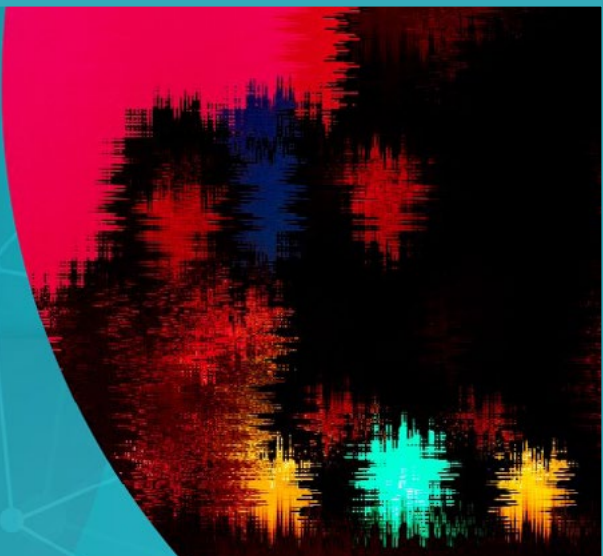
Establishing the right culture is critical to the success of not just Digital Transformation, but also the whole association. Many mergers have failed not because there wasn't enough synergies between the businesses, but because the underlying corporate cultures were so different that it was impossible to integrate the two companies. Culture is defined and driven by the heads of the organization but is truly established and embraced at the managerial level. In some cases, the executive suite has tried to create a culture which was undermined by the status quo and mindset of the existing staff. So, for a culture change to be effective, it needs to be consistently championed by the executives who need to be role models for the culture and embraced by managers and working staff.

Digital Transformation requires an entrepreneurial spirit within the organization and most importantly, at the Executive and Board level. It is about rethinking the way we do business and how we can leverage the advances in technology to improve our understanding of customer needs and, in turn, provide them with new and better products and services to meet those needs. In the association space, 50% of respondents stated that their leaders are NOT good role models. This is a critical finding. If we have the wrong leaders with the wrong mindset, how do we expect our associations to embrace something as radical as Digital Transformation? If our Boards are embracing the concept of Digital Transformation more and more (as highlighted earlier), why isn't the leadership of the organization doing the same? The possible results of this conflict are either new leadership, improved leadership mindset via training (less likely), or an association that falls behind the Digital Transformation revolution. None of these outcomes are positive. We will continue to monitor this to see if it improves year over year and, if so, how it improved.

Earlier, we discussed how organizational buy-in was still a work in progress. So, it should come as no surprise that respondents stated that organizational alignment is not fully in place. This may also be due to associations implementing pilot programs initially, which, by definition, limits the organizational change required. This approach is reasonable for an association that is testing the Digital Transformation waters initially but for it to be truly successful, organizational alignment will be required in the future.

CULTURE

- Organizational alignment not fully in place
- Entrepreneurial spirit/support - early stages
- 50% of respondents say their leaders are NOT good role models for Digital Transformation





Talent

Right Resources/Right Talent

Given the challenges with having the right people with the right mindset and experience, respondents felt that the most effective approach is to leverage outside consulting help and to create an internal training program. The former addresses the challenge of having the right experience to undertake this initiative. The latter addresses improving organizational knowledge and buy-in. A measure of Digital Transformation maturity to track going forward is how these two approaches morph into leadership, acceptance, and implementation by the staff versus leveraging outside help.

Finding, hiring, and probably even more importantly affording digital talent is a challenge according to respondents. With Digital Transformation being a relatively new concept, finding the right people with the right experience is a challenge. Many organizations are leveraging outside consultants to address this need short term.

Associations are also in the early stages of establishing ongoing training programs and reward systems for staff. This is critical toward organizational adoption. With the right training and with rewarding the right mindset and actions, the association can provide the right framework to enable adoption and success in Digital Transformation. It will be important to share the novel approaches that associations are putting in place as well as the relative efficacy of those approaches.

Reward & Recognition

Setting up training and rewards systems also helps address the other challenges highlighted by our respondents. Namely, transitioning existing staff to the digital world. Humans, by nature, are generally resistant to change. How do we transform our association that has been doing things the same way successfully for years? Why should we change? Digital Transformation can not be successful without engagement and buy-in by the staff. Progress in this area will also be tracked going forward.

TALENT

- Finding, hiring, and affording digital talent is a challenge
- Associations are in early stages of establishing ongoing training programs and reward systems for staff
- Challenge: transitioning existing staff to digital world



Data Management and Operational Excellence

Central to Digital Transformation is capturing, leveraging, and mining the information we have or acquire about our customers. We use these insights to provide better customer satisfaction, better targeted products, and thus, both a better bottom line and improved engagement and commitment. Establishing an organizational focus on customer data, including capturing insights gained from all our communication channels, is critical.

Collapsing of Organizational Silos

In the 2020 survey, we found some very encouraging changes from 2019. First and foremost, information silos (i.e., information that is controlled, managed, and not shared with others) is less of an issue in 2020. With many organizations establishing enterprise efforts to determine their digital strategy, information assets which were traditionally viewed as being owned by individual departments are now being viewed as strategic assets for the whole organization. This is excellent news, especially given that information is still leveraged within functional departments versus via a centralized approach. As long as the information is shared and insights are gathered and distributed, this approach can be effective.

Early Pilot Wins

Another sign of progress is that respondents indicated that customer information and insights are in the early stages of impacting decision making. Some of this may be through the Digital Transformation pilot programs mentioned earlier or organically within the organization.

Talent/Culture/Training Advances Slowly

Data scientists and experts are still in short supply and additional staff training is needed to help fill this void and advance the digital strategy.

Right Data

There were several challenges which still need to be met. First is to leverage the data analytics and business insights from the data to provide continuous improvement to the existing engagement strategies and approaches. Organizations are starting to capture the right customer information. Providing a means to continuously assess that information and take action on that information as market needs and customer needs change is still an open issue.

DATA

- Leveraged within functional departments vs centralized approach
- Silos of information are less of an issue
- Used in early stages to impact decision making
- Additional staff training is needed to succeed

The infographic features a teal background with a circular graphic on the right containing colorful code snippets. The text is white and arranged in a list format.

DATA MANAGEMENT & OPERATIONAL EXCELLENCE

- Tying data to continuous improvement
- Incorporating formal approach to using customer feedback to change direction or prioritize efforts (currently done on adhoc basis)



Applied Data Intelligence

Similarly and this goes to the maturity of the Digital Transformation effort, organizations have not developed a formal approach to using customer feedback to change direction of their marketing, outreach, technology, and customer support efforts. Currently, changes to these elements is done on an adhoc basis by individual leaders. In the future, we see these efforts being institutionalized and leveraged across the organization.

Technology

Digital Transformation is driven by having the right technologies in place. In 2020, we see a similar list of key technologies which our respondents felt were most critical. These include Big Data, Data Analytics, Artificial Intelligence, Cloud, and Platform as a Service (PAAS). These were seen as key areas of focus for organizations. Other technologies which were seen as important are Machine Learning Chatbots and Marketing Automation.

TECHNOLOGY

- Big Data, AI, Data Analytics are most disruptive followed by Cloud, PAAS, Machine Learning Chatbots, Marketing Automation
- Big Data, AI, Data Analytics, Cloud, PAAS are key areas of focus for organizations





Challenges with the Evolving Bar (Execution)

So far, we have been discussing areas such as culture, information, technology, etc. What are some of the key challenges that associations face in executing their digital roadmap? With many associations stating that they are beginning efforts in implementing their strategy, execution becomes critical.

Unified Vision

We have all seen that central to Digital Transformation is the role of the customer and their interactions. One key question to address is, “How do we define a clear vision for the digital member/customer journey and how do we factor that into our strategy and execution?”

Buy-in and Alignment

In 2020, some of the key questions are closely related to the challenges that were highlighted earlier in this report – namely, stakeholder buy-in and engagement is viewed as a challenge. So questions such as, “How do you align stakeholders?” and “How do you get the non-digital leaders to buy into Digital Transformation?” are key.

Enterprise Versus Functional Silos

Similarly, we highlighted earlier that there is a general belief that silos and department-centric mentality have been reduced in the past year. Questions that were highlighted by our respondents include, “How do you break down silos within the organization?” and “What steps have other associations taken that could be leveraged?” The latter is a key element of our efforts at digitalNow to capture best practices and experience that trailblazers have had so others can learn and implement those learnings without having to go through it from scratch.



OVERALL KEY FINDINGS

Funding

The third area of focus on execution deals with funding. With associations recognizing the importance of Digital Transformation, the bill to pay can be staggering. So how and what do associations prioritize? What are some approaches that associations have taken to implement Digital Transformation given their funding challenges? Creativity is important in these challenging times and sharing novel approaches and ideas will be key.

Heavy Lifting Analytics

Digital Analytics are a key component of Digital Transformation – not only the technology aspect but also the cultural and organizational aspects. We should all consider ourselves data scientists – constantly exploring and learning new insights as we analyze customer information from different perspectives. Two key questions identified by our respondents are, “What are the key steps to take in implementing digital analytics and what challenges should we be ready to address?” and “What is the impact of digital analytics?”

Talent and Skill Gap

Questions to consider are, “What is the best approach to address the talent gap?” and “Where do you start – at the top or in specialist areas?”

Culture

The final area to address is culture. Without the proper culture, change is impossible. So the key question here is, “How do we implement a culture and set of processes around continuous assessment and improvement and how do we make this mindset more than a flash in the pan?”

CULTURE

- Organizational alignment not fully in place
- Entrepreneurial spirit/support - early stages
- 50% of respondents say their leaders are NOT good role models for Digital Transformation



PARTICIPATING BENCHMARKING ASSOCIATIONS

- Alliance Safety Council
- American Association of Clinical Endocrinologist
- American Chemical Society
- American College of Chest Physicians
- American College of Obstetricians and Gynecologists
- American Geophysical Union
- American Society of Anesthesiologists
- American Speech-Language-Hearing Association
- ASCD
- ASIS International
- Association for Intelligent Information Management
- Association of American Universities
- CCIM Institute
- CFA Institute
- CPA.COM
- DECA
- Independent Community Bankers of America
- Institute of Food Technologists
- Institute Real Estate Management
- Maryland Association of CPAs
- NACE International
- National Association of Independent Schools
- National Council of Architectural Registration Boards
- National Society of Professional Engineers
- SAE International
- Society of Interventional Radiology

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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

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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.

About Fusion

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