



Ipsos Observer

The Survey Management, Data Collection and Delivery Specialists

Association Outsourcing

SMITHBUCKLIN



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Background and Methodology

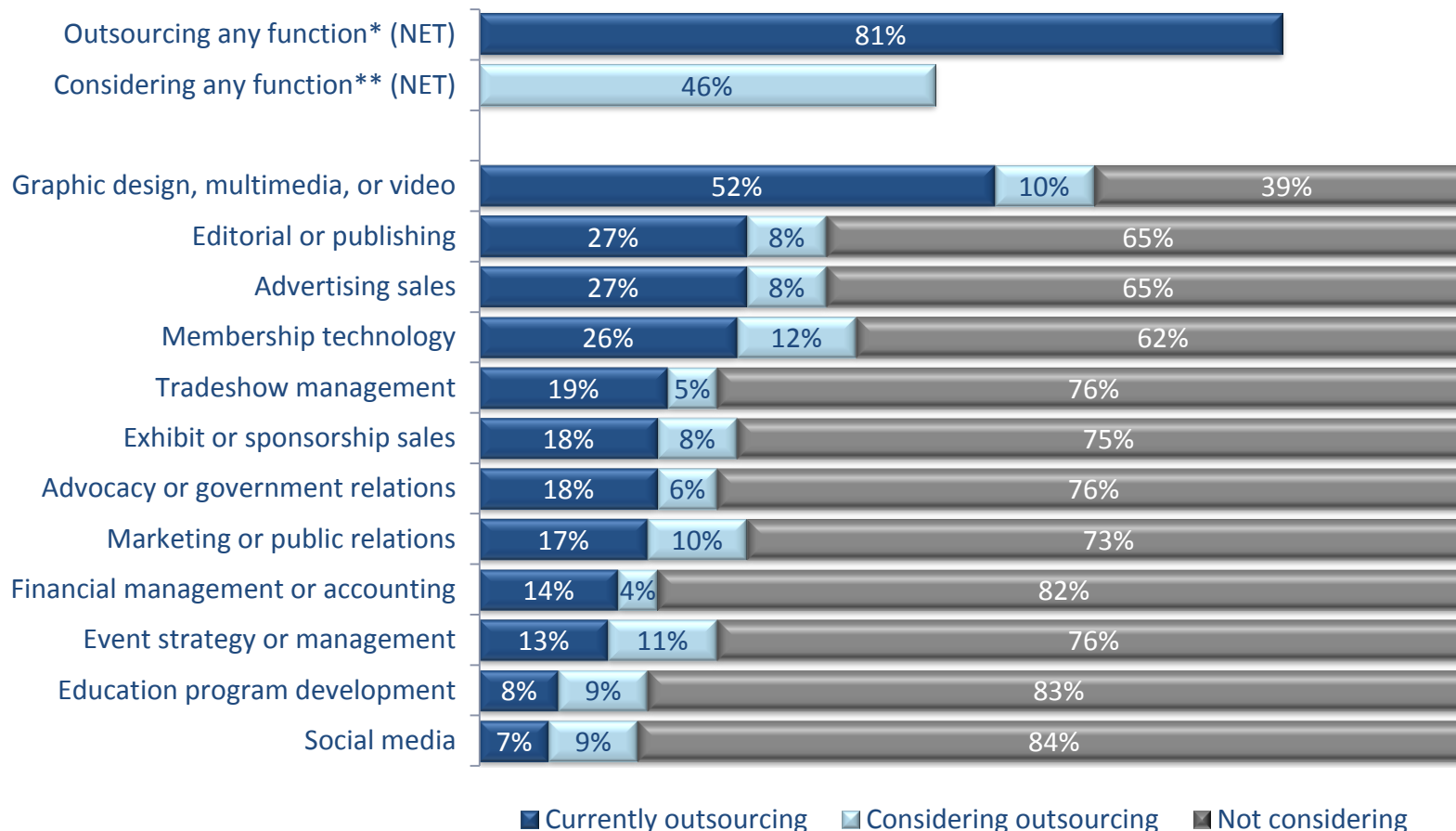
Background:

SmithBucklin, the association management and services company more organizations turn to than any other, wanted to investigate decisions and attitudes of senior executives at U.S.-based associations regarding current and prospective outsourcing (using non-employees or third-party companies for various assignments, functions and undertakings).

Methodology:

- Ipsos, the world's third-largest opinion and market research company, conducted the survey of 360 association and professional society executives.
- In order to qualify for the survey, respondents had to be high-level employees (manager to C-Suite) in the U.S.
- All interviews were conducted between April 21 and May 18 through online data collection.

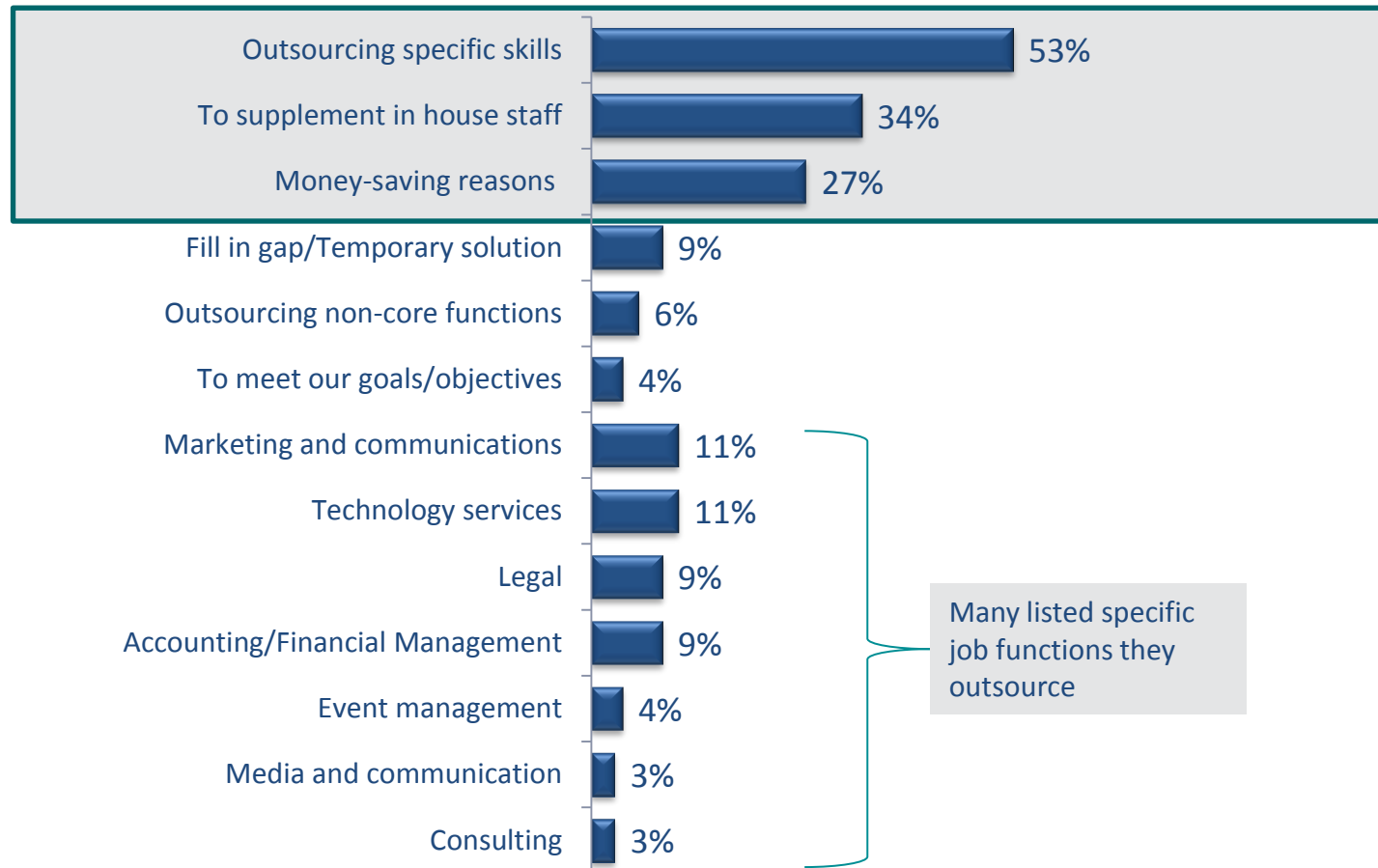
Which Services Are You Outsourcing or Considering Outsourcing?



Note: The survey also included results for audit services (84% currently outsourcing; 2% considering) and legal services (67% currently outsourcing, 2% considering). ***81%** are currently outsourcing at least one other function besides audit or legal services. ****46%** are considering outsourcing at least one other function besides audit or legal services

Q1. Please tell us about outsourcing (using non-employees or third-party companies) for your organization. Base size total N=360.

How Does Your Organization Use, or Plan to Use, Outsourcing to Help Achieve Its Goals?



Q2. How does your organization use – or plan to use – outsourcing to help achieve its goals? Please be as specific as possible when answering. Base size N=248 among those currently/considering outsourcing and answered the question. Showing mentions 3% and over.

How Does Outsourcing Help Achieve Your Goals?

Some Selected Points of View

Outsourcing specific skills 53%

- *"In key areas, we outsource where it is difficult to have in-house expertise. In areas where the business is changing rapidly, like technology support, it makes more sense to outsource."*
- *"Outsourcing enables us to have a high level of expertise in an area at a much lower cost than if we had that employee on staff full time."*
- *"Outsourcing lets us have all of the functions we need without the extra overhead."*
- *"Outsourcing allows us to utilize professional services on an 'as needed basis,' and the group we use can be fully focused on the task."*

To supplement in-house staff 34%

- *"We outsource when staff resources are at capacity. Usually we have a mix of internal and outsourced activities going on."*
- *"We keep the staff size low and outsource episodic/seasonal projects to get the expertise needed to deliver stellar results."*
- *"We generally only outsource when we need additional help in an area. We rarely outsource an entire function."*

Money-saving reasons 27%

- *"Using experienced providers reduces cost and allows a wide range of talents focusing on specific needs."*
- *"Outsourcing proves to be more cost-effective sometimes in the association management company model."*
- *"When it's seen as less expensive and more efficient than internal work."*
- *"To reduce costs."*

Q2. How does your organization use – or plan to use – outsourcing to help achieve its goals? Please be as specific as possible when answering. Base size N=248 among those currently/considering outsourcing and answered the question.

Expected Outsourcing Benefits Over Next 2 Years



Q3. What benefits do you expect to achieve by outsourcing during the next two years? Please select all that apply.
Base size N=347 among those currently/considering outsourcing and answered the question.