



Canadian Group Psychotherapy Association

Final Board Presentation
November 10th, 2014



CGPA

GROUP THERAPY
GROUP TRAINING
GROUP FACILITATION

Overview

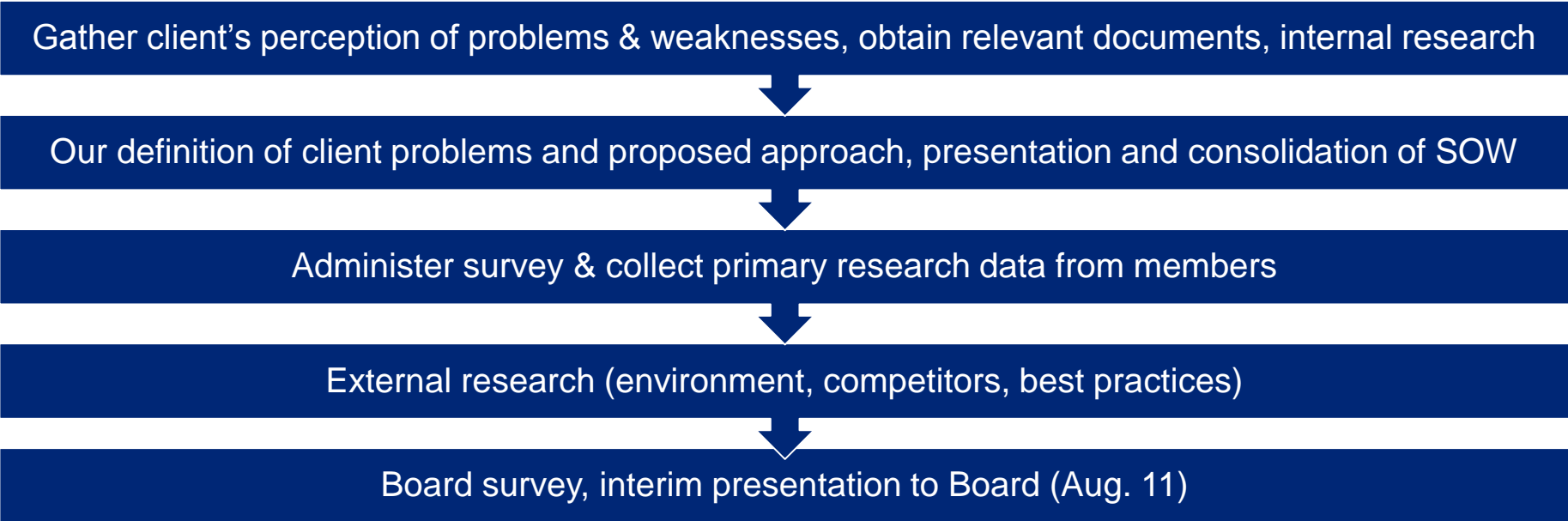
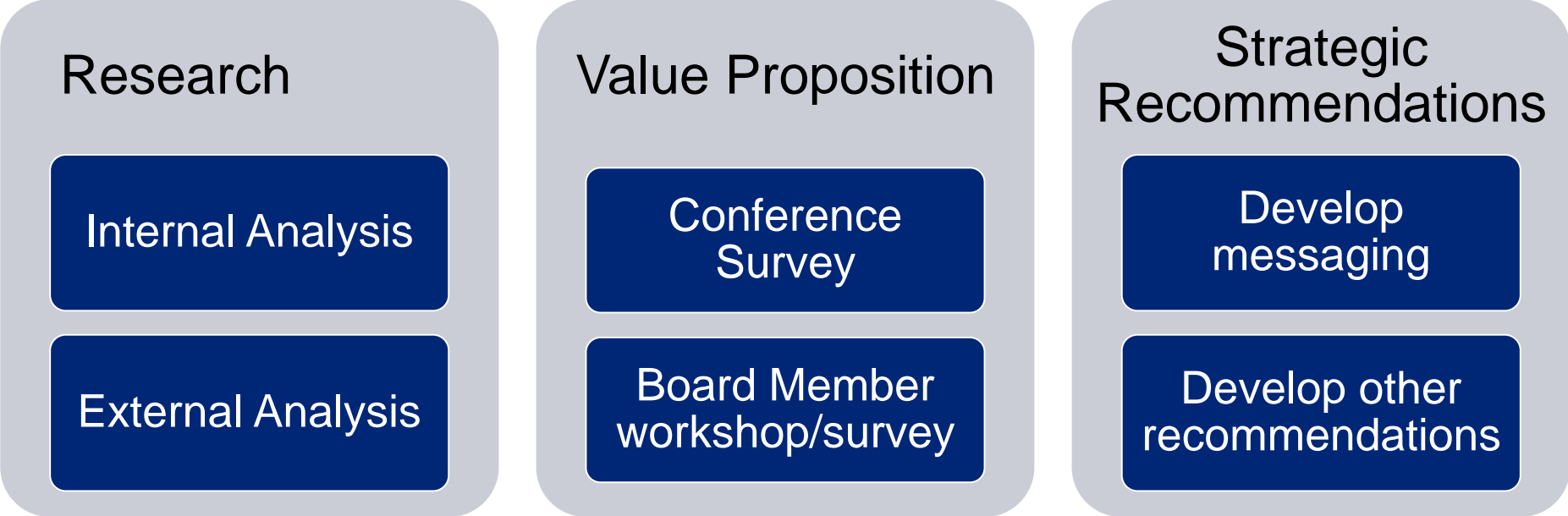
1. Highlights of Competitive Scan

2. Highlights of Training Program Review

3. Highlights of Organizational Training Program for Non-Clinical Professionals Review

4. Key Takeaways and Recommendations

Outline of Previous Work

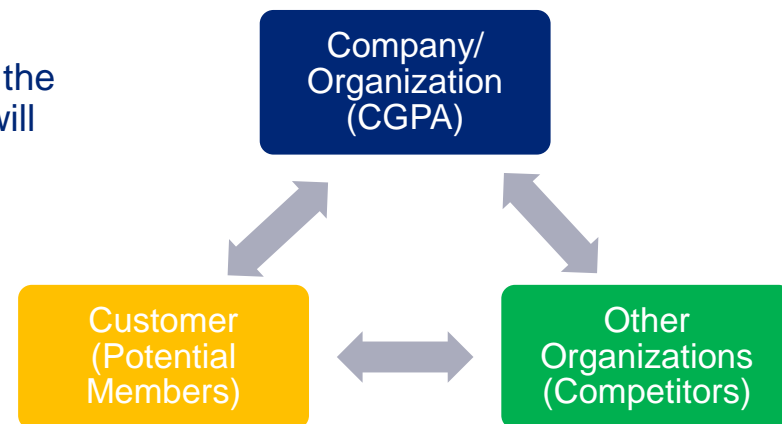


1. Competitive Scan

Purpose and Objectives of Competitive Scan

Purpose

While the marketing communications and strategy is primarily between the company/organization and the consumer/member, potential members will also consider alternatives in deciding to commit to a particular organization. The CGPA needs to consider other organizations with the psychotherapy space, particularly those that offer services and training related to group processes, as these affect the marketing relationship between the potential members and the organization (CGPA).



Objectives

Understanding the Market / Environment

- Identifying organizations as potential competitors, as potential barriers or complements to CGPA's mission
- Determining CGPA's position/niche amongst other psychotherapy organizations or networks

Benchmarking

- Comparison of membership sizes, fees, and services to benchmark potential competitor value proposition against CGPA.
- Research organization membership sizes, fee structures, to determine competitive strength vs. CGPA

Best Practices

- Research similar organizations to determine practices with regards to product offerings, services, interactions with members
- Identify best practices which may be applicable to CGPA's goals

Methodology

- Analysis of conference survey results
- Independent research of other organizations similar to the CGPA
- Generate observations and recommendations based on research and results

Takeaways from External Scan

Differentiation: Unique Mandate

- There are many other trade/general interest association and training organizations. However, the CGPA still appears to be the only Canadian organization with a mandate specific to group process.
- CGPA can leverage its position as the “expert” or “knowledge-base” or “leader” in psychotherapy group processes in its messaging and marketing to potential members.
- If the CGPA does not perform an adequate job of differentiating themselves from other “potential competitor” organizations, then these organizations will act as direct competitors, even if they do not operate specifically within the group processes space.

Competitors: Value for Money

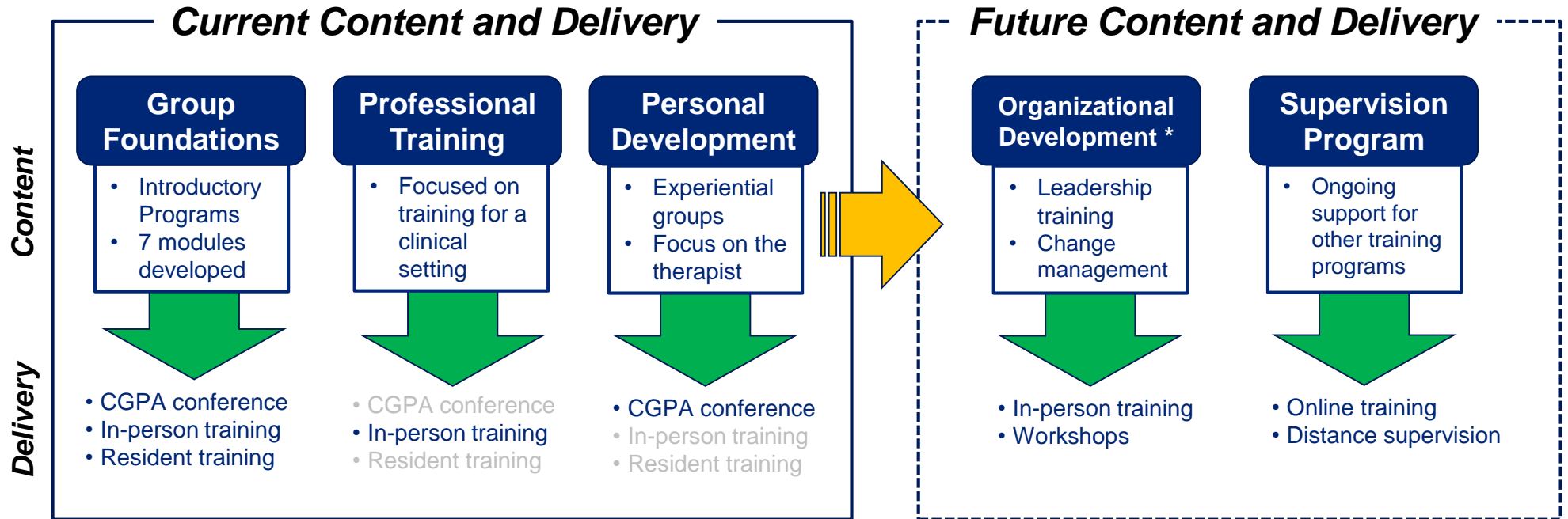
- While there are currently no direct competitors to the CGPA with regards to its specific niche, most psychotherapy and/or counseling organizations can easily shift their mandate to include group process. These organizations can be viewed as potential future competitors.
- The CGPA needs to find ways to offer more value for money - its competitors, and the CCPA in particular, provide many more member benefits.
- The CGPA needs to explicitly state the benefits of membership. Membership benefits should be listed clearly, and be detailed and specific. Competitors are explicit about their membership benefits, which acts as their “value proposition” to potential members.
- The CGPA should consider the use of additional and creative membership incentives and fee structures to increase conversion of potential members.

Stakeholders: Potential for Future Growth

- The CGPA’s current membership reflects general trends of counseling profession across Canada.
- There appears to be an untapped potential for membership growth, based on the number of competitor organizations and membership for each of these organizations.

2. Training Programs

Training Program Overview: Purpose and Objectives



Purpose

The CGPA has developed or initiated the development of a variety of training programs in support of group processes. The following, in terms of priority, are the reasons that the CGPA is pursuing the expansion of these programs:

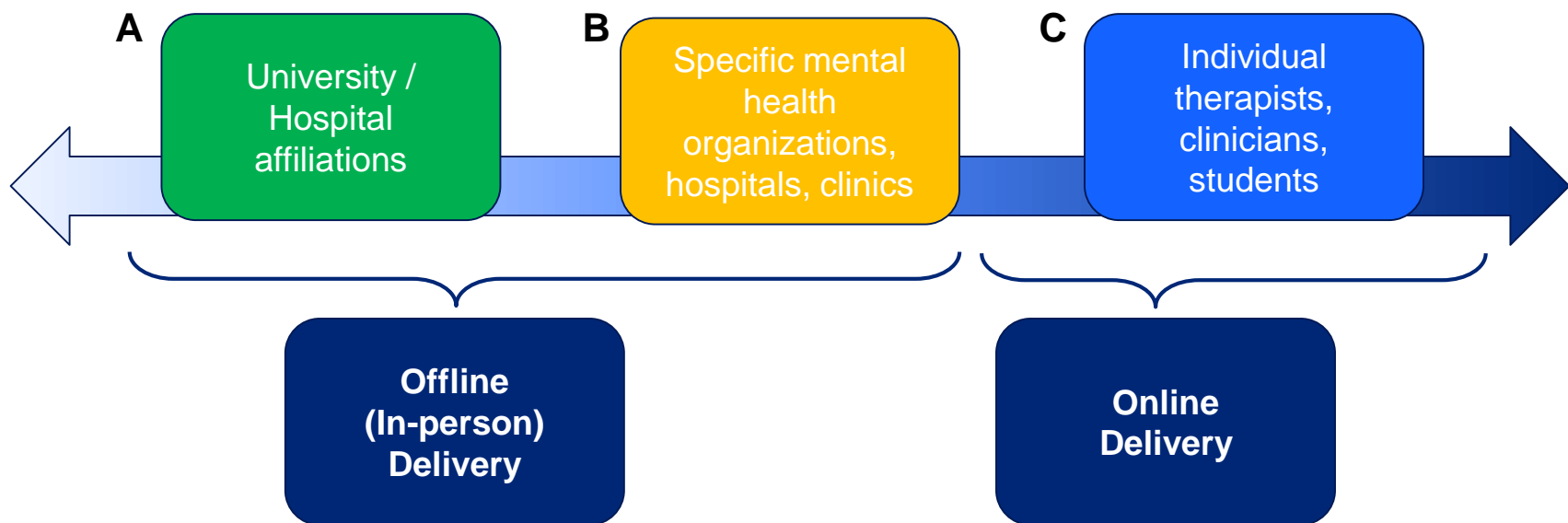
- *Generate revenue*
- *Raise awareness about the CGPA*
- *Grow breadth of activities*

Objectives

Evaluate various delivery options for training programs, and develop strategic recommendations around each option, given the various

Takeaways from Training Program Research

- CGPA has an opportunity to grow its presence within the professional training market given its deep subject matter expertise and network of qualified professionals.
- The highest barriers to growth is lack of capital and lack of administrative support.
- Generating leads for offline, in-person training programs is best aligned with CGPA's short-term goals of generating revenue. It also relies on developed material, is lower cost and risk, and involves simpler (but active) direct, network-based marketing.
- Revenue should then be reinvested to develop online training content on a sustainable platform, which is still in development and possess some risks if launched prematurely, and would involve higher costs (time and/or money) and a passive but more complex marketing strategy.



**3. Organizational Training Programs
for Non-Clinical Professionals
(Organizational Development)**

Purpose and Objectives

Background Description

- Group dynamics is a very broad field. Its applications are studied in many areas, including psychology, sociology, anthropology, political science, epidemiology, education, social work, business and communications.
- Amongst others, group processes are studied and applied in organization development (OD). There is no uniform definition of the OD. An example:

"OD is a field directed at interventions in the processes of human systems (formal and informal groups, organizations, communities, and societies) in order to increase their effectiveness and health using a variety of disciplines, principally applied behavioral sciences.." Arnold Minors, Arnold Minors & Associates, Toronto, Canada <http://www.odnetwork.org>)

- OD has successfully spread into other fields, such as education, human resources management and management consulting.

Purpose

- CGPA sees an opportunity in appealing to people from outside mental health
- *"There is potential to reach out to others outside of health care who would benefit from training in group facilitation, including educators and individuals in business" (Client Information Form, 2014)*
- *Medium value/high investment opportunity to be implemented over longer term (Final Deliverable, Endeavour Consulting 2011, Client Information Form 2014)*

Objectives

- To provide recommendations on next steps for the development of an organizational training stream for non-clinical professionals

Summary of Observations

Internal Scan

- Members tend to support the expansion to all group processes
- Members are mainly specialized in the fields relating to clinical development and personal development streams
- A few members have incorporated organization consulting into their practice (conflict management, career counseling, work-life balance, stress management, leadership and effective communication)
- Members do not always know other members, who have incorporated organization consulting into their practice
- No systematic two-way communication exists among the members in between the conferences
- Apart from a few workshops during annual conferences, no significant organization consulting related initiatives have been implemented so far

Competitor Scan

- In general, the Canadian and international psychotherapy and psychoanalytic associations tend to focus on clinical and personal development stream and rarely cover topics relating to organization consulting
- Nevertheless, a few organizations have established special interest groups for organization consulting and have incorporated organization consulting related courses in their training curriculum

External Scan

- The Business Coaching Industry emphasizes the employee development and focuses on services such as conflict management coaching, development of communication, decision making and planning skills and executive development
- Over the next five years the industry is expected to grow as conditions for businesses improve. However the industry's growth is expected to be somewhat inhibited by competition from other industries, such as management consulting and HR consulting
- Several key factors that determine success in this industry, include understanding the business principles, ability to customize the training, good reputation, location close to businesses and knowledge of technology

Stakeholder Scan

- The majority of clients in the Business Coaching Industry are either the private sector clients (67.9%) or individuals (14.1%)
- Professional development training is the key service offered by business coaches. CGPA could explore the opportunities to provide training to management consultants and HR consultants, who are engaged in OD consulting.
- Management training programs are the next most important service. They key buying industries are manufacturing industry, professional, scientific and technical services industry and public administration. In exploring the opportunities to provide management training programs, the CGPA may want to start with the sectors, the operating principles of which it knows well, for instance, hospitals and other health care institutions
- There are many organizations with which the CGPA could explore the partnership opportunities (for instance, joint training programs with Canadian Organization Development Institute or Toronto Organization Development Network), as well as many organizations that could help the CGPA deepen the understanding of how the group process can be translated and applied to contexts other than mental health

Recommendations

Build the practice

- Conduct a survey to identify the key specialties and interests of the members
- Group the members according to their interests (e.g., family and couples, children and adolescents, addictions, psychiatry, aging, spirituality etc.) and create a special organization consulting interest group
- Create tools to encourage the sharing of knowledge and ideas among the members of the interest group throughout the year (for instance, create a separate Facebook page and encourage members to communicate)
- Involve the organization consulting interest group and other groups in the preparation of the annual conference (e.g., invite them to share the key events/ideas of the preceding year)

Grow the network

- Reach out to other organizations (e.g., A.K. Rice Institute (USA) or the Tavistock Institute of Human Relations (UK)) to deepen the understanding of how the group process can be applied to contexts beyond mental health
- Explore the partnership opportunities for development of training programs (e.g., contact Canadian Organization Development Institute, Toronto Organization Development Network, Canadian Association of Management Consultants and Human Resources Professional Associations in different provinces)
- Contact other organizations (such as Canadian Association of Management Consultants and Human Resources Professional Associations in different provinces) to explore the client prospecting opportunities

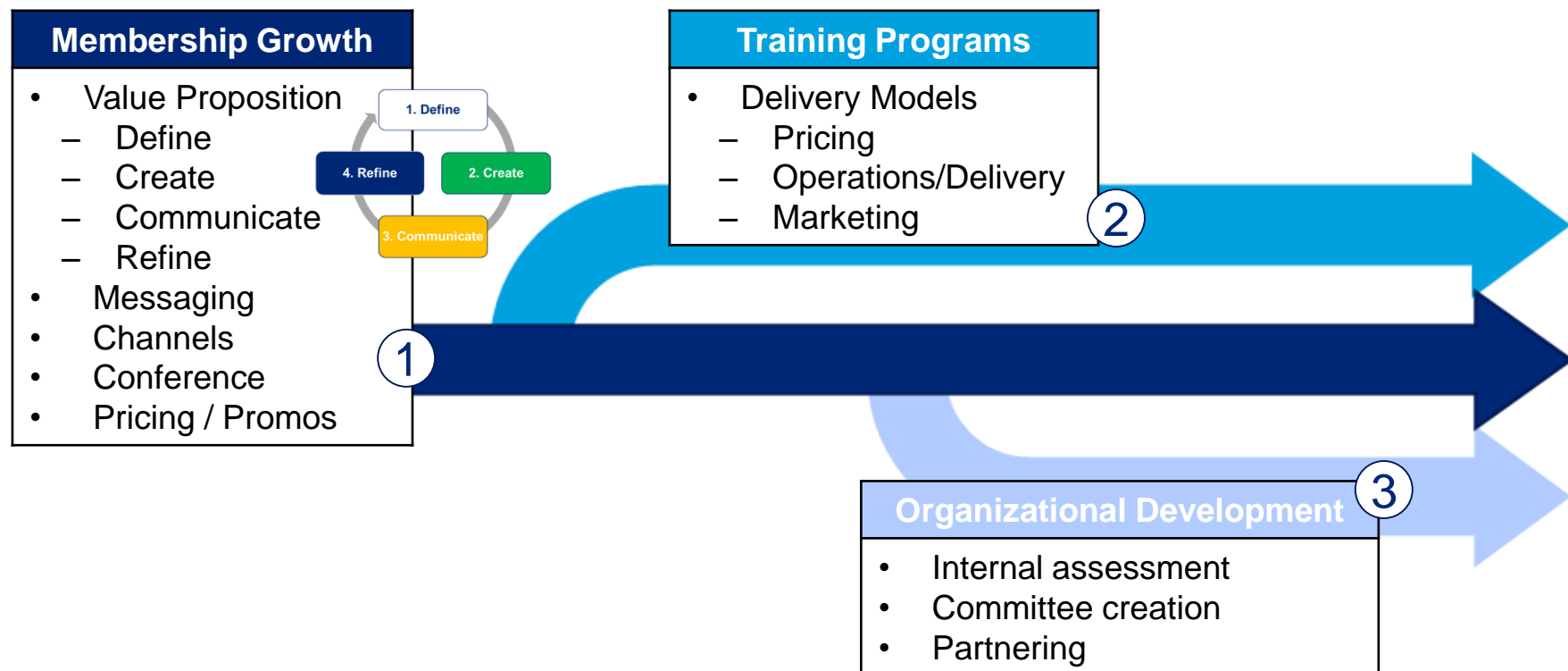
Develop the training

- Develop the training programs independently or in cooperation with other organizations
- Focus on professional development and/or management training stream
- Customize the training programs to the needs of the business
- Ensure that the consultants are located closely to the clients or are flexible to travel
- Explore the opportunities to combine the online and in-person training

4. Recommendations

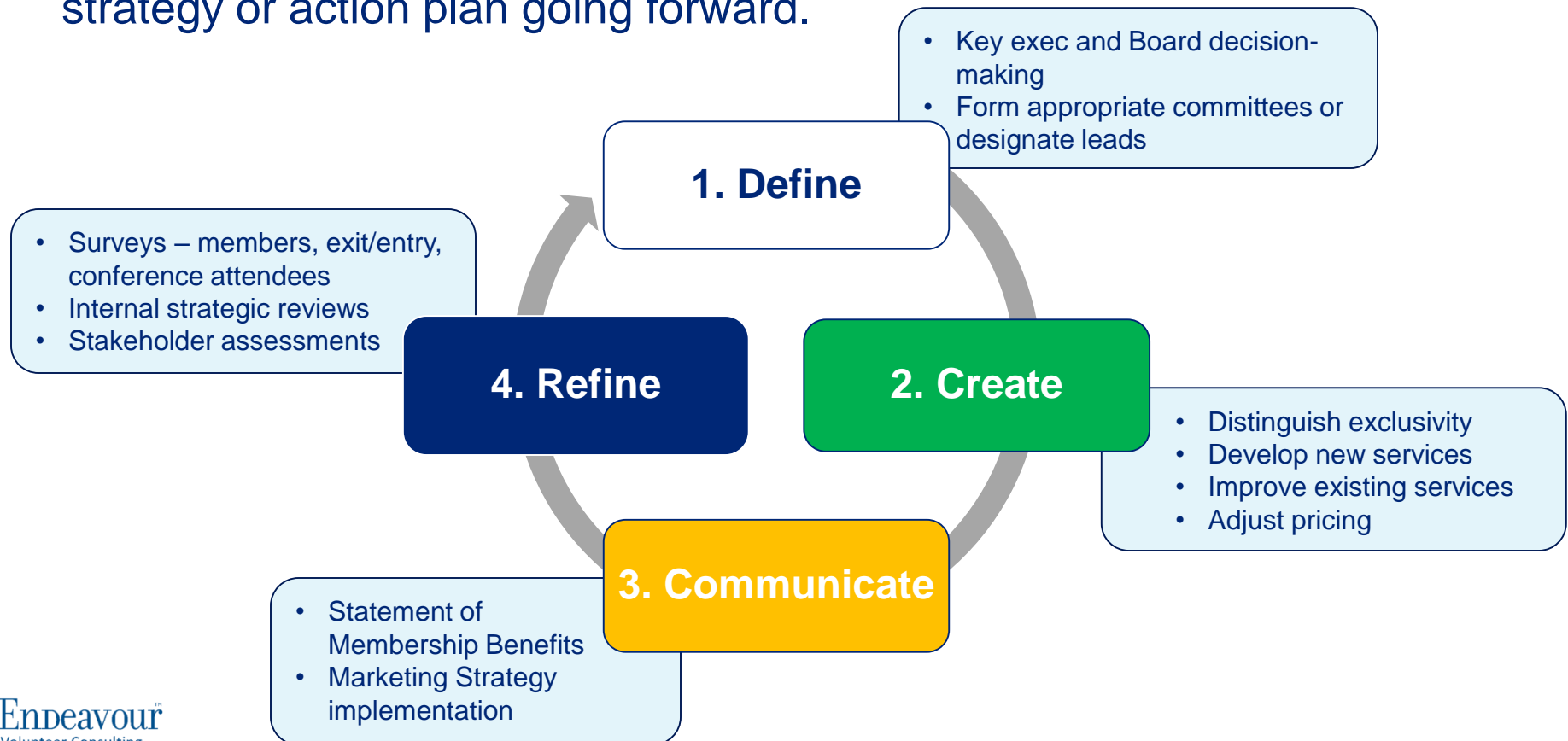
Marketing Strategy Should Align with Overall CGPA Strategy

- The CGPA's Marketing Strategy should align with Vision / Mission – public awareness + reputation/quality among practitioners
 - How does the CGPA incorporate the drive to increase membership and expand into non-traditional practice areas fit into this Vision / Mission?



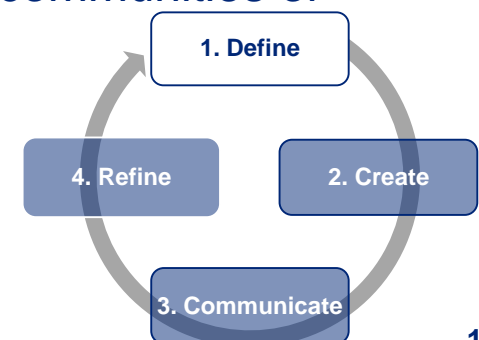
The CGPA's Value Proposition is Undefined or Ill-Defined

- A key issue involves the lack of “Brand” that the CGPA has for their membership because they have nothing to promise (lack of “Value”).
 - No value to the membership fee – no exclusivity – essentially a donation
- The lack of a value proposition is a significant gap for the CGPA, and is the crux of the current challenges facing the organization.
 - Its definition and implementation should be the center of any marketing strategy or action plan going forward.



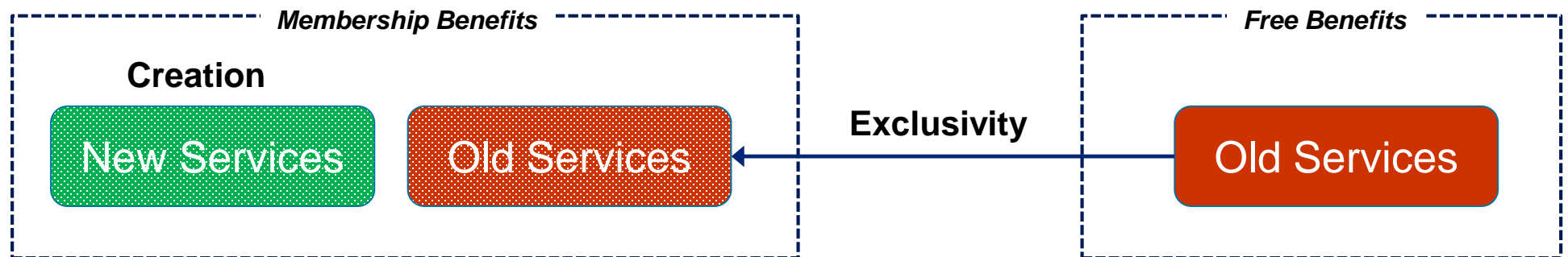
Value Proposition: Define

- The Value Proposition should match what your members & prospective members want out of the organization, in terms of services and takeaways
- The Executive and Board of the CGPA should spend time deciding what value the CGPA should be providing to members. The CGPA should consider a number of factors in defining the current value proposition of membership in the CGPA:
 - a) Member needs and wants – 2011 survey, current survey, other feedback
 - b) CGPA vision, mission, goals, and strategic plan
 - c) Operational capability – costs and time/effort of new services
- The CGPA should consider a “Refining” step prior to defining the value proposition – e.g. a full membership survey
- Some ideas based on available research already conducted:
 - 2014 surveys: Members have highlighted an interest in **networking, education,** and the **multidisciplinary** nature of the CGPA as key qualities of the organization and reasons for accessing services and attending the conference
 - 2011 survey: Access to profession-specific resources, online communities of practice, job listings, member registry

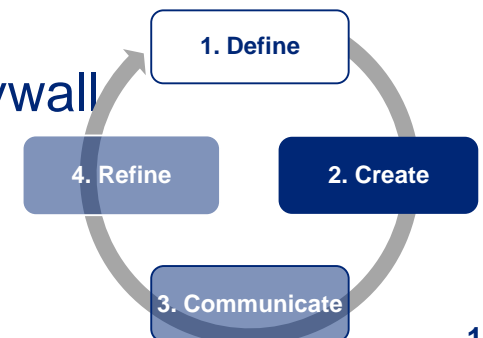


Value Proposition: Create - Exclusivity

- The value proposition is the expectation of value to be delivered or experienced. While value can be delivered in many forms, this is best demonstrated or provided through products or services provided to customers/clients/members.
 - There may indirect, nascent “value” or “benefits” without products or services, however these are less tangible and issues of perception exist. (i.e. how is membership in CGPA perceived? Is there prestige?)
- Value Proposition of membership: Membership fee → Services/Offerings/Benefits
- To create value (for a value proposition) tangibly, need to provide services
 - Creation of new services
 - Create value in old services (fee-paying or exclusivity)



- CGPA has begun to do this with website
 - Be selective with which services/benefits are behind paywall
 - Consider non-website offerings that are members-only



Value Proposition: Create – New Services

- Develop value by providing new, low-cost, but high-value services to members
- Some examples

Website perks – e.g. directly linking access to training through website, access to network of other members

Member Benefits

- Makes training resources and contacting other members more exclusive
- Increases benefit of membership (makes experience more intimate)

CGPA Benefits

- Provides tangible benefit to membership
- Will make membership easier to sell

CGPA Costs

- Organizational resources (Update website and practices)
- Overall cost of change very low

Providing additional education opportunities (beyond the conference) through workshops/speaker events throughout the year

Member Benefits

- Education/Expertise
- Research Access
- Training/Mentoring
- Networking

CGPA Benefits

- Provides tangible benefit to membership
- Will make membership easier to sell
- Workshops can be used as part of the sales funnel (Non-Members can attend one)
- Can be used to expand geography

CGPA Costs

- Organizational resources (volunteer requirement to organize)
- Financial cost (room rentals if required)
- Overall cost of service low

- Others – see 2011 survey results

Value Proposition: Communicate

Dedicated statement of Membership Benefits

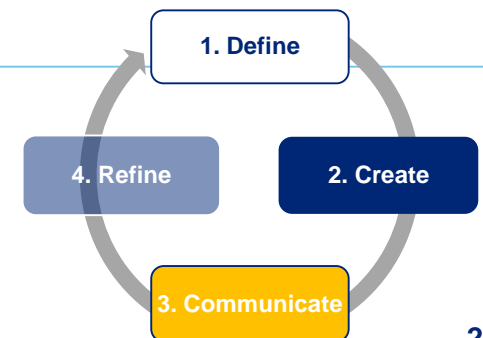
- State membership benefits prominently on website and in marketing materials
- Membership benefits should be stated in a clear, specific, and detailed manner. Benefits should not be ambiguous or vague, but specific, tangible, and easy for members to understand.
- Where relevant, quantitative statements regarding the benefits of membership (such as monetary value or savings) should be mentioned

Have process to allow potential members to sample membership benefits

- Offer samples of exclusive member services on website (restricted access)
- Incorporate free trial periods for new members
- Risk of exclusivity is that this may turn away “potential” members (who were not paying in the first place). This can be mitigated by considering these recommendations.

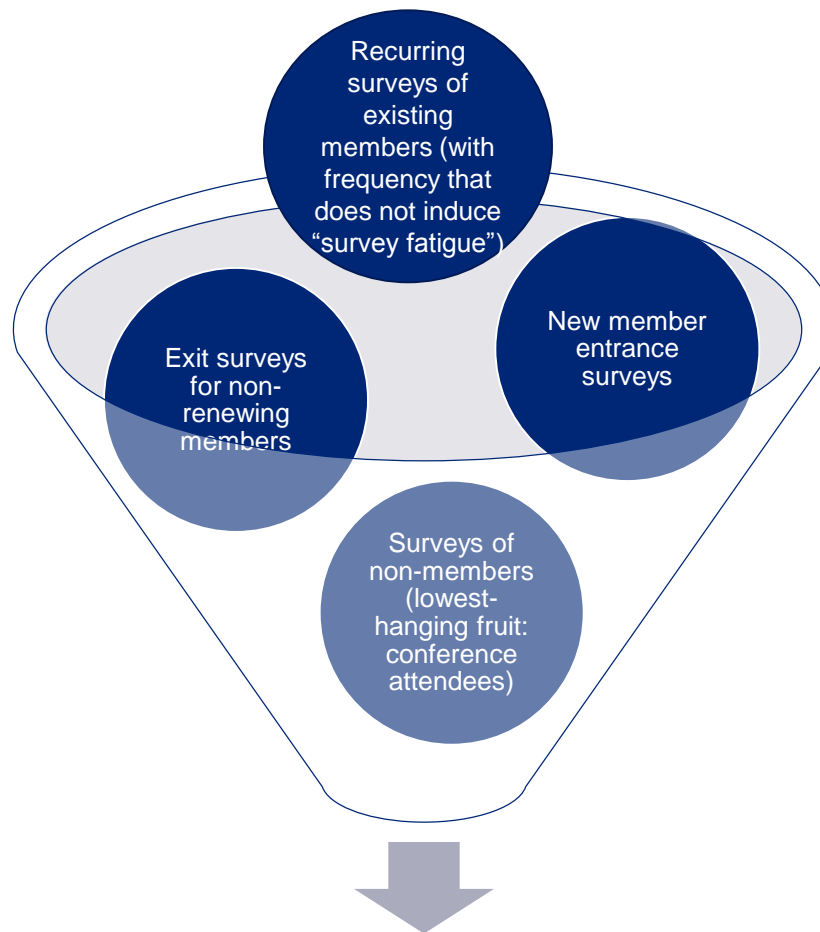
Leverage popular communication channels to communicate value proposition

- Develop consolidated email list, divided between members and non-members. Selectively send emails or newsletters to these lists prior to major events or membership drives.
- Newsletters should reiterate membership benefits, with a focus on changes or improvements in membership benefits, on an infrequent but recurring basis.
- Cross-selling during conference or other CGPA events (training program delivery)
- Incentivize word-of-mouth channels (e.g. referrals)

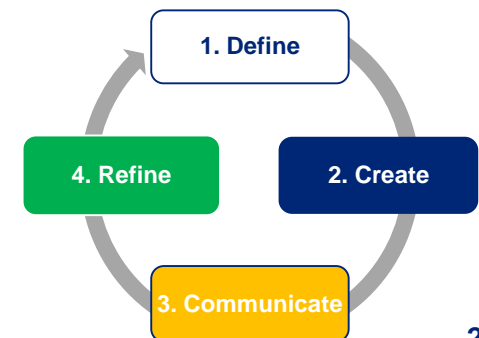


Value Proposition: Refine

- Our observations are that the CGPA has limited knowledge about its membership, and their strengths, interest, values, and wants in respect to the CGPA. The CGPA should consider utilizing membership surveys to drive insights into member demographics, expertise, and expectations in regards of membership benefits and services.



Membership Insights



Marketing: Messaging

- Messaging refers to how to successfully convey the values and brand of an organization.
- Messaging also refers to how to position your organization in the eyes of potential customers/consumers.
- Using the value proposition surveys and analysis, we have identified messages that should be conveyed within the CGPA's marketing material:

Unique **Canadian** Identity of the CGPA in terms of group processes

- Services, offerings, and membership are with a Canadian focus.
- Helps identify the unique niche (along with group processes) that defines the CGPA's position vs. other psychotherapy associations

Multidisciplinary and **Professional** nature of the CGPA

- Attract membership – currently the organization appears focused on group processes from a clinical setting. Desire to open the door to members in non-clinical professions.
- Positioning for future expansion into Org. Dev. spaces

Leader or **Expert** in group processes (knowledge and education) within niche position defined above

- Emphasis on unique mandate that the CGPA holds as there is no other organization that specifically addresses this space in Canada
- Positioning for future training programs, Org. Dev., and potential accreditation offerings.

Network of individuals – **Inclusive, Family, Community**

- Strongest word associations by members, vs. relatively weaker word associations by non-members
- This is one of the intrinsic benefits of the CGPA and should be expressed in marketing

Marketing: Operations

Observations

Exec/Board

Diverse and talented individuals with commitment and drive to support and grow the CGPA

Part-time basis, limited support, overworked, fatigue

First Steps

Strong understanding of vision/mission/goals of CGPA. Well-positioned to support efforts. Very capable from administrative and bulk standpoint.

Lack of marketing and creative expertise. Lack of direct experience within group processes space and with experts. May have limited ability to help in strategic initiatives.

Volunteers

Conference volunteers show commitment to organization and generally operate within the group process space

Lack business, marketing, and technological experience required. Short-time basis of volunteering typically focused on limited events.

Recommendations

- Look to recruit a part-time volunteer dedicated to supporting marketing operations and building material. Recommend targeting students, co-ops, etc.
 - Marketing background / experience
 - Technological experience (social media, website)

Marketing: Pricing and Promotions Recommendations

- Financial analysis of CGPA results prior to 2014 imply that at steady-state, normalized for one-time expenses, and excluding donations and training program-related revenue, the CGPA faced a shortfall of around \$7,000 in revenue per year.
- Interim 2014 results show positive improvement; notably the conference was self-sustaining; increases in membership-related fees, and training program revenue (not included here)

	<i>*2014</i>	<i>2013</i>	<i>2012</i>	<i>2011</i>	<i>2010</i>	<i>2009</i>	<i>2008</i>	<i>2007</i>
Income								
Membership	12,930.64	10,545.00	12,967.38	16,425.65	20,866.70	16,245.75	17,274.75	19,202.66
Conference	38,687.84	15,790.00	14,298.90	17,039.65	34,421.45	32,664.63	45,040.00	43,078.48
	51,618.48	26,335.00	27,266.28	33,465.30	55,288.15	48,910.38	62,314.75	62,281.14
Expenses								
Non-Conference	11,195.92	17,394.90	10,528.12	15,020.50	18,125.15	11,296.77	15,842.44	13,924.43
Conference	37,084.88	16,293.96	24,035.08	30,225.44	56,593.13	50,480.89	65,543.31	59,369.46
	48,280.80	33,688.86	34,563.20	45,245.94	74,718.28	61,777.66	81,385.75	73,293.89
Income / (Loss)								
Conference	1,602.96	(503.96)	(9,736.18)	(13,185.79)	(22,171.68)	(17,816.26)	(20,503.31)	(16,290.98)
Ex-conference	1,734.72	(6,849.90)	2,439.26	1,405.15	2,741.55	4,948.98	1,432.31	5,278.23
	3,337.68	(7,353.86)	(7,296.92)	(11,780.64)	(19,430.13)	(12,867.28)	(19,071.00)	(11,012.75)

*Results for January-July 2014

- This shortfall can be met in a variety of ways:

\$7,000 shortfall

50 new members (\$150 x 50)

12 new training program agreements (\$6,000 x 10% x 12)

350 new online training program sign-ups (\$20 avg x 350)

Next Steps

1. Define a value proposition statement

- Essentially, develop an elevator pitch for CGPA membership
- Alignment with high-level goals, objectives, messaging, and positioning of CGPA
- Must be clear and concise, and link to direct services/benefits provided by the CGPA

2. Target short-term objective that creates value for CGPA

- Using defined value proposition, identify a short-term objective or service offering that aligns with CGPA strategic statements that is low-risk, high-reward
- In-lieu of additional information from members to determine what they want.
- E.g. mentorship program

3. Begin communicating value proposition to members and potential members

- Update and improve membership benefits statement on website
- Considering “messaging” components in membership materials
- Medium-term action: targeted newsletter communication.

4. Have discussions around pricing and marketing of training program

5. Prepare/plan for survey that asks specific questions:

- OD knowledge within the CGPA
- What services do members want?
- Price sensitivity questions?

6. Hire a marketing/ops volunteer to support efforts