

Project Excellence

Building a more personalised member experience

Membership Organisation case study:
Providing tailored and personalised services



“How to maximise your BMF membership”

Project Excellence

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About the BMF



£ £38 bn MEMBERS' TURNOVER



5,709 MERCHANT BRANCHES

The only trade association that represents and protects the interests of builders' merchants and suppliers to the building materials industry in the UK and Ireland.



13,187 FOLLOWERS



7,100+ WEB VISITORS pm



751 MEMBERS
397 MERCHANTS
249 SUPPLIERS
105 SERVICE, ASSOCIATE, DISTRIBUTOR

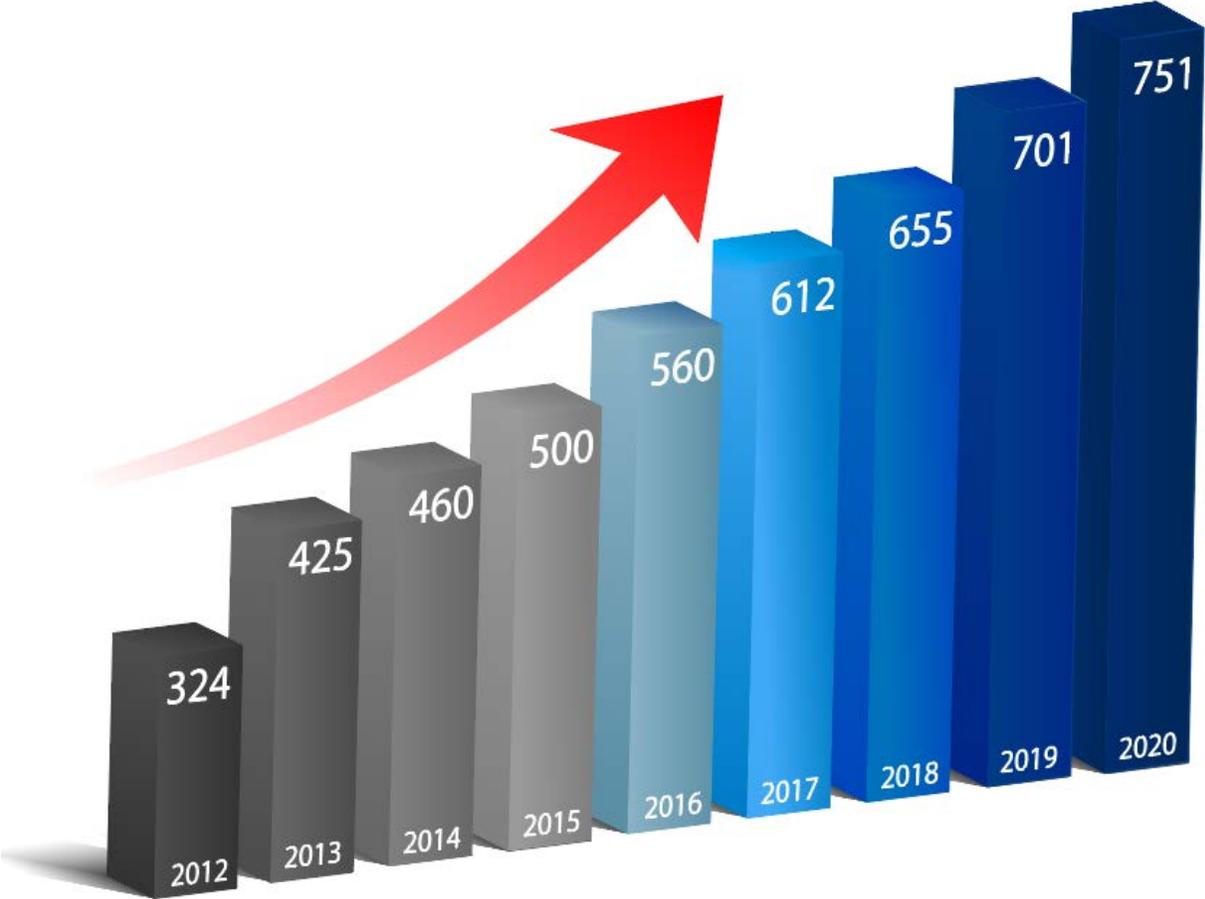


180,000 INDUSTRY EMPLOYEES



Membership

Membership
up by
132%



99%
retention
levels

Membership

But
ENGAGEMENT
static at approx.
80:20



“How do we take the BMF to the next level?”
BOARD

2018 NEW strategy



Move the BMF from important to essential

Stage 1: Positioning [Brand strategy]

Shift the BMF's positioning from a networking and training 'club' to a real driving force for improvement

Stage 2: Project Excellence [Personalisation strategy]

Member segmentation, profiling and personalisation of services [by company, then by person]

***"The BMF is important
but not ESSENTIAL"***

MEMBERS & NON-MEMBERS

Getting closer to members' needs



Stage 1. Positioning

FROM

The BMF is the glue of the builders' merchants industry, keeping a disparate group of builders' merchants together



TO

BMF will be the backbone of the industry, leading members towards a bigger share of the future



Stage 1. Positioning



The BMF's vision

To enable members to
build excellence in
building materials supply

“building **excellence**
in materials supply”



Stage 1. Positioning



The BMF

Building your **people.**

Building your **skills.**

Building your **business.**

Building your **voice.**

Building excellence



Stage 2. Personalisation



“building **excellence**
in materials supply”



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Progression to excellence
through engagement

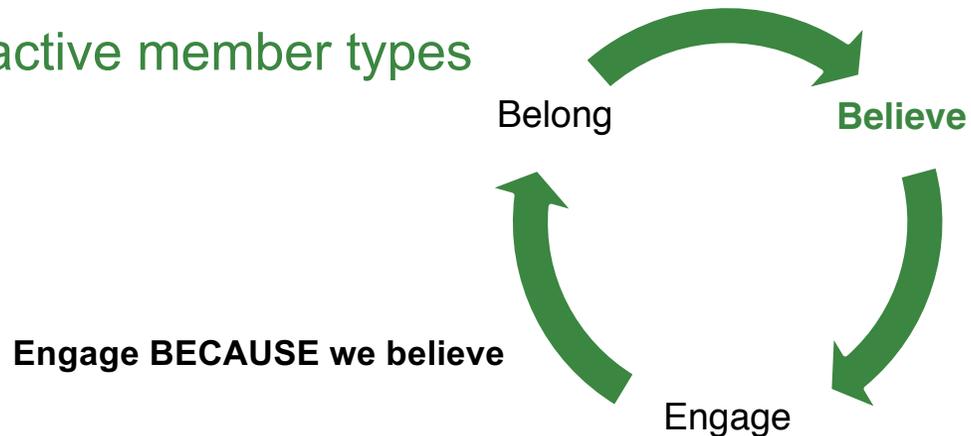
- No more ‘one size fits all’
- Identify what each member needs and excel at solving it
- Objective: increase engagement

The importance of engagement

High Engagers

For the minority – Strong belief in what BMF does, drives high contact with BMF & a stronger sense of belonging

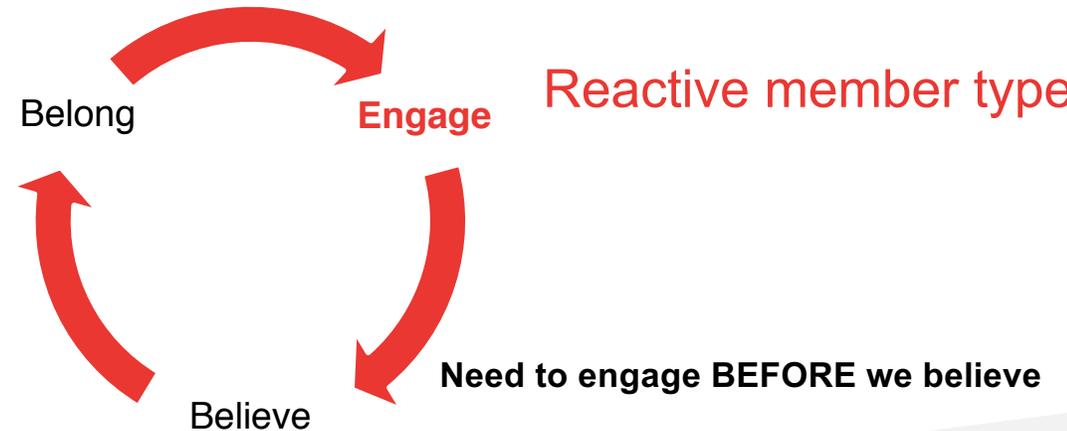
Proactive member types



Low Engagers

For the majority – Low contact with BMF leads to weak belief in what BMF does & a weaker sense of belonging

Reactive member types



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Building a more personalised member experience



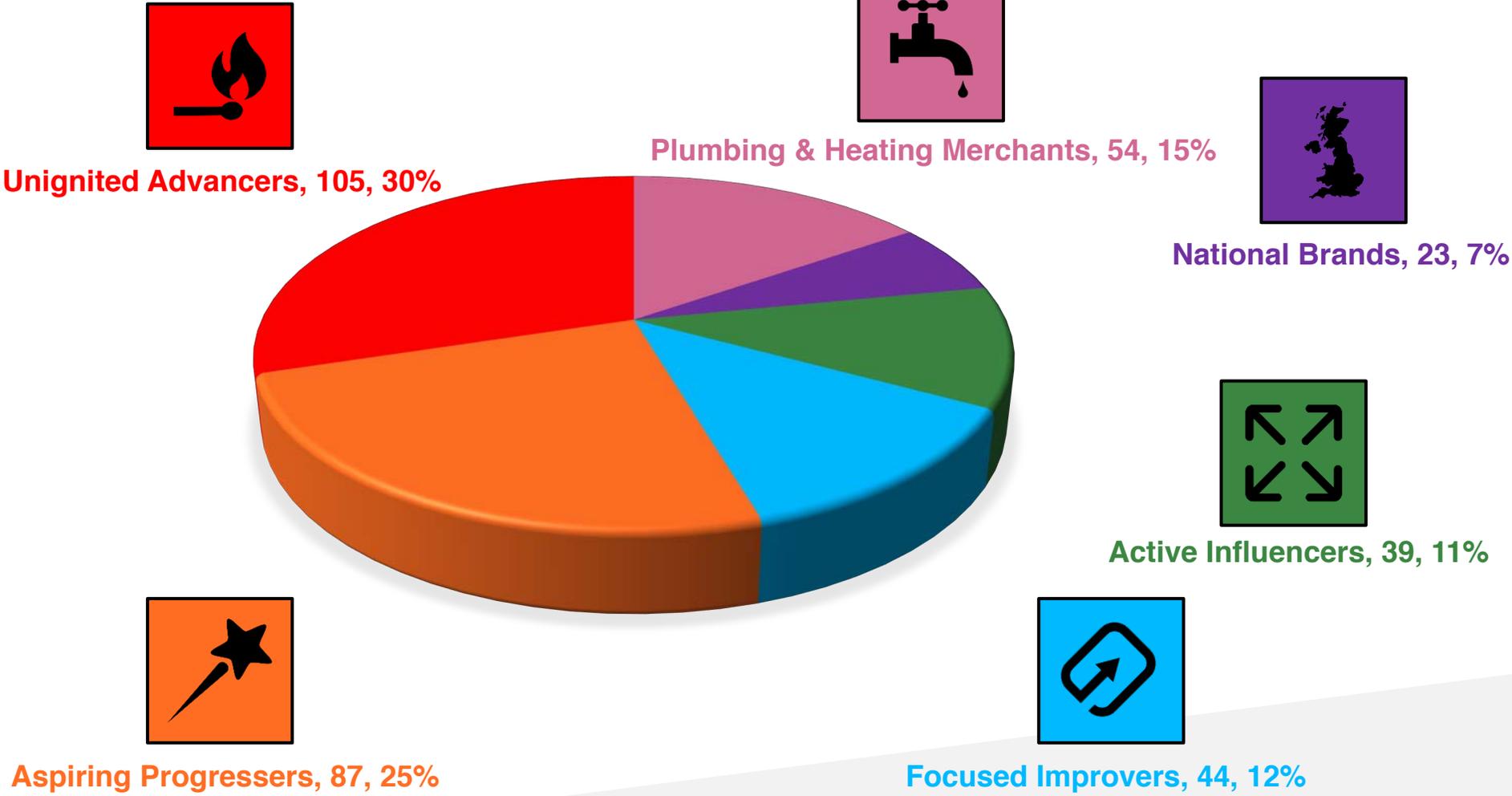
£235k investment over 3 years



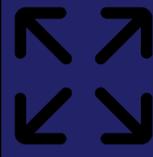
CMDi's 6 Ps

1. **Planning** – strategy, cluster analysis, segmentation options
2. **Profiling** – member research, define member segments & needs
3. **Propositions** – value propositions & messaging for each type
4. **Packages** – match service bundles to member types, identify gaps
5. **Push** – drive new 'wow', empower staff, embed CRM and coms
6. **Platform** – integrated tech, website and coms platform

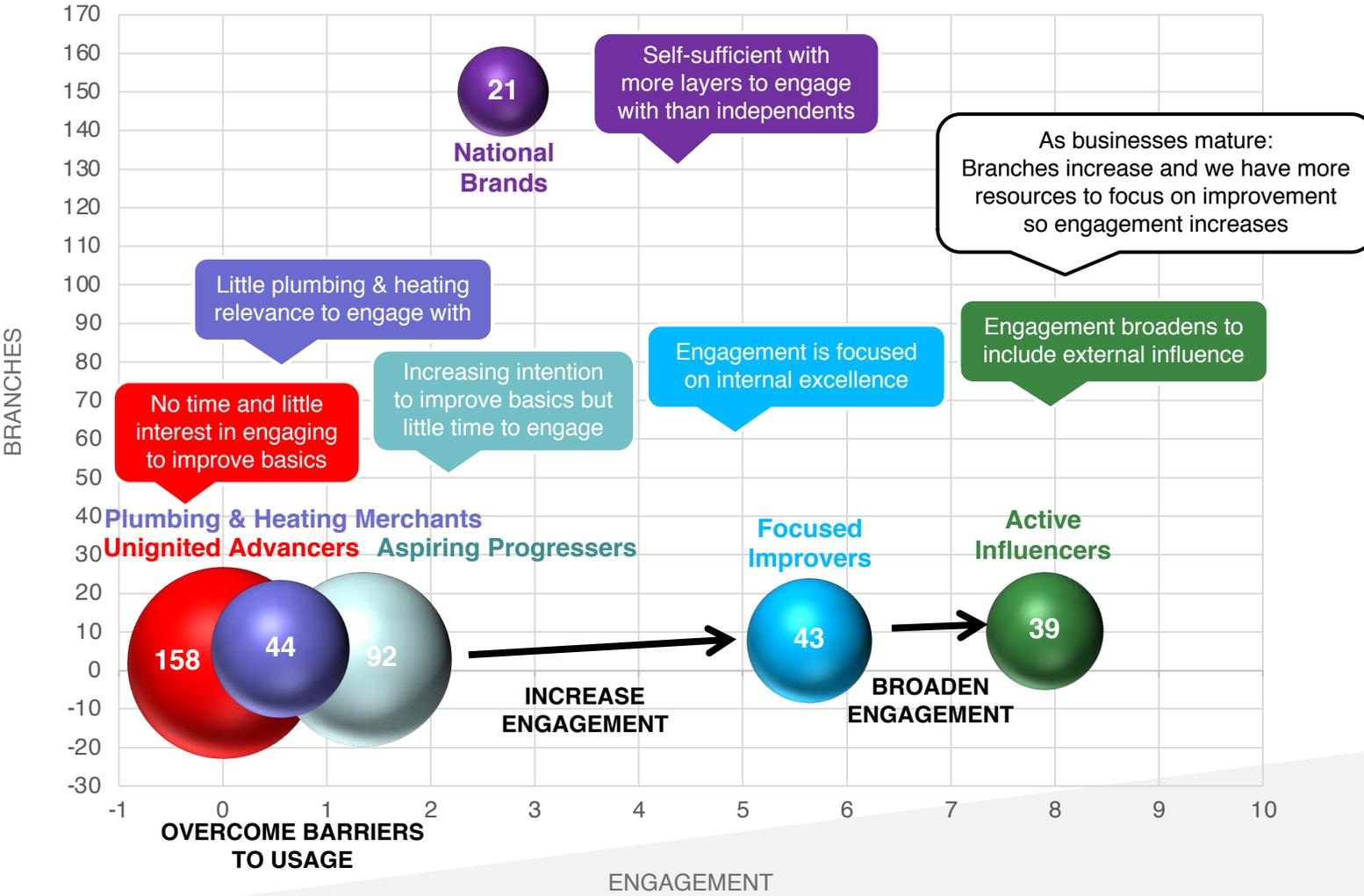
Segmentation



Member types

Plumbing & Heating Merchants Focus on PLUMBING & HEATING categories but not a national brand		11%
Unignited Advancers ZERO USE of BMF services		40%
Aspiring Progressers AD HOC & MINIMAL USE of BMF services		23%
Focused Improvers Engage with a wide range of BMF services to proactively DRIVE their BUSINESS forward		11%
Active Influencers Engage with a wide range of BMF services to proactively DRIVE the INDUSTRY forward		10%
National Brands Owned by one of the 4 NATIONAL, publicly listed companies		5%

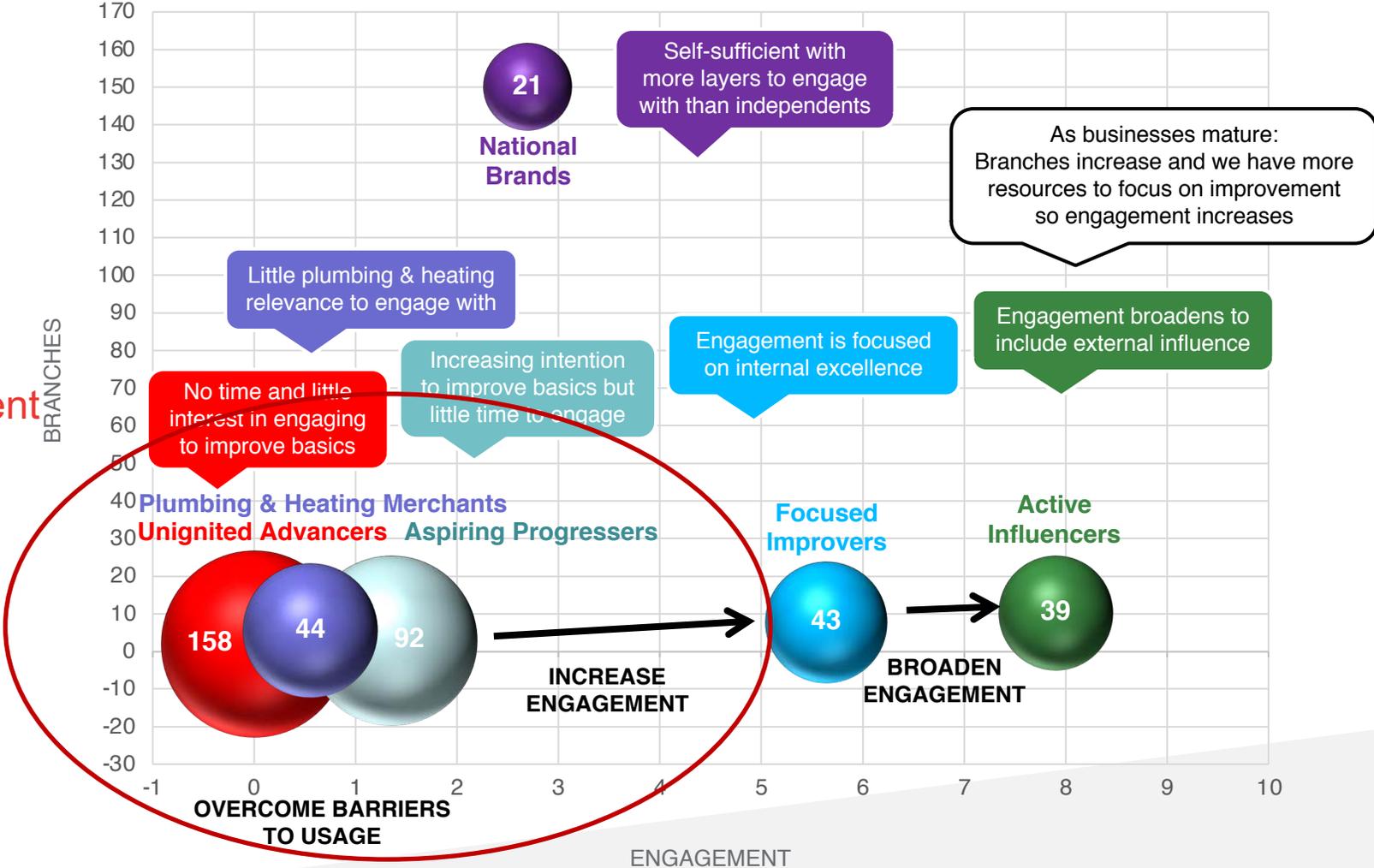
Objectives by member type



Progression to excellence through engagement

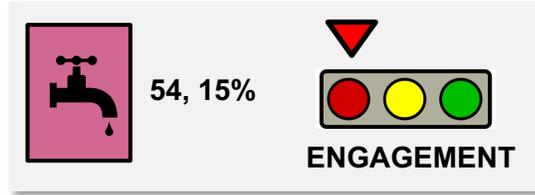
Objectives by member type

74%
Low to No
engagement



Progression to excellence through engagement

Proposition and packages



PLUMBING & HEATING MERCHANTS

Barriers to engagement

Light side services are too general and plumbing & heating services are too focused on national brands so BMF services seem mostly irrelevant to plumbing & heating merchants.

Value proposition

Build excellence in your business with a specialist package of plumbing & heating services developed with input from major plumbing & heating suppliers.

Desired response

We get more from our membership since BMF made excellent services available specifically for plumbing & heating merchants.

SERVICE BUNDLE

TRAINING

- Management & Leadership (Diploma, Branch Manager Forum, engaging and retaining staff)
- Measuring Building Quantities (plumbing and heating)
- Bathroom & Kitchen Design
- Technology (e-commerce, digital strategy, SEO, social media)

FORUMS (Invite individually)

- Plumbing & Heating (3 meetings a year)
- Technology
- Kitchen & Bathroom (new: 1st meeting in Nov)

EVENTS

- (too general)

PLUS SERVICES

- Health & Safety
- Credit Insurance

BUSINESS GUIDES

- Pricing practices, material storage & handling

MAGAZINES

- Plumbing & Heating Newsletter 2 x a year

CRM dashboard

Builders Merchants Federation

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Excellent Building Supplies Ltd
Unit A1-A4 High End Business Park
Main Road
London
BU1 7DS

Join Date	01/01/2015
Survey Completed	21/01/2020
Buying Group	NBG
Segment	Active Influencer
Member Type	Merchant



Company Information

Account Manager	Region	Branches	HGV	Employees	Turnover
Alex Clifford	South East	10	10	100	£12,000,000.00

Engagement Last Year

Event Type	Registrations
Forums	2
Services	2
Training	8

Engagement This Year

Event Type	Registrations
Forums	2
In Company Training	2
Services	3

Billing Information

Invoice Date	Description	Amount
22/03/2018	Membership Fees	£2,000.00
Other Income	Comprises of events, training and services	£5,000.00



CRM dashboard

Recommended Service Bundles

Active Influencers Service Bundle

Recommend broad bundle that improves the industry (lobbying, trends, recruitment)

Training

- Management & leadership
- Sales & marketing
- Distribution & transport
- Inventory
- Staff development
- Human resources

Forums

- Human Resources
- Health & Safety
- Transport & Distribution
- Women in Merchanting
- Branch Managers
- Marketing
- Finance

Plus Services (individualise & awareness)

- Employment
- Transport
- Health & safety

Events (all)

- Regional meetings
- Young merchant events
- All Industry Conference
- Members days
- Parliamentary receptions
- MP visits
- Awards

Business guides (awareness)

- Industry standards and guidance – overarching guide
- Material storage and handling – in branch
- Deliveries to customer sites
- Occupational road risk
- Work at height
- Workplace transport in branch
- Slavery, trafficking and supply chains
- Pricing practices – guidance for merchants

Notes (office use only)



Push - Comms

Plumbing & Heating Merchants

BMF Plumbing & Heating Merchants

“Why now is the time to tap into the BMF’s support for your plumbing and heating merchant business.”

John Newcomb, Chief Executive Officer, BMF

Dear (first name),

You’ve probably heard from the BMF before, but you’ve never seen such a helpful package of support materials. We’ve been listening closely to what our plumbing and heating merchant members such as you have been saying. And we’ve responded!

You said you wanted a better understanding of how the BMF can provide valuable support for your business. You’ve got it. You said you wanted a clearer list of ways in which to make the very most of your BMF membership. It’s here.

Take a look at the enclosed brochure and other reference materials we’ve provided and you’ll see how the BMF is more ready than ever to help support and grow your business with:

- ✓ Essential industry knowledge – tap into a wealth of expertise
- ✓ Dedicated business support – get help to adapt and thrive
- ✓ Targeted staff training – ensure your staff excel at customer service
- ✓ Vital market insights – stay ahead of your sector’s market changes and trends
- ✓ Crucial networking – connect with plumbing & heating peers
- ✓ Political representation – shape the way your specific industry works

BMF Case Study Plumbing & Heating

“The BMF are helping us train over 4,000 colleagues throughout our Plumbing & Heating businesses to better serve our customers.”

Andrew Harrison, Chief Executive Officer (Plumbing & Heating Businesses), Travis Perkins

See what the BMF can do for your business

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“Don’t just take my word for it, see the difference for yourself.”

“The BMF gives me a unique way to network with my industry peers, share valuable learnings and find solutions.”

David Kirby, Managing Director, Graham The Plumbers’ Merchant

Overview

David is the Managing Director of Graham The Plumbers’ Merchant and a proud advocate of the BMF. Here he explains how the BMF is shown to make an essential difference to plumbing & heating businesses, whatever their size.

The BMF provides invaluable services that you simply can’t get out of a book or from other suppliers. All staff need training to improve their customer service to sell more products, more profitably. Businesses need influence at government level to shape policy and legislation that would affect the industry, and managers need specialist help to source and deliver all this.

No other professional body can provide our essential support: from tailored staff training and proactive business advice, to effective political representation and the ability to years of tried and tested sector knowledge.

“The BMF delivered bespoke training that’s been invaluable help for our business.”

Andrew Bell, Distribution Manager, Crosting

See what the BMF can do for your business

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“Don’t just take my word for it, see the difference for yourself.”

www.bmf.org.uk

The BMF. Building your people. Building your skills. Building your business. Building your voice.

BMF
Plumbing & Heating

“Share your views – we’re a team – it’s together.”

Crucial networking – connect with plumbing & heating peers

“Essential industry knowledge – tap into a wealth of expertise.”

Essential industry knowledge – tap into a wealth of expertise

“Delivered by specialists, so specialists support get help to adapt and thrive.”

Delivered by specialists – so specialists support get help to adapt and thrive

“Attract and retain talent with training.”

Attract and retain talent with training – ensure your staff excel at customer service

“Industry updates you can rely on.”

Industry updates you can rely on – stay ahead of your sector’s market changes and trends

“Vital market insights – stay ahead of your sector’s market changes and trends.”

Vital market insights – stay ahead of your sector’s market changes and trends

“See what the BMF can do for your Plumbing & Heating business.”

See what the BMF can do for your Plumbing & Heating business

“Authoritative resources, we’re the collective voice.”

Authoritative resources, we’re the collective voice – political representation shape the way your specific industry works

www.bmf.org.uk

- ✓ Advocates’ campaign
- ✓ Personal email from CEO
- ✓ Peers’ case studies
- ✓ Service bundles summary
- ✓ Trade advertising and PR
- ✓ Social and content
- ✓ Events and forums

Push – R&Rs

Proactive > Prioritise > Prompt

Prompt members to avoid missing opportunities to benefit

Proactively engage members about needs of the business

Regional managers will get closer to members

Prioritise most relevant BMF services for needs of the business

Managed, monitored and measured through CRM



Measuring success

- Value Statement data
 - Service bundle uptake increase – per member, per year
 - Increase in revenue to BMF – per member, per year
 - Movement of members up the engagement ladder into new member types
- Member survey
 - % increase in perceived value of each BMF activity, as relevant to member type
 - % increase in membership services rated as 'essential'
 - % increase in 'relevance' and 'engaging' statements
 - % increase in how 'essential BMF is to your business'
- Ultimately: % increase in growth of sector & improved member business performance ['excellence']



Progression
to
excellence
through
engagement

Personalisation strategy

CMDi's top tips

- **Strategy** – major investment needs robust strategic approach, linked to brand purpose
- **Research** – starts and ends with members, research at heart
- **Segmentation model** – not just about engagement, review options
- **Measurement** – data driven, board level KPIs
- **People** – make it happen, not technology

Project Excellence

Building a more personalised member experience

6 ways to boost your plumbing & heating merchant business with the BMF

- 1 Tap into essential industry knowledge**

Our wealth of knowledge is only valuable if you use it, developed over decades by professionals in the plumbing and heating industry. Connect with the best in the business, learn how to improve your customer experience, support your staff's knowledge, stay ahead of your competitors, and more.

Resources for you:

 - Plumbing & Heating Forum
 - Technology Forum
 - Kitchens & Bathrooms Forum
- 2 Get dedicated business support**

To thrive, you need to know how to adapt and survive. The BMF is your one-stop shop for specialist plumbing & heating merchant support, providing expert advice on helping to run your business more cost-effectively, grow your margins, and attract more customers.

Services and Business guides for you:

 - Pricing • Law • Staff management • Health and safety • Transport • Employment • Cyber audits • GDPR
- 3 Request targeted staff training**

Your staff are on the front line of your business. They need to excel at service and provide best in class product knowledge and advice to customers. To help, we run a full range of specialist training courses accredited to national standards – a vital way to attract and retain the best employees.

Training for you:

 - Apprenticeships • Diploma in Merchandising • Sales and digital marketing • Transport and fleet management • General management • Staff development • Operations • Online product knowledge training • Margin development
- 4 Obtain vital market insights**

To stay ahead of market changes, you need to stay abreast of them. That's why we provide a wide range of vital business information specifically for plumbing & heating merchants, from KPI reports to industry-specific product category data based on your sales – supported by industry experts GBC.

Business information for you:

 - Monthly sales indicators • Remanufacture survey • KPI report • Industry-specific product category data based on merchants' own sales, and forecast data provided by industry experts GBC
- 5 Access crucial networking**

Good business depends on developing the right connections. The BMF can provide you with a range of valuable relationship opportunities for you to become involved in, share your views with fellow plumbing & heating merchants, feed back ideas to us, and raise concerns.

Events for you:

 - Regional meetings for merchants and suppliers
 - Forums for Branch Managers, Health and Safety Executives, Transport, H&E, and Finance
- 6 Ensure political representation**

If you don't help shape policy, you just have to live with it. We can also provide your merchant business with an authoritative and proactive voice at government policy level, advancing, defending and supporting your interests and fighting to ensure your way of working is recognised and protected.

Speak to us about your policy and political representation agenda and we'll make it happen for you.

Contact us today at info@bmf.org.uk to see what the BMF can do for your merchant business.

www.bmf.org.uk

The BMF. Building your people. Building your skills. Building your business. Building your voice. Building your future.

BMF
Plumbing & Heating

“How to maximise your BMF membership”

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Building a more personalised member experience



“CMDi’s segmentation strategy has made BMF member communications more personalised and relevant by addressing the unique needs of each targeted member group with exactly the right solutions to support their journey to ‘excellence’”.

John Newcomb
CEO, BMF





CMDi is a strategic and creative marketing consultancy that helps built environment brands and membership organisations sharpen-up their marketing performance.

As built environment sector specialists, we exist to help our clients construct new strategies to accelerate growth and build a sharply articulated point of difference.

More than ever, our unique set of services combining research, strategy and creative are helping organisations adapt and thrive by turning strategy into effective action – with speed and certainty

The agency has over 20 years of building, construction and membership marketing experience: sharpening strategy, lifting marketing ROI and guiding transformation.

Specialities

Brand positioning • Brand transformation • Go to market & product launch • Customer insight, segmentation & profiling • Brand expression • Creative campaigns • Data, tracking & research

Dianne Lucas

Managing Director,
CMDi

www.cmdi.co.uk

