



Principled Innovation Briefing Top 2010 Trends for Associations

Top Ten 2010 Forecasts for Associations

Three Things to Keep in Mind about the Forecasts

- ❶ These forecasts are *not offered as predictions of what will happen in 2010*, but as informed estimates of emerging issues that are likely to shape the business environment for associations this year.
- ❷ Trends and forecasts are a valuable way to introduce foresight into strategic conversations, and challenge participants in those conversations to question their assumptions about the future.
- ❸ These trends and forecasts focus primarily on the strategic implications created by the continued adoption of technologies in associations, the business world and in society.

Top 2010 Trends and Forecasts for Associations

•**Content Conflict**—For the last few years, the conflicting interests of association content consumers, creators, publishers and financial supporters have played out both online and offline. Continued changes in technology and expectations will intensify these conflicts going forward.

Forecast: In 2010, associations will confront the challenge of business model innovation around content creation and delivery.

•**Curate to Innovate**—One of the most significant innovation opportunities for associations is content curation that helps their stakeholders make sense, make meaning and make better decisions around their personal and professional challenges.

Forecast: In 2010, association stakeholders will curate content from a wider range of sources to provide stakeholders with “deep support” in their work and lives.

•**Intelligent Data**—Over the last few years, more associations have embraced the notion of “data-driven strategy.” But introducing more undifferentiated data and information into strategy-making processes does not necessarily create better strategic decisions.

Forecast: In 2010, associations will use data visualization tools and techniques to create “intelligent data” that offers greater strategic insight to decision-makers.

•**Location Local**—The growing importance of location-aware technologies, combined with an increased interest in so-called “hyper-local” content, creates an opportunity for associations to renew the purpose and meaning of their presence in local communities.

Forecast: In 2010, associations will experiment with new strategic approaches for building successful local affiliates, chapters and components.

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•**Micro-Contributors**—To make voluntary engagement attractive to busy stakeholders with limited discretionary time, associations need low commitment yet high purpose opportunities to contribute to organizational success.

Forecast: In 2010, associations will imagine new forms of self-directed yet purposeful engagement that can be completed easily from anywhere.

•**Mobile Everything**—The continued explosive growth in mobile technologies will continue to accelerate in the year ahead, challenging associations to rethink every aspect of how they relate to stakeholders, create and deliver value and perform work.

Forecast: In 2010, associations will integrate the rise of the mobile platform into every aspect of their strategic thinking, conversation and action.

•**Mobile Professional Culture and Practice**—The introduction of new smartphones, as well as other mobile and highly portable computing devices, will put in the hands of highly capable professionals many powerful new tools that will change the way they do their work.

Forecast: In 2010, associations will investigate the impact of mobile technologies on culture and practice within the industries and professions they serve.

•**Power of Design**—Design is no longer just about marketing materials, publications or web presence. Design thinking makes it possible for associations to envision new options for value creation instead of merely choosing from those that already exist.

Forecast: In 2010, associations will embrace design thinking as they seek to create “thick value” for the stakeholders of today and tomorrow.

•**Privacy-Intimacy Tension**—To deliver “deep support” and other forms of “thick value,” associations need greater intimacy with their stakeholders. Unfortunately, in a time when personal information is highly vulnerable, these same stakeholders have never been more protective of their privacy.

Forecast: In 2010, associations will address the privacy-intimacy tension by establishing a new “trust covenant” with current and future stakeholders.

•**Social Future**—As associations continue to grapple with the effective application of social technologies, the broader implications, challenges and opportunities of a more social world continue to unfold before our eyes.

Forecast: In 2010, associations will become more intentional in embracing the long-term social future that is reshaping the landscape of business and society.

If your association is interested in a staff or board retreat based on the Top Ten 2010 Trends for Associations, please contact Jeff De Cagna at jeff@principledinnovation.com.