




# 2010 Membership Report

## **ANNUAL MEETING SUMMARY**

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- Update of Membership Statistics
  - 2010 Membership Plan Update
  - 2011 Membership Plan

October 20-22, 2010



**Membership Pursuit is a Full Time Job!**

**Membership is Everyone's Job!**

**Membership is a Selling Process!**



Where Do We Go From Reaching  
100 Plus Members?

Staying Relevant Through A Constantly  
Changing Political and Regulatory  
Landscape



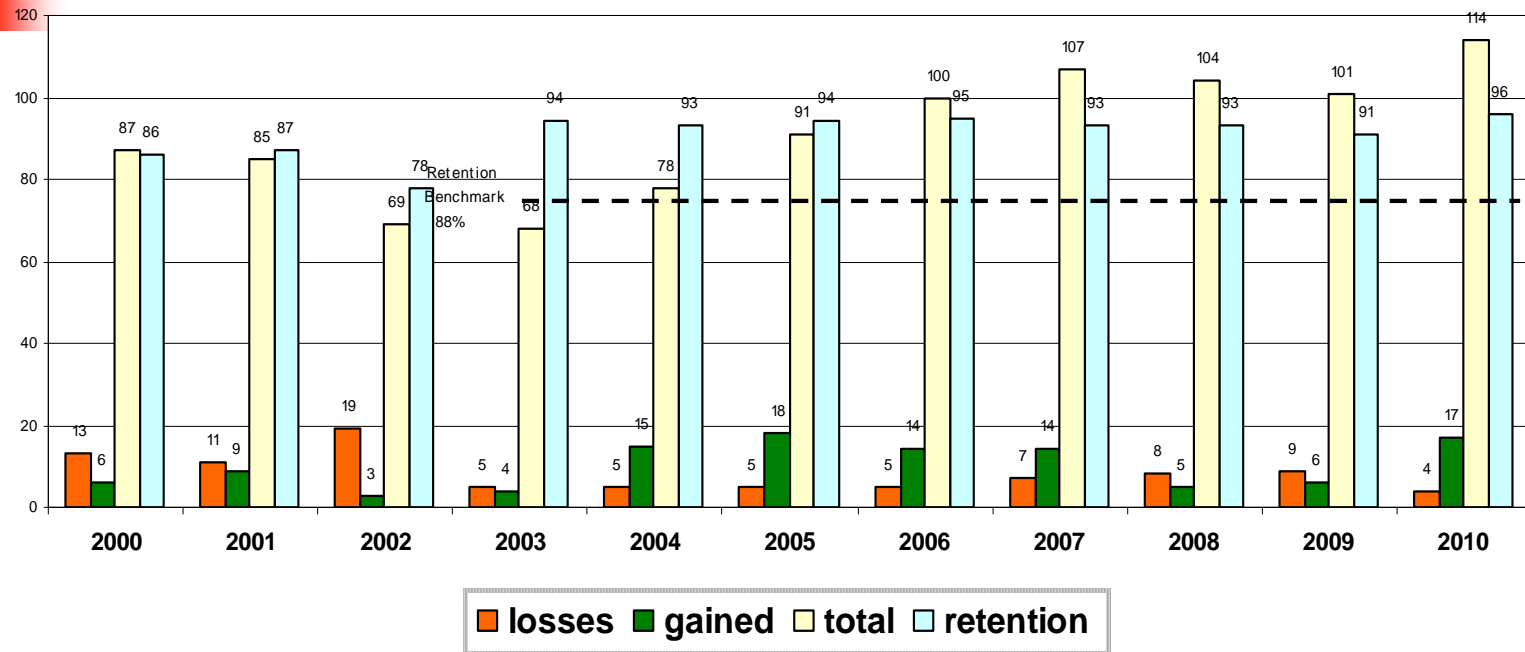
# Membership Statistics

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- **Members (114), Owners (56), Services & Equipment Suppliers (58)**  
Active: (40), Associate: (58), University: (16)
- **Members Gained (17)**
  - **ADA Environmental Solutions**
  - **Albemarle**
  - **Ascend Performance Materials**
  - **Bechtel Enterprises**
  - **Carmeuse Lime & Stone**
  - **CECO Environmental**
  - **Clyde Bergemann Power Group**
  - **Corn Products International**
  - **Green Contracting**
  - **Louisiana Pacific**
  - **Marsulex Environmental Technologies**
  - **Morton Salt**
  - **Mostardi Platt Environmental**
  - **Recast Energy**
  - **Sega**
  - **SSOE**
  - **Zeeco**
- **New Members (5) That Have Committed for 2011**
  - **HDR Engineering, ICL-IP, Imerys, Mississippi Lime Nol-Tec Systems**
- **Members Merged/Acquired, Cancelled**
  - **Active (0), Associate (3), University (1)**
  - **AMETEK Process Instruments, CoalTek, North Carolina State University, W.L. Gore**



### CIBO Membership



Recession & 9/11

Membership Stabilized

Membership Growth: 57%  
Retention consistently above benchmark

Recession

Growth: 12.9%

Retention Benchmark Source: Association Management & Marketing Resources (AMMR)



# 2010 Membership Plan Update

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## 1. Continue Proactive Drive for New Members

- Signed 17 new members, all were from target list
- Continued to utilize Recruiting Process
- Additional new members (5) committed for 2011

## 2. Continue to Increase Focus on Member Retention

- Continued to utilize Retention Process
- Retention Rate: 96.0%
  - Owners: 98%, Associates: 92%
- Retention consistently above benchmark past eight years

## 3. Continued Communication and Promotional Activities w/Emphasis on the Benefits of CIBO

- Newsletter: Prospect Generator, Associate Profiles
- Website: Associate Profiles organized by products/services provided



# 2010 Membership Plan Update

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## 4. Fostered Broadening the CIBO direction with Emphasis on Strengthening the

Energy and Technical Areas along w/Environmental activities

- Promote CIBO's Global Climate Change Position
- Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, Cutting Edge New Technologies That Permit Use of Renewable Energy, CHP, Ingenuity, Making Best Use of Resources
- We are a Resource and Experts in What We Do
- Continue CIBO's Leadership in Boiler MACT
- One Stop Resource for What's Happening in Energy & Environmental Issues and Technology Development



# 2010 Membership Plan Update

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## 5. Continue Focus Group Meetings

- Developed Focus Group Meetings w/CEO Committee Based on Member Input
- Held Three Successful Focus Group Meetings Associated with Quarterly Committee Meetings
  - March: "Practical Solutions for GHG Regulation Compliance in Tomorrow's Powerhouses"
  - June: "Connecting Boiler Operation with Environmental Performance"
  - September: "Energy Efficiency/Performance and Boiler MACT Tune-ups for Small Boilers"
- Broadened Audience via Webinars





# 2010 Membership Plan Update

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## 6. Implementing Small Business Marketing Plan

- Announced to Target List of Small Industrial Businesses
- Recruiting from Target List & Leads from Members
- Announced in Newsletter
- Updated: Brochure, Membership Info Pkg, Website

## 7. Continued to Solicit Input from Membership

- Validated CIBO Direction and Actions as moved forward
- Followed up on Prospect leads from Members
- Heightened Member Participation In Conferences & Meetings



# 2011 Membership Plan

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The Challenge of The Coming Years

Sustaining & Growing Membership

in a

Dramatically Shifting Environmental  
Landscape



## Market Environment/Trends/Drivers Energy & Environmental

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- Economic Pressures
  - Certain sectors still in a slowdown
  - Soft Recovery
  - Lack of confirmed capital projects continue stress on Associate Membership Commitments
  - Continued cost & headcount reductions emphasize Lost Knowledge Replacement



## Market Environment/Trends/Drivers Energy & Environmental

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- Increasing & Changing Environmental Regulations
  - BMACT Uncertainty (previously solid fuels, now all fuels(?))
  - Area MACT
  - Clean Air Transport Rules (ICI Boilers)
  - NACCA Model Rule (all fuels)
  - Climate Change/Global Warming Legislation

Natural Gas Fired Boilers At Risk



## Market Environment/Trends/Drivers

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- Contractual, Cost and Technical Challenge in Meeting the New Rules
- Continued Regulatory Pressure on the Use of Any Solid Fuels
- Summary
  - Marketplace is in a High State of Flux and Uncertainty



# Market Environment/Trends/Drivers Energy & Environmental

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- Potential CIBO Membership Growth Areas
  - Actives newly impacted by Boiler MACT recast
  - Small Business Membership Classification
  - Defections from Trade and Industry Groups

October 17-1, 2007



# 2011 Membership Plan

## Musts for 2011/Our Challenge

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1. Work to Advance the CIBO Position in Energy and Technical Areas
  - Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, and Emission Reduction Technologies in Charting a Path Forward
  - We are a Resource and Experts in What We Do
  - Continue CIBO's Leadership in Defining the Boiler MACT & Climate Change Discussions Agenda
  - One Stop Resource for current direction in Energy & Environmental Issues and Technology Development
  - Work to Develop Bridges with Stakeholders, e.g. APPA, SBA, OTC



# 2011 Membership Plan

## Musts for 2011/Our Challenge

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2. Maintain Communication and Promotional Activities w/Emphasis on the Benefits of CIBO
3. Continued Focus on Member Retention Utilizing Retention Process
4. Drive for New Members (Current Prospects/SBA Targets)
  - 50+ Top Prospects
  - Seek out Defections from Trade and Industry Groups
  - Ramp up Small Business Classification Pursuit
5. Execute Small Business Marketing Plan





# 2011 Membership Plan

## Musts for 2011/Our Challenge

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### 6. Continue Focus Group Meetings

- Topics Based on Member Input – Friday afternoon session to determine prioritized list
- Continue to Broaden Audience via Webinars

### 7. Continue to Solicit Input from Membership

- Validate CIBO Direction and Actions as we move forward.
- Heighten Member Participation in Conferences & Meetings Planning



Membership.....

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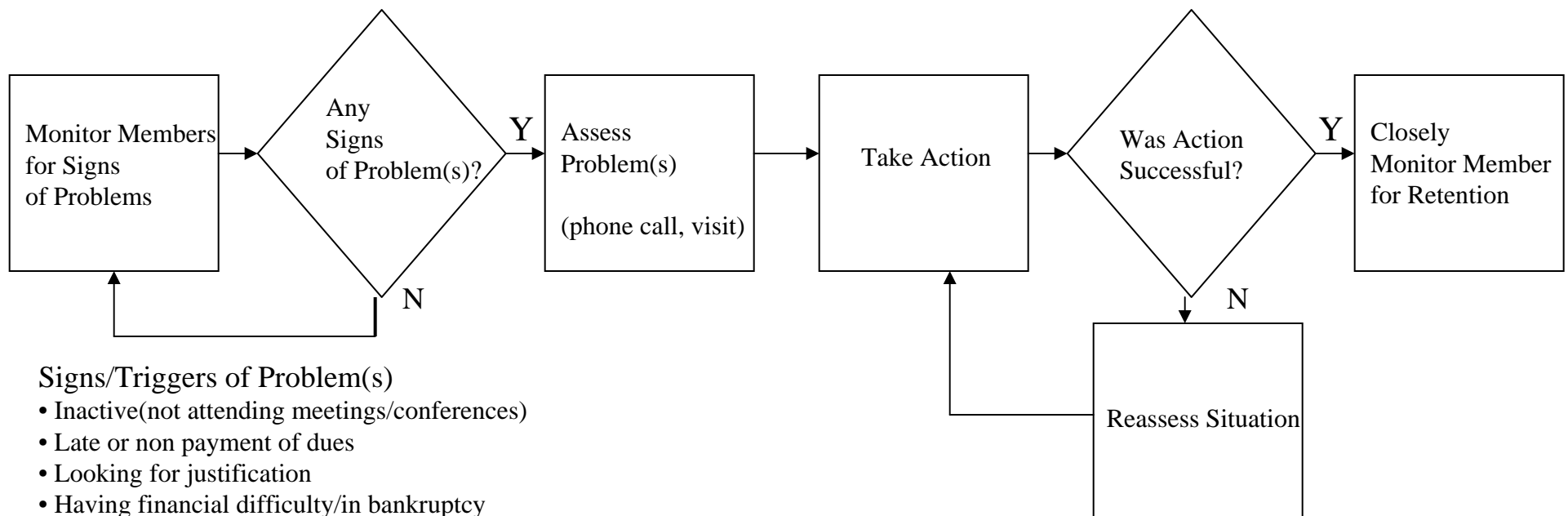
Pursuit is a

Full Time Job!

Membership is

Everyone's Job!

# CIBO Member Retention Process

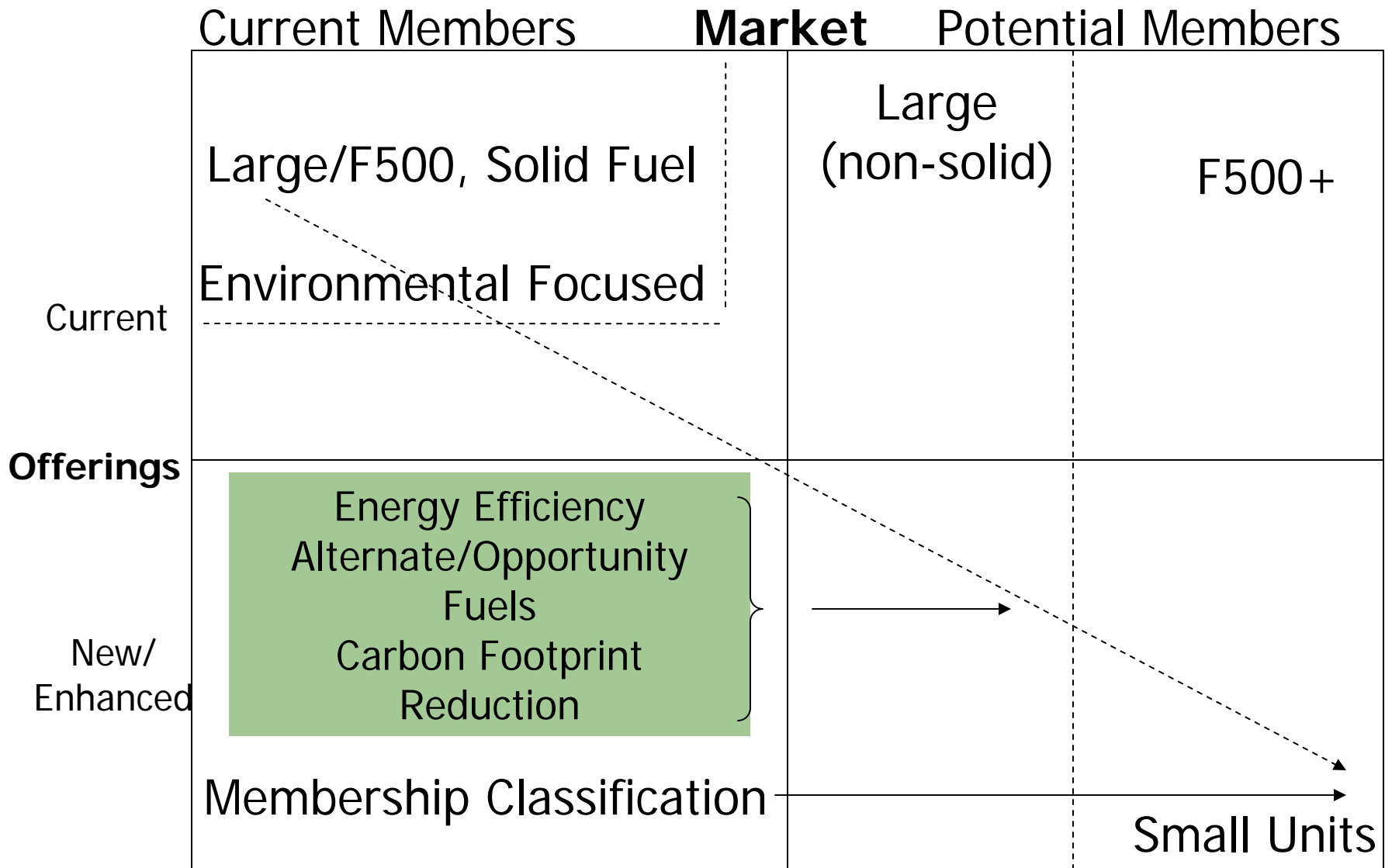


## Signs/Triggers of Problem(s)

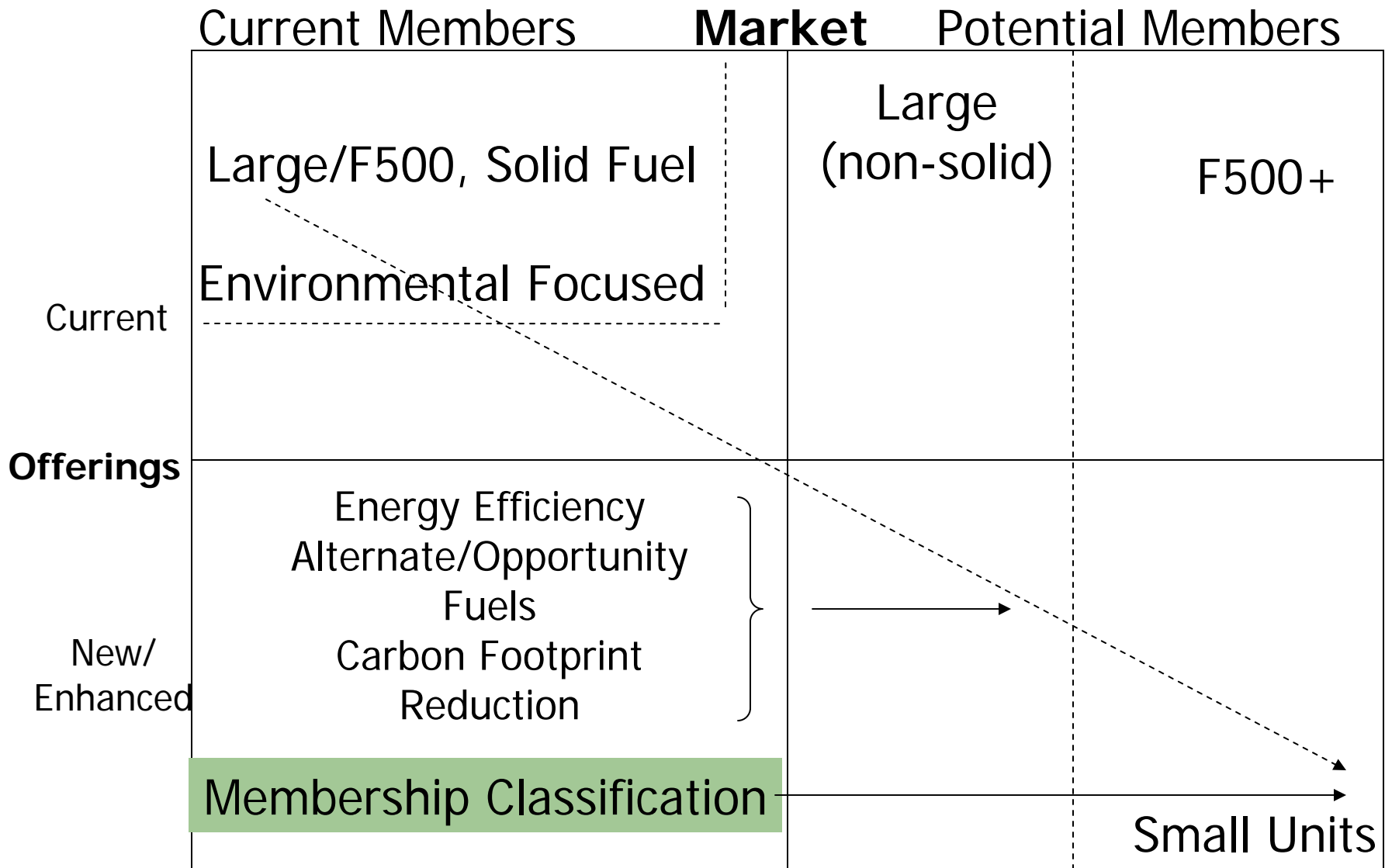
- Inactive(not attending meetings/conferences)
- Late or non payment of dues
- Looking for justification
- Having financial difficulty/in bankruptcy
- Merger or being acquired
- Principal Rep retiring or leaving w/o replacement

## Retention Actions

- Get member involved @ meeting and/or conference
- Provide justification information
- Meet w/member's upper management to show value
- Work out a dues payment plan until financially healthy



CIBO Active Member  
 Market/Offerings  
 Characterization & Opportunities



CIBO Active Member  
Market/Offerings  
Characterization & Opportunities



# Small Business Marketing Plan

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- Promotion
  - Press Release
  - Newsletter
  - Trade & Business Journals
  - Small Business Administration
  - Announcement to Target List of Prospects
- Recruiting
  - Personal Recruiting from Target List Utilizing Recruiting Model
  - Leads from Members
- Update
  - Brochure, Membership Information Pkg., Website