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**Motivations and factors influencing member  
recruitment, maintenance and recommendation  
in membership associations**

*The case of AAACM*

**Seminar:** Cases on Marketing Strategies

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## **Abstract**

**Title:** Motivations and factors influencing member recruitment, maintenance and recommendation in membership associations – the case of AAACM

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This thesis aimed at gaining insights on motivations and factors that influence membership recruitment, maintenance and advocacy, followed by the identification of putative criteria for segmentation, in the context of the association of former students of military school (AAACM), a non-for-profit organization that focuses primarily in philanthropy towards this specific community of individuals, and in developing a diverse set of actions, contributing to strengthen bonds between them. Moreover, the information collected was used to identify the main strategic opportunities to pursue and respective drivers to target them.

In alignment with the available literature, the results identified three main motivations for joining AAACM, which were social responsibility (expressive), professional interest (career-related) and relationships and leisure (instrumental). By analyzing how these motivations were expressed, five different segments were identified (social creatures, all-rounders, career-driven, indifferent and humanistic), which exhibited different combinations of these motivations. As for member retention factors, trust and satisfaction showed to be directly related to continued fee payment, and their variability among segments was consistent with their fee payment rates. Unfortunately, it was not possible to link any of the studied variables to member recommendation.

Finally, these findings were key in uncovering the strategic priorities for AAACM, which consist on raising satisfaction levels in what concerns events and communication, with direct impact in member retention, increase engagement with the career-driven segment, which is clearly underserved and dissatisfied, and explore how trust levels, critical for member retention, can be increased.

## Resumo

**Título:** Motivações e factores que influenciam o recrutamento, retenção e recomendação de membros em associações – o caso da AAACM

**Autor:** Eduardo de Melo Corvacho

Esta tese teve como objectivo capturar informação relevante acerca das motivações e factores que influenciam a aquisição e retenção de membros, bem como a recomendação pelos mesmos, seguida da identificação de possíveis critérios para segmentação, no contexto da Associação dos Antigos Alunos do Colégio Militar (AAACM), uma organização sem fins lucrativos, que se foca primariamente na filantropia para a sua comunidade e no desenvolvimento de acções com o propósito de estreitar as ligações entre os Antigos Alunos. Adicionalmente, esta informação foi usada para identificar as principais oportunidades estratégicas a seguir e respectivas tácticas para as capturar.

Os resultados demonstraram que as três motivações principais, alinhadas com a literatura, para aderir à AAACM são a responsabilidade social (expressiva), o interesse profissional (relacionada com a carreira) e relacionamentos e lazer (instrumental). Analisando como estas motivações se expressam na população em análise, concluiu-se que existem cinco segmentos distintos (indivíduos sociais, polivalentes, com foco profissional, indiferentes e humanistas), que exibem diferentes combinações destas motivações. Relativamente aos factores de retenção de membros, encontrou-se relação directa entre a confiança e a satisfação, e o pagamento continuado de quotas, sendo que a variabilidade destes factores entre segmentos é consistente com a variabilidade nas taxas de pagamento de quotas. Malgradamente, não foi possível encontrar relação entre as variáveis estudadas e a recomendação pelos membros.

Por fim, estas descobertas foram essenciais para identificar as prioridades estratégicas para a AAACM, que consistem no aumento dos níveis de satisfação com eventos e com a comunicação, que têm impacto directo na retenção dos membros, aumentar e direccionar a interacção com o segmento com foco profissional, que está claramente desfalcado e insatisfeito, e explorar formas de aumentar os níveis de confiança, essencial à retenção dos membros.

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## **List of Acronyms**

AAACM – Former Students' of Military School Association (Associação dos Antigos Alunos do Colégio Militar)

CDC – Class Delegates Council

FS – Former student (or Military School)

MA – Membership Association

MS – Military School

NPO – Non-for-profit organization

RM – Relationship marketing

RMMF – Relational Mediator Meta-Analytic Framework

# **1 Introduction**

Membership Associations are spread across many aspects of everyday life, namely those related to social or professional circumstances. To ensure that a Membership Association can contribute to potentiate the strength of individuals that are related to a common denominator, these organizations must ensure representation. In other words, member recruitment and maintenance must be appropriate. To safeguard this, the motivations and factors that will contribute to members' behaviors have to be understood and nurtured. Relationship Marketing can provide deeper context on this issue.

Past studies have indicated that member involvement could be predicted by their interest in the benefits provided by the organization and identified different motivations to join this kind of organizations, depending on their actual goal. Moreover, managing the relationship between the association and its members effectively is of paramount importance, as it results in greater numbers of members and establishes longer membership duration.

Relationship marketing success leads to improved loyalty, increased business performance, greater retention levels and positive word of mouth. However, the implementation of relationship marketing in membership associations is hindered due to the number of members involved, which creates an enormous degree of challenge in customizing communications to each individual. It can be therefore useful to understand the number of member segments that exist and adopt a segment-adapted approach instead of mass-marketing techniques.

This project aims at gaining insights on the variables that influence membership recruitment, maintenance, advocacy and how these relate to association performance with regards to different prospect and member segments and their specificities.

## **1.1 Problem Statement**

This work will focus on one Portuguese nonprofit membership organization (Associação de Antigos Alunos do Colégio Militar - AAACM) and primary data

will be collected to further understand how members and prospects respond to a variety of factors and how these impact member recruitment, maintenance and advocacy. Additionally, further analysis of these factors will be carried out to understand if they can work as segmentation criteria for this target population.

Finally, the data collected will help to identify opportunities that will enable the elaboration of an action plan to potentiate AAACM's membership recruitment and retention.

## **1.2 Key Research Questions**

In order to address the problem statement, the following research questions should be answered:

- Q1. What are the main motivations that influence member recruitment regarding AAACM?
- Q2. Can these motivations work as criteria for prospect and member segmentation regarding AAACM?
- Q3. What are the main variables that influence member retention regarding AAACM?
- Q4. What are the main variables that influence member advocacy regarding AAACM?
- Q5. Can these findings help in identifying strategic opportunities and targeting them through an action plan?

## **1.3 Methodology**

For this study to be conducted, a thorough analysis of the literature will be important to identify appropriate variables to consider. Secondly, all sources of information for an in-depth knowledge of AAACM will be used, such as Annual Reports, Activity Reports and others.

Finally, to address the problem statement, primary data will be collected through a survey. Statistical analyses will be performed to assess the significance of the findings captured through the aforementioned methods.

## **2 Literature Review**

### **2.1 Membership Associations and their current role**

Membership Associations (MAs) are spread across many aspects of everyday life. By creating a sense of belonging to a group along with feelings of personal connectedness with others in the group (McMillan and Chavis 1986), MAs provide the platform for individuals and/or groups to share their common interests, have a sense of belonging and to play a part in shaping the level of access to benefits, such as products and services, that these congregations of individuals can potentiate (Gruen 2000).

These include professional associations, health-related associations, social and community-based associations, service-based associations and product-based associations.

To ensure that MAs can contribute to potentiate the strength of individuals that are related to a common denominator, these organizations must ensure representation. In other words, member recruitment and retention must be appropriate. To safeguard this, the motivations and factors that will contribute to members' behaviors have to be understood and nurtured.

An analysis of the available data on the types of motivations in joining MAs will be presented, followed by an analysis of important member behaviors that influence retention and recommendation, and how Relationship Marketing can provide deeper context on this.

### **2.2 Motivations play a part in joining membership associations**

Voluntarily becoming a member of an organization is a wide and complex phenomenon, as there are several types of associations in which one can get involved with, for various reasons, that will produce different results to other members and to society (Coffé & Geys, 2007; Firat & Glanville, 2017). It is, therefore, expected that the motivations to join such organizations are complex as well.

Motivations play an important part in member recruitment, mediating one's willingness to join an association, and are determined by the perceived goals of associations, which shape the nature of the relationship between these and potential members (Lanero, 2017). Traditionally, when these goals are fundamentally aimed at the satisfaction of the interests of members, they are classified as expressive. Sports and sociocultural associations are adequate examples of types of associations with expressive orientation, where activities are performed by and for members, rendering immediate reward. Associations with instrumental orientation, for which environmental and human rights associations are examples, act towards external outcomes, seeking long-term benefits for a broader target of the general population (Gordon & Babchuk, 1959). A third category of career-orientated goals, where activities such as providing job opportunities, transferring capabilities and providing networking opportunities are included, can also be considered, namely in student and professional associations (Handy, 2010; Hager, 2014).

Previous research has concluded that motivations to join associations follow a similar structure and can hence be classified as instrumental (altruistic or values-based), expressive (self-oriented, social or ego-defensive), or career-related (utilitarian) (Handy et al, 2010). Moreover, it is a mixture of different motivations that influences the propensity for joining an association, which increases in accordance with the more outcomes potential members expect to obtain. For instance, a study from Lanero et al (2017) suggests that, even though it could be assumed that expressive motivation could contribute to a greater extent to willingness to join, it is in fact instrumental motivation that plays a bigger part in increasing potential involvement, acting as a mediator for civic engagement factors such as civic duty, skills, participation and social connection. However, the best mix of motivational appeals in member recruitment will vary according with the functions performed by the association.

Even though other variables provide context into why potential members might join an association (social background, personality traits, situational variables, among others) (Smith, 1994), understanding which combination of motivational appeals work best with potential members seems to be critical to ensure effective recruitment. The logical next step is to maintain relevance by ensuring proper member maintenance, which will be covered in the next section.

## **2.3 Essential factors in building effective relationships**

### *2.3.1 The role of Relationship Marketing in increasing retention and recommendation rates*

The concept that investing on building relationships with customers is widely accepted nowadays. Relationship marketing (RM), which drifts away from the more traditional transactional approach to marketing, defends the importance of establishing long-term relationships with various stakeholders, which can be achieved by performing “marketing activities directed towards establishing, developing, and maintaining successful relational exchanges” (Morgan and Hunt, 1994).

Many organizations that have implemented RM-based strategies have benefited in many aspects, such as positive word of mouth (Hennig-Thurau et al, 2002), increased performance, higher levels of customer satisfaction (Hunt, 2006) and loyalty (Aurier and N’Goala, 2010), increased retention levels (Gustafsson et al, 2005) and reinforced intention of maintaining the relationship in the future (Guenzi and Georges, 2010). These outcomes are interdependent, which means that the improvements in one will possibly have positive effects in the others (Hunt, 2006). There are, however, documented examples where RM effectiveness fell short of expectations (Colgate and Danaher, 2000) or led to a decrease in performance (De Wulf et al, 2001). Consequently, it can be concluded that RM effectiveness will depend not only on the context in which the exchanges happen, but also on the RM-based strategy that is followed (Palmatier, 2006). Moreover, implementing RM-based strategies is generally more time-consuming and requires considerable resources. In that sense, it is only worthwhile to undertake in RM if the assumed benefits outweigh the costs of implementation, as it happens with other strategies (Hunt, 2006).

As stated previously, the strength and duration of a relationship can be determined by the success of the relational exchanges that occur. The extensive research conducted in this field has identified trust, commitment, communication, keeping promises, shared values and cooperation as the factors most commonly

associated with success and, therefore, seem to be the characteristics in which organizations should focus to drive their RM-based strategies (Hunt, 2006).

Although these factors are considered important in the development of strong relationships, no real agreement exists on which are the most critical to ensure it. Some consider trust to be the most influential, others state it is relationship satisfaction. Commitment has also been suggested, and there are even those that propose no single characteristic can fully account for relationship success, pointing out that a composite measure of various factors should be considered in this case (Vincent 2013).

Palmatier et al (2006) conducted a meta-analysis with the purpose of providing a more cohesive and coherent perception of RM, from which the Relational Mediator Meta-Analytic Framework (RMMF) emerged. This approach validates the role of the aforementioned factors (such as commitment, trust, relationship satisfaction and quality) as links between antecedents, such as relationship benefits, communication, interaction frequency and seller expertise, and potential outcomes of these strategies, such as retention, loyalty, word of mouth, organization performance, among others. For instance, performance seems to be intimately linked to relationship quality and dependence, whereas retention is influenced by commitment, which has little impact on performance. Interestingly, this meta-analysis also came to an additional conclusion that puts emphasis on the context in which the exchange occurs as a predictor of effectiveness. If the relationship is of more importance to the customer, RM-based strategies will possibly yield better results.

RM has been studied extensively and in a wide range of contexts, but for the purpose of this master thesis, the following sections will focus on the application of RM to non-profit organizations, with special emphasis on membership organizations.

### *2.3.2 Relationship marketing in membership associations*

Membership associations are highly dependent on member maintenance, which is the same as saying that repeat purchases (being it through membership fees, donations and others) are essential to guarantee that these organizations

survive. Additionally, recruiting new members is generally expensive, which further implies the importance of maintaining members on the long run (Hurley, 2004).

Even though the number of studies on the application of RM-based strategies in the context of MAs is limited, the link between effective relationship management between these organizations and its members and positive outcomes, such as increased number of members and longer retention has been identified (Gruen, 2000). Nevertheless, the implementation of such strategies in the context of membership associations can be challenging, due to the large number of members that these organizations can have.

One of the relevant RM studies in this context was performed by Gruen et al. (2000), with the aim of identifying how five relationship-management activities would influence relationship behaviors, such as retention, participation and coproduction, either directly or through one or more components of commitment (normative, continuance and affective commitment). The main findings show that retention is mainly influenced by the way the organization performs its core services. This activity also exerts an effect in participation, but in a less exclusive way, as affective and continuance commitment also have considerable influence. Coproduction was found to be mediated mainly by affective and normative commitment. In conclusion, this study provides a framework to choose which activities to privilege in order to obtain certain member behaviors, either directly or through commitment, in order to increase RM effectiveness.

Another interesting study, performed in nonprofit context by Arnett, German and Hunt (2003), proposes a model to increase RM success (in this case, donating and promoting the organization) through relationship-inducing factors (such as participation, reciprocity, prestige and satisfaction), mediated by identity salience, a concept that assumes a person's identity is a construct of several identities, some of which have a higher level of relevance, or salience, and behaviors exhibited by that person will be consistent with the more salient identities, in order to increase self-esteem. The findings show that identity salience plays a mediating role for participation and prestige in affecting donating and promoting. Interestingly, satisfaction does not play a role in influencing these outcomes, but seems to be influenced by reciprocity and prestige of the organization. In conclusion, increasing the salience of a member's organization-



related identity through participation and prestige has proven to produce positive outcomes in certain behaviors such as donations and promotion of the organization.

More recently, Vincent and Webster (2013) have looked at the largest independent wine association in Australia to understand which features can lead to better RM effectiveness in the context of membership associations. Their results highlight the importance of the quality of the relationship (considered a composite of trust, satisfaction and affective commitment, which seem to be very inter-related) in member retention and advocacy through word of mouth. In this context, relationship benefits seem to have a positive impact in relationship quality, perceived expertise influences trust and similarity between the member and the association produces commitment. Finally, an interesting finding is that product involvement also seems to play a role in member retention.

Membership associations often offer products and services with a certain degree of complexity which, in terms of obtaining exchange effectiveness, reinforces the importance of commitment based on successive and continuous interactions between the member and the association. In other words, if the member doesn't have the required amount of expertise or knowledge to benefit from all the features that are being offered, he will require the continued help of the association to ensure satisfaction (Bell et al, 2005). This brings additional relevance to RM in the context of membership associations, as the importance of the relationship increases with the complexity of the product or service being offered (Lovelock, 1983). Moreover, the increase in complexity pushes the risk for the customer in the same direction, which in turn places further focus on the relationship (Eisingerich and Bell, 2007).

Besides complexity, RM also gains additional relevance when the product or service provides an experience instead of being solely utilitarian. The consumption of an experiential product or service comprises sensory and symbolic elements that yield a remarkable, pleasant and significant experience (Kwortnik and Ross, 2007). Moreover, purchasing and consuming experiential products produces higher levels of positive feelings through strong and positive emotions and sensations, which are the main benefits sought out by consumers (Van Boven and Gilovich, 2003).

## 2.4 Segmentation in NPOs

Now that the importance of Relationship Marketing has been established, understanding the link between it and Segmentation is the logical next step.

In fact, for a relationship to foster and be fruitful, a good fit between the individual and the organization is necessary (O'Reilly, Chatman and Caldwell, 1991) which, in other words, means that relationship marketing has a deep link with segmentation, so that the right segments can be targeted for optimal fit.

Segmentation in its formal sense has been around since 1956, when assigning individuals or groups to homogeneous segments to enable a targeted approach was first described as a key success factor in marketing (Smith, 1956). Segments can be defined as clusters of elements (individuals, companies, others) that have common needs and wants and this type of analysis can be run several times for the same objects, dividing them into smaller groups and obtaining subsegments, with greater depth of information (Kotler and Keller, 2006).

When aiming to perform segmentation, the first step is to identify who should be segmented. In the case of for-profit organizations, the consumer comes quickly into mind, but the same doesn't apply to non-for-profit organizations (NPOs). Several authors have dedicated research into defining which stakeholders matter in the case of NPOs, and even though the terms implied vary, the conclusion is that these organizations have to deal with stakeholders that provide resources and those that receive them or, in other words, supply-side and demand-side stakeholders. These form a first level of segmentation and should be analyzed according to the type of NPO. For instance, in membership associations, members assume the dual role of demand- and supply-side stakeholders, as they contribute with resources to the association (monetary, voluntary or other) and are simultaneously the target of the association's actions (Rupp, 2014).

After deciding on who should be object of segmentation, one needs define how to perform it. Forming segments can be done either by looking at descriptive characteristics, which can be of geographic, demographic or psychographic nature, or by analyzing behavioral features (Kotler and Keller, 2006). Some

authors support the usage of the term socio-demographic to comprise geographic, demographic and socio-economic variables, as the degree of relationship between them is quite high. In addition, a value-based approach to segmentation can be also considered, either by analyzing past behavior, such as recency, regularity and past interactions, or by looking at future value (Rust, Zeithaml & Lemon, 2000).

Moreover, segmentation criteria might be defined as *a priori* criteria, which takes advantage of predetermined criteria such as age, gender and place of birth, or *post-hoc* criteria, that emerge from the analysis of the population that will be segmented, such as motivations, beliefs and perceived benefits. From this description, it is understandable that the first category is an easy and cost-effective way of segmentation, while the latter is more complex, but will be based on observable commonalities, which might provide more insightful information (Rupp, 2014). In the NPO landscape, market segmentation studies on post-hoc criteria are scarce, but seem to support the hypothesis that post-hoc criteria create more homogenous market segments, for which customized marketing campaigns can work more effectively (Dolnicar & Randle, 2007). Nevertheless, it is important to analyze tradeoffs between applicability and benefit when choosing segmentation criteria and decide according to desired outcomes and accessible resources (Rupp, 2014).

Considering the current NPO landscape, member segmentation studies on membership associations are limited, which provides relevance to this particular work.

## 3 Case Study

### 3.1 Introduction

Descending directly from the *Associação Philantropica dos Alunos do Real Collegio Militar*, founded on the 23<sup>rd</sup> of October 1903, the Association of Former Students of Military School (*Associação dos Antigos Alunos do Colégio Militar*, AAACM) is a non-for-profit organization with a mission that focuses primarily in philanthropy towards the community of former students (FSs) of Military School.

At present date, besides providing support to FSs in need and their families, the scope of AAACM has branched into other areas of action, such as the ones mentioned below:

- Foster and defend the principles and values passed on at Military School (MS);
- Contribute to the prestige of MS by collaborating closely when asked for and providing support when necessary;
- Promote frequent communication between FSs and AAACM, and among FSs;
- Develop diverse sets of actions for the benefit of FSs, which can be of different nature (sports, culture, leisure, among others) and that promote the strengthening of bonds between FSs.

Understandably, AAACM is a unique organization, as it stems from a unique school. In 2020, MS celebrates 217 years of existence and is one of the oldest institutions for education in Portugal for 9- to 18-year-olds, which has proven to be enough time for the development of specific principles, habits and traditions. MS students experience a high sense of community and comradeship (with clear origins in military tradition) and these are usually maintained throughout their life as FSs. It is therefore not surprising that one of the greatest symbols of MS, the ceremonial beret (*barretina*, in portuguese), is also part of AAACM's logo, representing equality and union.

As most associations, AAACM has its statutes, that define the organization's ways of working. AAACM's governing bodies are the General

Assembly, the Board, composed of one President, one Vice-president and 7 board members, and the Fiscal Council, which are elected every three years. There are two additional consulting bodies, that work in an independent fashion: The Supreme Council and the Class Delegates Council (CDC). The first is composed of senior FSs that usually already held positions and AAACM, and the latter is composed by members of each FS year class and has the primary purpose of facilitating communication between AAACM and members.

Enjoying a stable and healthy financial situation, AAACM is now looking for additional ways to further fulfil its purpose, by providing a platform for FSs to interact and offering a set of services and benefits that have a positive impact on the community.

### **3.2 Member categories and current status on membership**

The statutes of AAACM define three member categories: effective, student and honorary membership. For the first two categories, the only prerequisite that is necessary is to study or have studied in MS. Honorary membership is attributed to individuals that, while not meeting the criteria previously mentioned, have contributed substantially to MS or AAACM, and requires approval by the General Assembly.

Effective members are the only ones that are required to pay annual membership fees, which allows for voting rights in the General Assemblies and right to benefit from certain partnerships. The annual fee has a value of 60€, which can be lowered to 30€ in specific reasons, namely when it comes to younger FSs, that recently finished MS.

#### *3.2.1 Insights about membership evolution*

As of January 2020, there are currently 2057 members registered in the databases of AAACM, of which 1772 are effective members and 254 are student members. Considering the number of living FSs is estimated to be around five thousand, this means that roughly 40% of all FSs are members of AAACM. The organization's member base seems to be aging, since 65% of members are at

least 45 years old, but other considerations, such as a slight decrease on the number of graduates in more recent years and specific recruitment campaigns, must be taken into account before making further assumptions.

Age group	Member		Fees paid		
	#	% from total	#	% from age group	% from "Fees paid" total
≥75	330	16%	237	72%	27%
65-74	347	17%	209	60%	24%
55-64	313	15%	160	51%	18%
45-54	323	16%	122	38%	14%
35-44	270	13%	71	26%	8%
25-34	232	11%	30	13%	3%
18-24	164	8%	37	23%	4%
<18	47	2%	21	45%	2%
<b>total</b>	<b>2026</b>	<b>100%</b>	<b>887</b>	<b>44%</b>	<b>100%</b>

Table 1. Membership and fee payment per age group.

Members are more than a central part of AAACM, as they are the fundamental reason for the existence of the association. It is therefore essential that AAACM strategy aims at attracting and retaining members, promoting their participation in the available events and activities and, of equal importance, ensuring payment of annual membership fees, so crucial for AAACM's operations. In 2019, annual membership fees represented 31% of AAACM's total revenue.

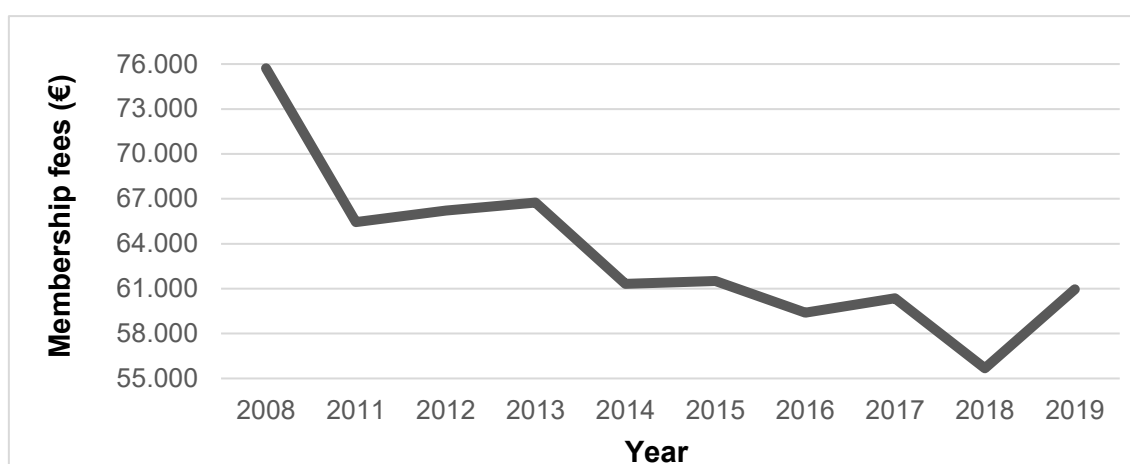


Figure 1. Membership fee evolution from 2008 to 2019.

By analyzing historic data, it is evident that membership fees payment is on a downward tendency: in the span of 10 years, membership fees payment decreased as much as 23%. And even though the association registered growth in this category in the last year, the truth is results are still far away from those obtained in previous years and from the current expectations of the board.

Coming back to results from 2019, other interesting findings can be highlighted. Out of the 2057 members, only 44% have their dues regularized. Interestingly, there seems to exist a correlation between age and fee payment: older members are more likely to have their dues regularized. Data clearly shows that 72% of members from the  $\geq 75$  years-old age group have their fees paid, in opposition to 13% from the 25-34 age group. Moreover, although accounting for 65% of total members,  $\geq 45$  years-old members represent 82% of members with dues regularized. All these findings indicate a general tendency for older members to pay membership fees and the reason behind this phenomenon is currently unclear.

The aforementioned information is a cause of concern for the current board, as it highlights the two main challenges that have been identified: improving member retention (as in members maintaining their annual fee payment) and increasing member acquisition (ensuring first-year FSs participate in the association's activities, contribute for its objectives and maintain this behavior in the first years of membership).

### **3.3 Member interaction with AAACM**

AAACM offers a variety of opportunities to members, that can be divided into three main categories: events, merchandise acquisition and protocols with third parties. The next sections will provide further details on each category.

#### **3.3.1 Events**

The main and most participated event of AAACM is the Annual Gala Evening, where members get together to have dinner, hear the president exhibit

AAACM's latest accomplishments, celebrate the community through award attribution and welcome the most recent FSs to the association. Even though members must pay a meal fee to participate, this is usually the most budget-consuming event of the year. In 2019 however, the results were positive as there was a change of venue that helped reduce costs, while maintaining the character of the initiative, with participation reaching 220 FSs.

There are other smaller events that revolve around gathering for a meal but, due to their nature, have much less participation and target smaller groups, and can require the payment of a meal fee or not.

Sporting events are also popular among FSs and AAACM has invested efforts into creating several tournaments in sports such as golf, fencing, futsal and, the latest addition to the lot, padel.

Finally, the association also organizes cultural events, that can go from gatherings to discuss certain topics of interest to organized visits to historical and military monuments.

### *3.3.2 AAACM Merchandise*

FSs can acquire several kinds of merchandise from the online store that is available in the association's website, or physically in events or at AAACM's headquarters. The available items can be categorized into books, apparel, accessories and miscellaneous, such as keychains and mugs.

Last year merchandise sales doubled thanks to the addition of new items to the available inventory. It now represents 7% of total revenue.

### *3.3.3 Protocols with Third Parties*

As most associations, AAACM has established a series of protocols with third parties to the benefit of its fee-paying members. These are related to several areas, such as trips, entertainment, education and training, real estate, health and wellbeing, insurance and telecommunications, to mention a few.

Currently, there are 21 active protocols between AAACM and other organizations. However, there is no available data on protocol usage by members, nor about their perceived relevance to members.



### **3.4 AAACM communication with members**

There are several channels through which AAACM shares information with its members. In the next sections the means of communication of AACM with its members will be explored in depth. Nevertheless, it is worth noting that there is currently no information available on which channels are preferred by members, or on how members evaluate the association's communication through the different channels.

#### *3.4.1 Website*

The institutional website of AAACM can be considered the main repository of information about the association, such as its past and future activities and events, news about AAACM, its members and MS, protocols in place with other entities and its merchandise store.

The current structure and design of the website is an improvement from the previous version, allowing for a smoother user experience and easing the content search process.

#### *3.4.2 Social Networks*

AAACM has a consistent presence on Facebook. With around 8.000 followers, 1.000 more than in 2018, it delivers content that is mostly linked to FS-related events, such as FS appearances in social media, highlights of individual or group achievements and general life events. Content related to MS, AAACM events and photos can also be found in AAACM's Facebook feed. Posts are not scheduled, as they are shared according to the availability of content and not the other way around.

As a means of reaching younger segments of FSs, AAACM created an Instagram account and is also present on this social network since February 2018. However, the account has been inactive for the past two years and has

only five months of registered activity. From February to July 2018, AAACM posted 70 pictures and gathered 415 followers, despite following 4333 users.

Similarly, AAACM's Twitter account was created on October 2016, but has been inactive since June 2019 and has as little as 12 followers.

### *3.4.3 Mailing and emailing*

AAACM makes use of traditional mailing and emailing to communicate with its members. The first is generally used to share General Assembly calls, send membership fee payment reminders and encourage donations. Besides being used for these same purposes, mass emailing is also used to advertise new partnerships, divulge upcoming events and gatherings or to disclose any kind of relevant information that needs to reach members more directly. A newsletter is periodically sent to a database with approximately 5.000 contacts.

The overlap between traditional mailing and emailing is justified by the different age groups of members that are part of AAACM. Maintaining traditional means of communication is still necessary to reach a large segment of older members that can be less internet savvy.

## **3.5 Strengths, weaknesses and challenges that AAACM faces**

Despite its healthy longevity and stable financial status, AAACM faces challenges that directly impact the pursuit of its long-term goals.

In fact, as the capability of member acquisition and retention diminishes, the purpose of the association decreases. It is therefore critical that AAACM governing bodies agree on long-term strategic pillars that aim at improving acquiring and retaining members, so that its actions target those goals.

In order to do so, it is essential for the association to understand FSs and their satisfaction with the role AAACM plays in the community, to uncover their needs, wants and motivations, and realize how they evaluate the efforts that are currently being done to provide members with services and benefits.

There is currently no information on the perception that FSs have of AAACM, how they evaluate the events it organizes, the type of merchandise or

the protocols that are available. Moreover, it is unclear how FSs feel about the communication AAACM maintains with them, or the channels it uses to develop this communication. This means that current decisions on these matters are being made based on perceptions and uninformed guesses, which in turn reduces the chances of the same having the desired impact. Only by acquiring information on these topics will AAACM be able to work towards the real needs and motivations of FSs which, in other words, means understanding which relationship-management activities would influence relationship behaviors such as acquisition, retention and referral.

In addition, gathering insights on FSs can also be useful for segmentation purposes. As this information does not exist, all actions undertaken by AAACM target all FSs indiscriminately. By collecting information on beliefs, motivations and other parameters, AAACM might be able to identify segments of FSs and use this segmentation to increase the efficacy of its efforts.

As a result of the stated above, the purpose of this work is to shed a light on which variables will influence member recruitment, retention and recommendation, while also finding relevant criteria for member segmentation. This will in turn allow for the identification of all the relevant parameters for the completion of a SWOT analysis, which will guide the identification of the main strategic opportunities to pursue and respective drivers to target them.

## **4 Market Research**

### **4.1 Methodology**

Bearing in mind the objectives previously mentioned, a quantitative research method was deemed more appropriate to uncover insights on the points being investigated.

This resulted in the development of a survey on Qualtrics<sup>XM</sup> (survey structure and questions available in Appendix 1), targeting FSs and hence written in Portuguese. It was distributed from the 16<sup>th</sup> of July 2020 to the 16<sup>th</sup> of September 2020 (totaling two months), using the email database of AAACM, through social media and CDC.

The survey consisted of five sections, that fulfilled different purposes: the first section aimed at analyzing general motivations for joining associations; the second section looked at the general feeling of satisfaction, trust and connection with AAACM; the third one focused on FS interaction with AAACM through evaluation of events, protocols, AAACM store, CDC and means of communication through the available channels; the fourth section had questions on fee payment; and the last section inquired about demographics. It had a total of 51 questions, but the display of certain questions would depend on the respondent's answers to previous questions.

A total of 283 responses were recorded, out of which 206 were complete and considered for further analysis. The results were analyzed using SPSS®.

#### 4.2 5 segments were identified from cluster analysis

Factor analysis was performed to understand correlation of the several variables of question 2 of the questionnaire. Three factors were selected, accounting for 65.4% of total variance. Bartlett's test indicated correlation between the variables (sig.<0.05) and Kaiser-Meyer-Olkin measure of sampling adequacy showed an adequate correlation strength (result above 0.6). These results are shown in the figure below.

KMO and Bartlett's Test										
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.										,828
Bartlett's Test of Sphericity	Approx. Chi-Square		1333,400							
	df		78							
	Sig.		,000							

Total Variance Explained									
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,121	39,390	39,390	5,121	39,390	39,390	3,726	28,661	28,661
2	2,399	18,452	57,842	2,399	18,452	57,842	2,604	20,031	48,692
3	,988	7,602	65,444	,988	7,602	65,444	2,178	16,752	65,444
4	,833	6,410	71,854						
5	,757	5,821	77,676						
6	,593	4,561	82,237						
7	,477	3,666	85,902						
8	,461	3,550	89,452						
9	,404	3,106	92,558						
10	,352	2,710	95,268						
11	,246	1,889	97,157						

Figure 2. SPSS output for the factor analysis that was performed to Q2 of the questionnaire.

The three distinct factors that were identified in the analysis were: factor 1, herein termed Social Responsibility (ResSoc), highly linked to the defense of social and civil rights, philanthropy and giving back to the community; factor 2, called Professional Interest (IntProf), related to creating professional networks, developing capabilities and gaining CV-enriching experience; factor 3, named Relationships and Leisure (ReLLaz), correlated to spending time in a fun way, connecting with people with similar interests and participating in leisure activities. The rotated component matrix, using the Varimax method, is presented below.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Defender direitos cívicos fundamentais	<b>,732</b>	,177	-,130
Contribuir para a resolução de problemas da comunidade	<b>,801</b>	-,057	,103
Ajudar pessoas necessitadas	<b>,701</b>	-,191	,359
Oferecer um serviço à comunidade	<b>,680</b>	,049	,253
Denunciar injustiças sociais	<b>,751</b>	,144	,074
Participar na tomada de decisão pública	<b>,713</b>	,308	,059
Mudar o que está mal na sociedade	<b>,625</b>	,298	,211
Relacionar-me com pessoas com interesses e objectivos semelhantes	,215	,173	<b>,661</b>
Participar em atividades lúdicas	,046	,316	<b>,831</b>
Aproveitar o tempo livre de forma divertida	,143	,423	<b>,715</b>
Construir currículo	,091	<b>,868</b>	,258
Adquirir competências profissionais	,223	<b>,870</b>	,210
Criar rede de contactos profissional	,061	<b>,713</b>	,392

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**Figure 3. Rotated component matrix from the SPSS output. The variables included in each factor are circled in red in the corresponding column.**

Subsequently, cluster analysis was performed with these factors, using the K-Means methodology, in order to segment the respondents. Iteration history, final cluster centers and its graphical representation are presented below in figure 4.

### Iteration History<sup>a</sup>

Iteration	Change in Cluster Centers				
	1	2	3	4	5
1	1,640	1,280	1,343	1,650	1,412
2	,374	,177	,248	,069	,070
3	,108	,123	,280	,054	,063
4	,109	,063	,136	,000	,081
5	,000	,000	,000	,000	,000

a. Convergence achieved due to no or small change in cluster centers. The maximum absolute coordinate change for any center is ,000. The current iteration is 5. The minimum distance between initial centers is 3,482.

### Final Cluster Centers

	Cluster				
	1	2	3	4	5
ResSoc	-,35241	,60878	-1,13177	-1,07307	,82819
IntProf	-,84554	,81477	1,32744	-,24938	-,88510
RelLaz	1,06207	,21134	,14886	-,87670	-,70394

### Final Cluster Centers

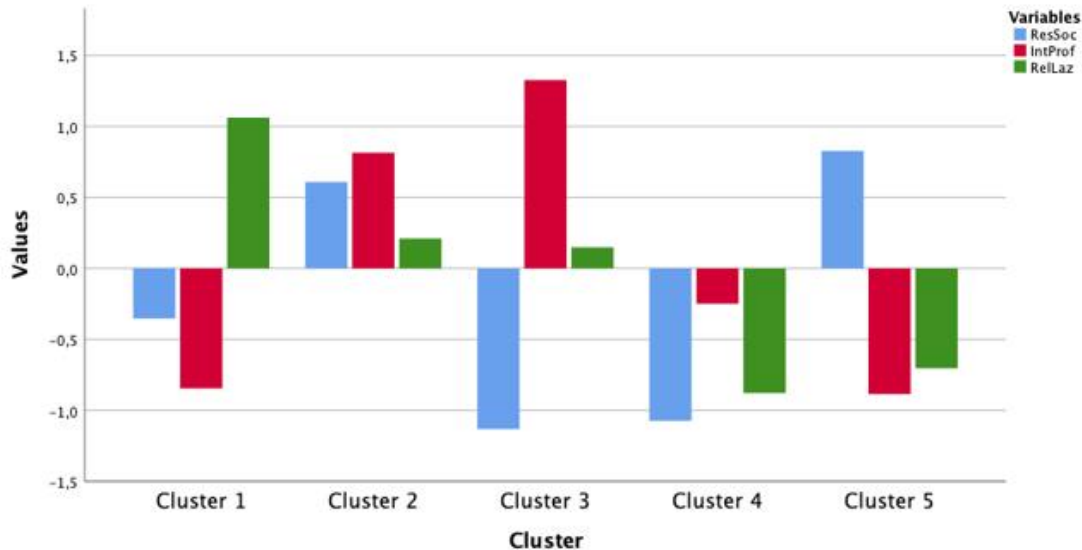


Figure 4. K-Means Cluster Analysis output from SPSS: iteration history, final cluster centers table and graphical representation. Blue – ResSoc; red – IntProf; green – RelLaz.

As a result, five different segments were identified, with their main characteristics also highlighted below:

- **Social Creatures** (cluster 1), which value highly Relationships and Leisure, but show low levels for the other two factors. This segment does not value the philanthropic role of AAACM but has a higher sense of connection with the association, and a belief that its role in defending principles, values and traditions of the FS community is of paramount importance. It is composed of FSs that are more available to collaborate

with AAACM and show high levels of trust. It represents 20% of total respondents;

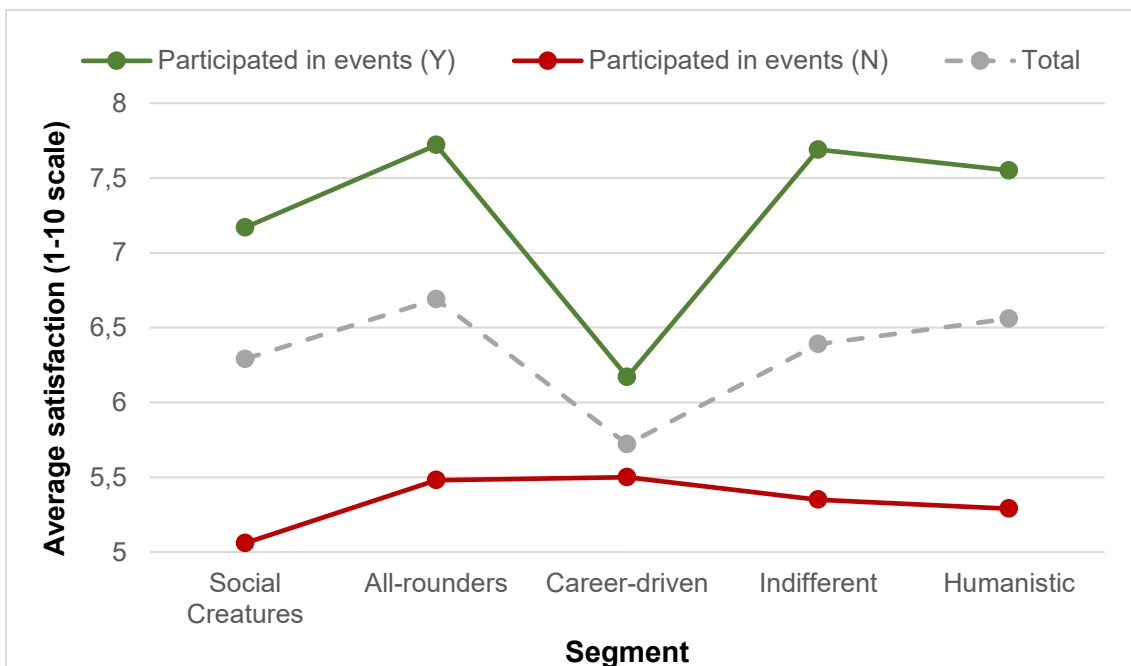
- **All-rounders** (cluster 2), who value all three factors simultaneously. It is the segment that has the highest connection to AAACM, that more firmly believes in its role in defending Military School and show high appreciation for its philanthropic mission. It is also composed of FSs that are more available to collaborate with AAACM and trust levels are also high. It represents 33% of total respondents;
- **Career-driven FSs** (cluster 3), which are the ones that have Professional Interest above all. This is the segment with younger FSs and where there is a higher concentration of students. These FSs do not feel connected to AAACM, do not value its philanthropic mission, nor its role in defending principles, values and traditions of the community. They are also the ones that show less availability to collaborate with the association and with the lowest levels of trust, when compared with other segments. It represents 9% of total respondents;
- **Indifferent FSs** (cluster 4), which are those that showed low levels of interest in all three factors. These FSs are usually older (above 55 years-old) and more likely to be retired. They show low levels of connection and low availability for collaboration. It represents 18% of total respondents;
- **Humanistic FSs** (cluster 5), who are community-driven and exhibit high levels of the Social Responsibility factor. This segment is tendentially composed of older FSs (above 45 years-old) with higher levels of income. They also exhibit high levels of appreciation for AAACM's philanthropic mission and trust AAACM, but express low availability to collaborate with AAACM. It represents 20% of total respondents.

#### **4.3 Participation and Satisfaction levels with AAACM's events**

There is a wide awareness of the events AAACM organizes. Almost all respondents were aware of at least one event, but only 51% have participated in an AAACM event in the past two years.

Unsurprisingly, the Annual Gala Evening is the most known event, as it was mentioned by 95% of respondents. It is also the most participated event, which is not astounding, giving the fact that it is the biggest and most expected event of the year. In fact, all the get-together type of events are the ones with the highest levels of awareness. Sports tournaments follow, with approximately 30% of respondents claiming to know at least one of these events. The other events have a much lower awareness, which might be related to the small number of participants that can join at each time.

Average satisfaction with AAACM's events was 6.4/10. However, when analyzing satisfaction according to participation, FSs that participated in events in the past two years showed higher levels of satisfaction (7.5/10) than those that did not participate (5.4/10), which represents a 2-point increase in satisfaction. This clearly indicates that participation in an event is an important factor for event satisfaction.



**Figure 5.** Average satisfaction with events per segment. The grey line represents total average satisfaction per segment, whilst the green line represents average satisfaction per segment of respondents who claimed to have participated in events in the previous two years. The red line represents the results for those who did not participate in events. (n=201)

All-rounders were the ones to show higher levels of satisfaction, in opposition to the least satisfied Career-driven FSs, which were also the ones that participated the least in events. Interestingly, participation does not seem to have



the same impact on satisfaction for this segment, as there was only a 0.7-point increase in those that participated in events. This seems to indicate that, contrarily to what happens in other segments, the portfolio of events that AAACM organizes does not address the expectations of this segment. This possibility can be further corroborated by analyzing the portfolio of events and understanding that none has a relationship with creating professional networks, developing capabilities and gaining relevant professional experience.

#### **4.4 AAACM's store results**

FSs are aware of the existence of AAACM's merchandise (98% stated to know at least one of the items available for purchase). Approximately half of the respondents acknowledged to have bought at least one item of merchandise over the past two years, with some differences between segments: Career-driven FSs had a 39% rate of purchase, the lowest among segments.

As expected, "barretinas" are the most frequently mentioned item and with higher levels of purchase in the past two years, reaching 39% of total respondents. The widely accepted tradition of using these items in coats is widely disseminated and therefore justifies these results. All the other items, such as clothing, magazines, books, keychains, mugs and notebooks, have similar levels of awareness, that vary from 60% to 70%, with the exception of jewelry items, which are undoubtedly the least known type of item. Overall purchase rates for these items can be considered low, seeing that the second most sold categories of items (clothing items and magazines) only reached 17% of respondents.

To better understand the reasons that might be leading a lower than expected rate of purchase, despite high awareness of available items, an analysis of overall composite satisfaction, composed of variety of items, item quality and cost, was performed. Overall satisfaction for total respondents was 7.2/10, but there can be observed differences between segments. Social Creatures and All-rounders show higher levels of satisfaction (7.3/10 and 7.6/10, respectively), in opposition to Career-driven FSs, for which the lowest level of satisfaction can be observed (6.4/10). This seems to be in line with purchase

levels per segment – Career-driven FSs are the least satisfied and consequentially buy less merchandise.

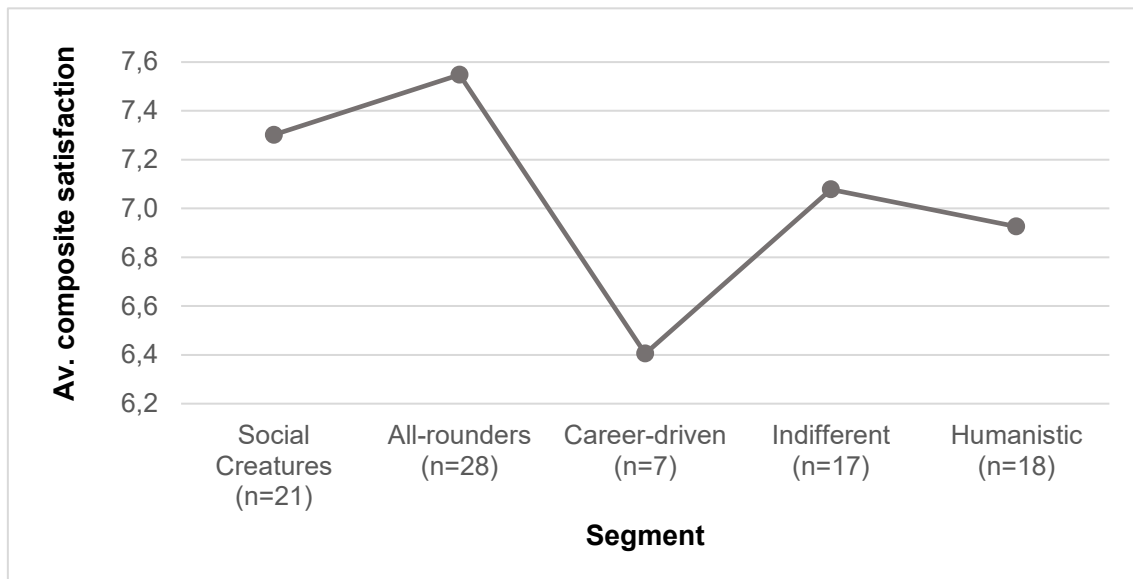


Figure 6. Average composite satisfaction with the AAACM store per segment. Composite satisfaction results from satisfaction with variety of available items, item quality and cost.

By looking at the satisfaction levels observed per satisfaction parameter, it can be concluded that the general dissatisfaction observed for Career-driven FSs is due to lower levels of satisfaction with item quality and cost, which contrasts directly with other segments, where the satisfaction with the variety of items reaches lower values.

As for the means of purchase, face-to-face purchase had an overall satisfaction rate of 7.8/10, which is considerably good. However, the Career-driven segment stood out, with a satisfaction rate of 6.1/10. Satisfaction with the online store was 6.8/10, but only 22 responses were collected, which clearly indicates that this method of purchase is generally unknown and sporadically used.

#### 4.5 Protocols with third parties are generally unknown

AAACM's protocols with other entities are clearly the most unknown service among FSs, with more than half of respondents declaring to be unaware of their existence. For those that actually heard about them, health- and insurance-

related protocols are the ones most frequently mentioned, both with around 30% of awareness, followed by gym & wellness and tourism-related protocols, with around half the awareness of the first two types of protocols (approximately 15%).

Out of the FSs that are aware of the existent protocols, only 12% responded affirmatively to have used them, which translates into 11 respondents. Half of these used health-related protocols and the rest was divided between insurance, telecommunications and education. Career-driven and Indifferent FSs did not report protocol usage.

Interestingly, the level of satisfaction in protocol usage was 8/10, which might indicate that general quality of the existent protocols is high, despite low levels of usage.

#### **4.6 The Class Delegates Council has been successful in its mission**

There was high awareness of the CDC among respondents: 84% claimed to be aware of its existence, with no significant difference between segments. However, it is important to note that the CDC was one of the channels used to disseminate the questionnaire, which might have influenced positively the responses regarding awareness levels.

The average satisfaction rate was 7.4/10, which can be considered as a positive result. This was similar in all segments, with All-rounders reaching the highest satisfaction (8/10). This might be explained by the nature of the CDC, which covers all aspects of AAACM's areas of action and, therefore, is more frequently aligned with All-rounders expectations of communication.

#### **4.7 Main findings about AAACM's communication channels**

In general, FSs consider to be adequately to considerably informed, with Career-driven FSs having a lower perception of the quality of communication. This might be related to a misalignment of the content presently communicated and the expectations of this segment.

When questioned about their contact with AAACM's communication channels, 75% of respondents affirmed having contact with them, with similar segment distribution as their weight in the total number of respondents.

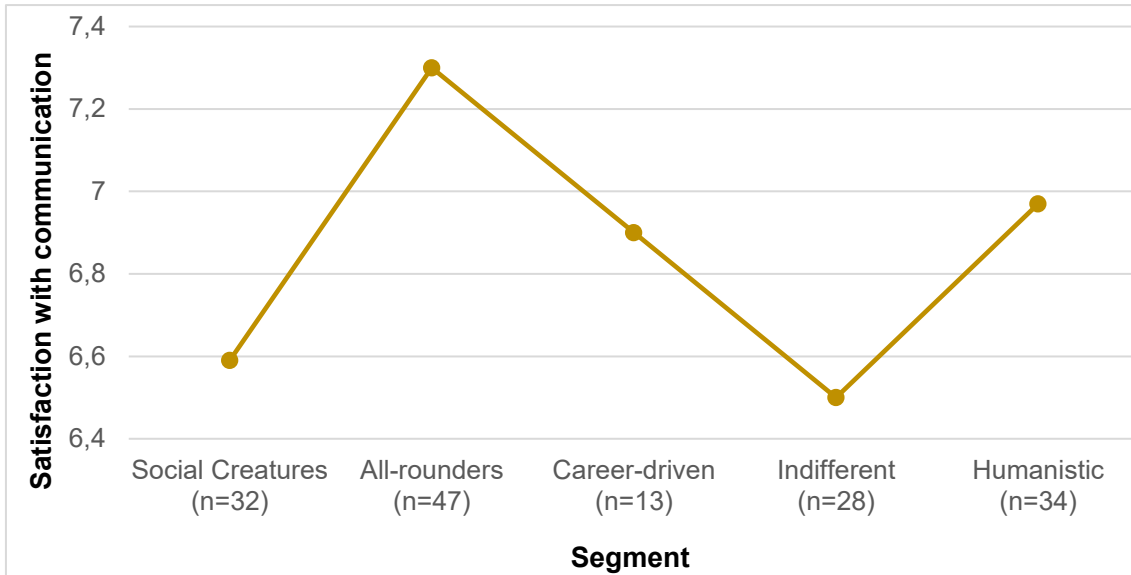


Figure 7. Overall satisfaction with communication per segment.

Overall satisfaction with communication is 6.9/10, which can indicate there is room for improvement. All-rounders seem to be the most satisfied (7.3/10) and Social Creatures and Indifferent FSs are the least satisfied (6.6/10 and 6.5/10, respectively). These results might be linked to the type of content that is communicated. More general content will be adequate for All-rounders, but Social Creatures, due to their nature, might be more demanding and therefore exhibit lower levels of satisfaction.

A detailed analysis of each channel might shed further light on these results.

	n	Social Creatures	All-rounders	Career-driven	Indifferent	Humanistic
<b>Email</b>	142	4,0	4,1	4,3	4,0	4,1
<b>Mailing</b>	103	3,4	3,6	3,7	3,6	3,5
<b>Facebook</b>	109	3,7	4,2	4,0	4,2	3,9
<b>Instagram</b>	53	3,5	3,9	3,3	3,8	3,2
<b>Website</b>	93	3,7	3,9	3,9	4,0	3,5

**Table 2. Composite satisfaction with each communication channel per segment. Composite satisfaction was obtained as a sum of the scores for frequency of communication, quality of content and added value to FSs for each channel.**

#### *4.7.1 Email has the longest reach*

This channel was reported as the one that reaches the highest number of FSs, with 67% confirming to receive emails. It has a high overall satisfaction of 4/5 and is considered the most valued channel by all segments. Career-driven FSs are the most satisfied segment, and this seems to be linked to their specific levels of satisfaction regarding frequency of communication through this channel and type of content.

#### *4.7.2 Mailing is valued by Indifferent FSs*

With 23% of respondents stating to have had contact with this channel of communication, it reported an overall value for FSs of 3.8/5. However, Indifferent FSs showed a higher level of value, reaching 4.1/5. The fact that mailing is the oldest form of communication of AAACM, usually associated with important communications, such as fee payments, can confer an association to tradition to this channel, which can resonate among this particular segment.

Overall, this channel exhibits low levels of satisfaction regarding frequency of communication, but adequate satisfaction with the quality of content.

#### *4.7.3 Social Media (Facebook & Instagram)*

Facebook and Instagram were the social media platforms analyzed in this study. The first reported 42% of reach, while the latter has very low expression, with only 5% of reach. Instagram's results are of limited use, since the number of recorded answers is low. However, it seems to be a valued channel by All-rounders.

As for Facebook, it is the second most valued channel (4.1/5) and overall satisfaction is high (4/5), as frequency of communication and quality of content scores are also high. All-rounders are the ones where satisfaction is highest (4.2/5), in opposition to Social Creatures, where satisfaction is lowest (3.7/5), with low scores in both frequency of communication and quality of content. Moreover, the overall dissatisfaction with communication channels expressed by this segment can be in part due to these results.

#### *4.7.4 AAACM's Website*

This channel is the third in terms of reach, with 26% of respondents affirming to have had contact with it, and occupies the same place in terms of value for FSs. However, Career-driven FSs value this channel less than other segments. Paradoxically, this segment is the most satisfied in terms of quality of content. Humanistic FSs are the least satisfied, which is mainly due to low levels of satisfaction with the frequency of communication. Nonetheless, the website presents an adequate overall degree of satisfaction (3.8/5).

## **4.8 Membership and fee payment**

### *4.8.1 Overall impact of trust and satisfaction in fee payment*

Before analyzing the fee payment behavior per FS segment, the overall impact of trust and several types of satisfaction on fee payment was assessed.

Out of the total sample, 56% stated to have their dues paid, approximately 23% assumed to have never paid membership fees and the remainder assumed they used to pay their dues but had stopped doing so. In other words, 28% of

those that used to pay fees, or paid at some point, stopped paying, and therefore this percentage can be considered the drop-out rate for membership fees.

The effects of trust and satisfaction with events, communication and store were assessed using binary logistic regressions. Curiously, trust seems to play the most important role in fee payment: by each unit increase of trust in AAACM, the likelihood of fee payment doubles.

Satisfaction levels with events and communication also influence fee payment, although in lesser extent: the former increases the likelihood by 47% per satisfaction unit increase, the latter by 30%. The analyses with other satisfaction types did not yield significant results.

These findings are in accordance with the insights captured in the available literature, which highlight the importance of satisfaction and trust in the involvement of members with associations.

#### *4.8.2 Fee payment dynamics per segment*

The analysis of these results per segment brings forward further details that help understand certain dynamics.

The table below shows the variation of fee payments per segment.

		Social Creatures	All-rounders	Career-driven	Indifferent	Humanistic	Total
<b>Fee payment (Y)</b>	%	<b>83%</b>	<b>72%</b>	<b>72%</b>	<b>70%</b>	<b>90%</b>	<b>77%</b>
	#	34	49	13	26	35	157
<b>Fee payment (N)</b>	%	<b>17%</b>	<b>28%</b>	<b>28%</b>	<b>30%</b>	<b>10%</b>	<b>23%</b>
	#	7	19	5	11	4	46
<b>Total</b>		41	68	18	37	39	203
<b>Payers</b>	%	<b>68%</b>	<b>50%</b>	<b>33%</b>	<b>46%</b>	<b>72%</b>	<b>56%</b>
	#	28	34	6	17	28	113
<b>Drop-outs</b>	%	<b>18%</b>	<b>31%</b>	<b>54%</b>	<b>35%</b>	<b>20%</b>	<b>28%</b>
	#	6	15	7	9	7	44

**Table 3. Fee payment per segment. Fee payment (Y) are all respondents that claimed to pay or have paid fees; Fee payment (N) are those that assumed to never have paid fees; Payers are the respondents that currently pay fees; Drop-Outs are those that used to pay fees but have stopped.**

The Humanistic segment exhibits the highest percentage of paying members (72%) and the second lowest drop-out rate of all segments, and no reason in particular overshadows the other reasons for not paying. These results can be linked to the high alignment of this segment with the philanthropic mission of AAACM, for which fees play a fundamental role.

Social Creatures have the lowest drop-out rate of all segments (18%) and one of the reasons for drop-out seems to be forgetfulness. In contrast, Career-driven FSs are the ones with the highest drop-out rate, reaching a record 54%, which is not surprising considering the consistently lower levels of satisfaction towards AAACM, when compared with other segments. Moreover, even though this segment exhibits similar numbers of membership acquisition, it is clearly the one where membership retention is lower.

For those that have never paid membership fees, the main reasons seem to be financial (31% of total respondents), for which All-rounders have a weight of 50%, and negative benefit-cost ratio (23%), with All-rounders and Indifferent FSs reaching 80% of responses. The main motives for dropping out are forgetfulness and financial reasons (both with 24%), but the third is negative



benefit-cost ratio, which amounts to 20%. These results have practical implications when considering the total number of FSs that do not pay membership fees, regardless of whether they have paid during a certain period or not. The overall main motive is financial, accounting for 29% of all non-paying FSs. Moreover, forgetfulness is responsible for 20% of non-paying FSs and the perception of negative benefit-cost ratios has the same share. The last two, especially, are actionable motives for which specific strategies can be developed.

Analyzing the motives for paying fees, among those FSs that claimed to have paid their dues, highlighted the philanthropic mission of AAACM as the first reason, followed by being aligned with the goals of AAACM and the sense of belonging to the community. Curiously, this was not true for Social Creatures, who ranked the sense of belonging to the community as the first motive.

The factors that could convince FSs that formerly paid fees to restart paying were also analyzed. All-rounders and Humanistic FSs expressed will for an increased variety of events, Social Creatures and Indifferent FSs proposed better communication and finally, Career-driven FSs stated the creation of new protocols with third parties as their first choice. These motives are especially important to consider seeing that 20% of these FSs do not pay fees due to a perceived negative benefit-cost ratio.

## **4.9 Using the study data to improve performance**

### *4.9.1 AAACM's SWOT revisited*

This research has fulfilled its purpose, resulting in a deeper understanding of several factors that must be kept in mind when making decisions that will influence AAACM's results in terms of membership acquisition and retention.

By gathering the recently collected data with what was previously known, it is now possible to conduct a thorough SWOT analysis of AAACM, which in turn will provide guidance on the definition of the strategic drivers AAACM should focus on for the future.

The longevity of AAACM and the levels of awareness in its target population are clear strengths of the association. Its stable financial situation and a wide

variety of engagement opportunities for members can be added to the list, which guarantee a base for a more profound work towards member benefit.

However, AAACM's member base is ageing, with more than half of paying members being 65 years-old or older, and younger members being less prone to pay the membership fee. The current state of memberships can potentially lead to an unsustainable situation, as younger members will not compensate the loss of older fee-paying members. An additional weakness is the lack of knowledge on FSs' motivations, needs and wants, which hinders the decision-making to increase engagement with FSs and members. This work responds to this particular weakness.

The main threat to AAACM is directly linked to the previous points and can be summarized as a progressive reduction in revenue from fees, with impact on the association's capacity to fulfil its mission. The main factors that seem to contribute to this are forgetfulness and a negative benefit-cost ratio, which might be related to lower satisfaction levels with the opportunities for engaging with the association.

Nevertheless, the analysis of the current state uncovers important opportunities for AAACM. Firstly, as satisfaction levels with events and communication are positively related to fee payment, improving these will yield the awaited outcomes. The same rational is true for trust levels, which are the main factor contributing to increasing the likelihood of fee payment. Finally, there seems to exist a particularly unsatisfied segment of FSs, the Career-driven, that present as an opportunity for which AACM can work towards.

#### *4.9.2 Strategic drivers for the future*

Now that there is an adequate amount of information, resulting from analyzing the external and internal environments and closing the knowledge gap about FSs' motivations, needs and wants, it is now possible to identify the strategic principles that will provide guidance towards the improvement of member acquisition and retention, the enlargement of the member base and the renewal of an aging member population.

The pillars of execution of an action plan for the future must have in consideration the opportunities identified previously and should aim at capturing the same, or at further analyzing them. Having that said, AAACM should focus on the following strategic drivers in order to achieve its goals:

- Focus on raising event satisfaction across all segments: as these satisfaction rates directly influence fee payment in a positive manner, working towards improving them is of paramount importance. For events, this means increasing FS participation rates, as it has a positive effect on event satisfaction, and managing the events' portfolio in order to ensure the variety of events is in accordance with members' expectations. An adequate approach would be to analyze segment preferences and work towards those;
- Improve communication satisfaction rates, specially in Social Creatures and Career-driven FSs: these rates also contribute positively to the improvement of fee payment and are lowest in the aforementioned segments. Focusing on Social Media and content can yield results for Social Creatures and segment-specific content for the email channel can prove to be effective for Career-driven FSs;
- Engage in professional interest initiatives and nurture the Career-driven segment: this segment is the most dissatisfied overall and the most underserved by AAACM. Investing in adequate engagement with this segment can yield interesting results, as it might counteract the highest fee payment drop-out rate the segment exhibits. As this is also the segment where FSs are younger, acting on it will foster the generational renewal of AAACM's member base;
- Investigate the factors that drive trust in the association: trust plays a major role in membership fee payment, but current knowledge is not sufficient to uncover what affects trust levels. As trust doubles the likelihood of fee payment, it is critical to gather concise information on what raises trust levels and what decreases it, so that these insights can be incorporated in AAACM's action plan in the long-term.

By following these four strategic drivers, AAACM can better work towards a sustainable future that ensures the fulfilment of its mission.

## 5 Conclusions

Relationship Marketing can provide deeper context not only on how several motivations impact the decision of joining membership associations, but also on the factors that will influence member retention and recommendation. This study aimed at deepening the knowledge about which motivations and factors might be relevant for AAACM, a centenary association for former students of the Portuguese Military School. For the remainder of this section, an answer to each research question will be provided.

*Q1. What are the main motivations that influence member recruitment regarding AAACM?*

The literature review that was performed uncovered that a mixture of different motivations influences the propensity for joining an association and these can be classified as instrumental, expressive or career-related. For AAACM, the same principle appears to be true, as shown by the results of this study: the three main motivations identified were social responsibility (expressive), professional interest (career-related) and relationships and leisure (instrumental).

*Q2. Can these motivations work as criteria for prospect and member segmentation regarding AAACM?*

By analyzing how these motivations are expressed, five different segments were identified: social creatures, all-rounders, career-driven FSs, indifferent FSs and humanistic FSs. Each segment exhibited a different mix of motivations and the results from the subsequent analyses were consistent with this segmentation, which confirms that motivations can work as factors for prospect and member segmentation.

*Q3. What are the main variables that influence member retention regarding AAACM?*

Findings on member retention variables were consistent with information available in the literature. In fact, trust and satisfaction seem to be directly related to continued fee payment, which is in accordance with the observed intersegment differences in the rates of these variables and the respective member drop-out rates.

*Q4. What are the main variables that influence member advocacy regarding AAACM?*

Unfortunately, the variables that were identified as relevant for member retention did not seem to have any relationship with member recommendation.

*Q5. Can these findings help in identifying strategic opportunities and targeting them through an action plan?*

Finally, the main findings of this study have provided insights that were key in identifying the main strategic priorities AAACM should consider in order to achieve its goals and deliver its mission. These priorities consist of focusing on raising satisfaction levels in what concerns events and communication, that have a direct impact in member retention, increase engagement with the career-driven segment, which is clearly underserved and dissatisfied, and finally explore how trust levels can be increased, as this variable is the most important in ensuring member retention.

Besides shedding some light into important concepts of relationship marketing in non-for-profit organizations, the insights that were obtained through this study provide a deeper understanding of the motivations, needs and wants for AAACM's prospect and member base, and can be transformed into actionable priorities for this association to follow up on, leading to the achievement of its goals and ambitions as an organization and adding value to the target population it serves. Moreover, the results of this study will be shared with AAACM's board and the suggested recommendations will likely have practical application in AAACM's ways of working.

## **6 Limitations and future research**

As previously mentioned, and even though palpable differences between segments are evident, the main limitation of this study is the lack of statistical significance of the findings that were described. This should be considered when analyzing the results and kept in mind before stepping into conclusions that go beyond the ones presented in this work.

Consistent with the available literature, trust levels seem to play an important role in member retention, which in the case of AAACM is a fundamental goal of its action. The present study has played a part in identifying this link between trust and member retention in AAACM, but unfortunately did not capture the factors that impact directly trust levels. Moreover, although it is clear how fundamental trust is in this relationship between members and the association, there is no data on what influences trust or on how to raise trust levels. Therefore, future research on which factors influence member trust levels on non-profit associations can be of critical use for these organizations. In the case of AAACM, this is the logical next step towards further member understanding, and might reveal information that will directly impact the association's interaction with its members and redefine its strategic priorities.

## **7 Teaching notes**

### **7.1 Synopsis**

The Association of Former Students of Military School (Associação dos Antigos Alunos do Colégio Militar, AAACM) is a non-for-profit organization with a mission that focuses primarily in philanthropy towards the community of former students (FSs) of Military School. In addition to this mission, AAACM implements additional engagement opportunities to further fulfil its purpose, by providing a platform for FSs to interact and offering a set of services and benefits that have a positive impact on the community.

As of January 2020, there are currently 2057 members registered in the databases of AAACM, but its member base seems to be ageing. Moreover, only 44% of members pay their membership fees, which are crucial for AAACM's operations, representing 31% of total revenue. Additionally, and by analyzing historic data, it is evident that membership fees payment is on a downward tendency: in the span of 10 years, membership fees payment decreased as much as 23%.

The aforementioned information is a cause of concern for the current board, as it highlights the two main challenges that have been identified:

- improving member retention (as in members maintaining their annual fee payment);
- increasing member acquisition (ensuring first-year FSs participate in the association's activities, contribute for its objectives and maintain this behavior in the first years of membership).

As a result of the stated above, there is a need to assess which variables will influence member recruitment, retention and advocacy, while also finding relevant criteria for member segmentation, with the aim of identifying strategic opportunities and proposing action plan for AAACM to target them.

### **7.2 Teaching objectives**

This case study provides a template for the discussion of strategy and marketing-related topics by exploring concepts such as relationship marketing, segmentation and the applicability of these to the universe of non-for-profit organizations, namely membership associations.

Additionally, it provides a platform for debating notions such as member acquisition and retention, and how these are influenced by important factors such as satisfaction and trust.

Finally, it provides an opportunity for the application of frameworks such as SWOT, after which the information gathered in that framework can be used to experiment with strategic decision-making and the identification of the strategic priorities for success.

### **7.3 Target audience**

This case study is suitable for both Bachelor and Master students in Management, Business Administration, and similar disciplines, especially when there is a clear focus on non-for-profit organizations. It can be appropriate to discuss in Marketing, Marketing Communication, Consumer Behavior or Marketing Strategy classes, depending on the focus of the subject. The case covers certain marketing concepts and, therefore, students should have at least basic background in marketing.

### **7.4 Teaching plan**

As preparation for the in-class discussion of the case study, students should read the present case study and the articles identified below, each of which provides insight on some of the main concepts that will be discussed. There is no preferred reading order, however it is recommended that the articles are read prior to the case study, as it might improve the critical analysis of the information provided in the latter:

- Motivations for joining associations: Lanero, A., Vázquez, J.L. and Gutiérrez, P., 2017. Young adult propensity to join voluntary



associations: The role of civic engagement and motivations. *Nonprofit and Voluntary Sector Quarterly*, 46(5), pp.1006-1029;

- Relationship marketing in membership associations: Vincent, N.A. and Webster, C.M., 2013. Exploring relationship marketing in membership associations. *European Journal of Marketing*, 47(10), pp. 1622-1640;
- Segmentation in non-profit organizations: Rupp, C., Kern, S. and Helmig, B., 2014. Segmenting nonprofit stakeholders to enable successful relationship marketing: A review. *International Journal of Nonprofit and Voluntary Sector Marketing*, 19(2), pp.76-91.

To guide and facilitate the in-class discussion, a set of questions is provided below, along with a proposal of key topics to focus in each one. These questions can be either addressed by one individual while the case is discussed with the whole class or by dividing students into small groups, so that they can discuss among themselves before presenting to the rest of the class. The choice of type of discussion is the teacher's responsibility and should be done according to format preference, time available for discussion and expected outcomes in terms of depth of analysis. The questions are presented below, followed by a proposal of a discussion guide:

1. What are the strengths and weaknesses of AAACM? What is their relationship with AAACM's goals?

Content for this discussion can be found in the Introduction of the case study.

Students should identify strengths and weaknesses and justify their answer with concrete thoughts. At least the following strengths should be identified: stable financial status, high levels of awareness among FSs and a wide variety of initiatives for member engagement in terms of events and protocols, and several communication channels, among others. As weaknesses, the subsequent should be highlighted: an ageing member base, younger FSs are less prone to join a pay membership fees, no clear information or insights on FSs motivations, needs and wants.

Having identified the strengths and weaknesses of AAACM, students should theorize on how these affect the association's ability to fulfil its mission.

This discussion should help uncover the challenges of AAACM, mentioned in the “The challenges that AAACM faces”, and build the appropriate mindset to analyze the subsequent data.

2. According to the literature, what are the types of motivations that potential members might have to join associations? Is there a connection between these motivations and the ones found among AAACM members?

Firstly, content for this discussion can be found in the article by Lanero, A. et al (2017), which identifies three types of motivations: expressive (self-oriented, social or ego-defensive), instrumental (altruistic or values-based) and career-oriented (utilitarian).

Afterwards, students can relate the aforementioned motivations to the factors identified in the factor analysis, which are described in the section “5 segments were identified from cluster analysis” of the case study. It can be then concluded that these factors are aligned with the motivations described in the literature.

3. Please list the type of segmentation criteria that you know and how they fit into a scale of increased benefit. In which category would you fit the segmentation performed on AAACM’s member base? What advantages do you identify in this method of segmentation?

The article from Rupp, C. et al. (2014) provides the theoretic framework to answer the first part of the question. Students can identify two main criteria: *a priori* criteria (predetermined criteria such as age, gender and place of birth) and *post-hoc* criteria (motivations, beliefs and perceived benefits). The latter should be identified as the type of segmentation that provides increased benefit, as it might deliver more insightful information. The proposed segmentation criterion in the case study should be identified as *post-hoc*.

The discussion of the advantages of using this type of segmentation should yield answers such as the creation of more homogeneous segments, for which more actionable information exists.

4. According to the available literature, what factors influence member retention and how they exert such influence? Can you relate the information in the literature with the findings from this case study?

Content for the first part of the question can be found in the article by Vincent and Webster (2013), which highlights features such as the quality of the relationship, trust, satisfaction, commitment, among others.

Students should then be able to identify trust, event satisfaction and communication satisfaction as factors that influence member retention in the case of AAACM. The discussion can then analyze the limitations of the present study, such as the lack of information regarding what is influencing trust levels in AAACM members and postulate answers from the literature.

5. After reading the case study, build a complete SWOT analysis for AAACM. Afterwards, identify the main priorities AAACM should focus on.

Ideally, students should answer this question before reading the final section of the case study (“Using the study data to improve performance”). The scope of this question is to provide a basis for students to apply their knowledge and perform a SWOT analysis with the information from the case study, and use that framework to identify the strategic priorities of AAACM.

Rather than assessing if the answers are right or wrong, students should be challenged to justify their choices and present coherent rationales for their selections.

6. Compare your SWOT analysis and identified priorities with the ones presented in the case study. Do you agree with what is in the case study? Discuss similarities and differences.

Before answering this question, students should have time to analyze the final section of the case study (“Using the study data to improve performance”) and compare their previous answer with the information presented. The following

discussion should focus on understanding if the similarities are based in the same assumptions and challenge students to analyze the differences.

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## Appendix 1 – AAACM survey structure and questions

The survey is presented in its original language to preserve meaning.

### Início do questionário

Este questionário está inserido no âmbito de uma tese de mestrado em Marketing Estratégico da *Católica Lisbon School of Business and Economics*, destinando-se a Antigos Alunos do Colégio Militar. A participação neste inquérito é completamente anónima.

Os objectivos principais deste estudo são:

- Avaliar a satisfação dos Antigos Alunos para com a as várias formas de actuação da Associação dos Antigos Alunos do Colégio Militar (AAACM);
- Compreender as motivações dos sócios pagantes de quotas;
- Identificar as oportunidades de melhoria para guiar a implementação estratégica das acções da AAACM para o futuro.

Este questionário demora cerca de 10 minutos a preencher, consoante as suas respostas.

Muito obrigado pela sua participação.

### Secção 1. Análise de motivações

1. És Antigo Aluno do Colégio Militar?
  - a. Sim
  - b. Não (**terminar survey**)
  
2. Por favor considere as Associações no geral. Qual a importância das razões expressas abaixo para aderir a uma associação? (1-nada importante a 5-muito importante)

Razão	1	2	3	4	5
Defender direitos cívicos fundamentais					
Contribuir para a resolução de problemas da comunidade					
Ajudar pessoas necessitadas					
Oferecer um serviço à comunidade					
Denunciar injustiças sociais					
Participar na tomada de decisão pública					
Mudar o que está mal na sociedade					
Relacionar-me com pessoas com interesses e objectivos semelhantes					
Participar em atividades lúdicas					



Aproveitar o tempo livre de forma divertida					
Construir currículo					
Adquirir competências profissionais					
Criar rede de contactos profissional					

## Secção 2. Análise geral AAACM

A AAACM, para além das acções de filantropia que estão na sua origem, tem por fim, a consolidação e o fortalecimento dos laços de solidariedade que unem os antigos e os actuais alunos do Colégio Militar e a intransigente defesa da instituição em que ela consiste, nos seus princípios, valores e tradições.

3. Por favor assinale o grau de concordância com as frases apresentadas (de 1- discordo completamente a 5- concordo completamente):

Afirmação	1	2	3	4	5	NS
Sinto uma forte ligação à AAACM						
Sinto que os desafios que a AAACM enfrenta também me dizem respeito						
A AAACM tem um papel importante na manutenção de uma comunidade de Antigos Alunos coesa						
A AAACM tem uma missão filantrópica importante						
A AAACM ajuda-me a manter-me em contacto com a rede de Antigos Alunos						
A AAACM promove eventos relevantes para a comunidade						
A AAACM tem um papel relevante na defesa do Colégio Militar						
A AAACM tem responsabilidade em defender os princípios, valores e tradições da comunidade de AAs						
A AAACM é um intermediário importante na relação dos Antigos Alunos com o Colégio Militar						
Eu confio na AAACM						
Estou disposto a colaborar com a AAACM na organização de acções e eventos						

## Secção 3. Interação com a AAACM

### Eventos

4. Por favor indique os eventos da AAACM que conhece:

Jantar Anual AAACM	
Sardinhada AAACM	
Assembleias Gerais	
Torneio de Golfe	

Torneio de Esgrima	
Torneio de Padel	
Torneio de Futsal	
Tertúlias AAACM	
Outro (especificar)	
Não conheço nenhum evento da AAACM (passar para pergunta 11)	

5. Nos últimos 2 anos, participou em eventos da AAACM?

- a. Sim
- b. Não (ir para pergunta 7)

6. Fazendo ainda referência aos últimos 2 anos, por favor indique as actividades da AAACM em que participou pelo menos uma vez: (escolha múltipla)

Jantar Anual AAACM	
Sardinhada AAACM	
Assembleias Gerais	
Torneio de Golfe	
Torneio de Esgrima	
Torneio de Padel	
Torneio de Futsal	
Tertúlias AAACM	
Outro (especificar)	

7. Em que medida está satisfeito com os eventos da AAACM?

1	2	3	4	5	6	7	8	9	10

8. Tem alguma sugestão de evento que a AAACM pudesse organizar?

- c. Sim
- a. Não (passar para pergunta 11)

9. Em que categoria se enquadra a sua sugestão?

- d. Almoços/Jantares
- e. Desporto
- f. Cultura
- g. Networking
- h. Outra

10. Por favor especifique:  
[Campo aberto]

### Loja AAACM

11. Por favor, indique as categorias de artigos da loja da AAACM que conhece:

Barretinas para lapela do casaco	
Vestuário (Gravatas, Polos, lenços, etc)	
Livros AAACM	
Revistas Zacatraz	
Artigos de Joalheria	
Outros livros	
Canecas, porta-chaves e cadernos	
Outros (especificar)	
Não conheço nenhum artigo (passar para pergunta 19)	

12. Nos últimos 2 anos, adquiriu algum artigo da loja da AAACM?

- a. Sim
- b. Não (passar para pergunta 17)

13. Tendo ainda em consideração os últimos 2 anos, especifique as categorias dos artigos que adquiriu da loja da AAACM:

Barretinas para lapela do casaco	
Vestuário (Gravatas, Polos, lenços, etc)	
Livros AAACM	
Revistas Zacatraz	
Artigos de Joalheria	
Outros livros	
Canecas, porta-chaves e cadernos	
Outros (especificar)	

14. Por favor especifique de que forma adquiriu os artigos (escolha múltipla):

- c. Loja Online
- d. Presencialmente (Sede AAACM)
- e. Presencialmente (evento AAACM)
- f. Outro

15. Por favor indique, numa escala 1-10 (em que 1 representa extremamente insatisfeito e 10 extremamente satisfeito) em que medida está satisfeito com as vertentes da loja da AAACM apresentados abaixo?

	1	2	3	4	5	6	7	8	9	10	NS
Variedade de artigos											
Qualidade dos artigos											
Custo dos artigos											
Funcionamento da loja online											
Aquisição presencial											

16. Existe algum artigo que gostaria que estivesse disponível?

- b. Sim
- c. Não (passar para pergunta 19)

17. Em que categoria se insere?

Barretinas	
Vestuário	
Livros	
Artigos de Joalheria	
Outros (especificar)	

18. Por favor especifique:

[Campo aberto]

### Protocolos AAACM

19. Por favor, indique os protocolos da AAACM que conhece:

Viagens, Excursões e alojamento	
Formação e Ensino	
Seguros	
Reparação automóvel	
Ginásios e Wellness	
Saúde (consultas, medicina dentária, fisioterapia, outros)	
Telecomunicações	
Imobiliário	
Não conheço nenhum protocolo da AAACM (passar para pergunta 26)	

20. Nos últimos dois anos, beneficiou de algum protocolo da AAACM com outras entidades?

- a. Sim
- b. Não (passar para pergunta 23)

21. Tendo ainda em consideração os últimos 2 anos, especifique os protocolos dos quais usufruiu:

Viagens, Excursões e alojamento	
Formação e Ensino	
Seguros	
Reparação automóvel	
Ginásios e Wellness	
Saúde (consultas, medicina dentária, fisioterapia, outros)	
Telecomunicações	
Imobiliário	

22. Em que medida está satisfeito com os protocolos existentes?

1	2	3	4	5	6	7	8	9	10

23. Existe algum tipo de protocolo que gostaria que estivesse disponível?

- i. Sim
- j. Não (passar para pergunta 26)

24. Em que categoria se enquadra?

Viagens, Excursões e alojamento	
Formação e Ensino	
Seguros	
Reparação automóvel	
Ginásios e Wellness	
Saúde (consultas, medicina dentária, fisioterapia, outros)	
Telecomunicações	
Imobiliário	
Outra	

25. Por favor especifique o protocolo:

[Campo aberto]

## Delegados de Curso

O Conselho de Delegados de Curso é composto por dois Delegados de cada Curso de Aas, nomeados pelo Curso, e que têm como funções transmitir informações ao seu Curso sobre a AAACM e o CM, e recolher a sua opinião sobre as actividades/eventos da AAACM.

26. Está a par da existência do Conselho de Delegados de Curso?

- d. Sim
- e. Não (passar para pergunta 28)

27. No geral, considerando uma escala de 1 (Extremamente insatisfeito) a 10 (extremamente satisfeito), quão satisfeito está com desempenho do Delegado de Curso?

1	2	3	4	5	6	7	8	9	10	NS

## Meios de Comunicação da AAACM com os AAs

28. Qual das seguintes frases melhor descreve a qualidade da informação veiculada pela AAACM acerca dos assuntos relacionados com a Associação?

- a. Totalmente informado
- b. Consideravelmente informado
- c. Adequadamente informado
- d. Informado de forma limitada
- e. Completamente desinformado

29. Costuma ter contacto com os meios de comunicação da AAACM?

- k. Sim
- l. Não (passar para pergunta 36)

30. Quais os canais de comunicação a que normalmente acede/com que normalmente contacta?

- m. Email
- n. Carta
- o. Facebook
- p. Instagram
- q. Website
- r. Outros (especifique)

31. Por favor avalie cada canal de comunicação relativamente às variáveis apresentadas, numa escala de 1 (mau) a 5 (muito bom). Caso não tenha contacto com esse canal, por favor seleccione “NS” (não sei):

	Canal	1	2	3	4	5	NS
Frequência da comunicação	Email						
	Carta						
	Facebook						
	Instagram						
	Website						
Qualidade dos conteúdos	Email						
	Carta						
	Facebook						
	Instagram						
	Website						
Valor para o Antigo Aluno	Email						
	Carta						
	Facebook						
	Instagram						
	Website						

32. No geral, considerando uma escala de 1 (Extremamente insatisfeito) a 10 (extremamente satisfeito), quão satisfeito está com a comunicação da AAACM com os Antigos Alunos?

1	2	3	4	5	6	7	8	9	10

33. Existe alguma recomendação adicional que gostaria de partilhar relativamente à comunicação da AAACM com os Antigos Alunos?

- f. Sim
- g. Não (passar para pergunta 36)

34. Em que categoria se enquadra?

- h. Geral
- i. Facebook
- j. Instagram
- k. Carta
- l. Website

35. Por favor especifique:

[Campo aberto]

#### Secção 4. Pagamento de Quotas

36. Por favor especifique a situação de quotas da AAACM:
- Pago as quotas da AAACM ([passar para pergunta 39](#))
  - Já paguei quotas da AAACM mas recentemente deixei de pagar ([passar para pergunta 37](#))
  - Nunca paguei quotas da AAAM ([passar para pergunta 37](#))
37. Por favor assinale a razão pela qual não paga quotas (poderá assinalar até 3 opções):
- Não me identifico com os objectivos da AAACM
  - Não me identifico com a actuação actual da AAACM
  - Esquecimento
  - Razões monetárias
  - Não sinto que os benefícios compensem o valor das quotas
  - Não compreendo em que são utilizadas as verbas das quotas
  - Outro (por favor especifique)
38. O que poderia fazê-lo pagar as quotas da AAACM? Selecione até 3 opções. ([passar para pergunta 41](#))
- Melhor comunicação com os AAs
  - Mais oportunidades de participação activa dos AAs nas decisões da AAACM
  - Maior variedade de eventos
  - Benefícios monetários na aquisição de artigos e participação em eventos
  - Outro tipo de protocolos com entidades externas
  - Outros (especifique)
  - Não tenciono voltar a pagar quotas
39. Quais as razões que te levam a pagar quotas? Ordena as três opções abaixo pela sua importância relativa
- Solidariedade para com outros Antigos Alunos
  - Identifico-me com os objectivos da AAACM
  - Sinto que o pagamento de quotas é compensado pelos benefícios de ser sócio
  - Gosto de fazer parte da comunidade de Antigos Alunos
40. Reportando-se ao último ano, encorajou algum Antigo Aluno a contribuir com o pagamento das quotas da AAACM?



- a. Sim
- b. Não

## **Secção 5. Dados demográficos**

41. Por favor indique a sua idade:

- a. <18 anos
- b. 18-24 anos
- c. 25-34 anos
- d. 35-44 anos
- e. 45-54 anos
- f. 55-64 anos
- g. 65-74 anos
- h.  $\geq 75$  anos

42. Por favor indique o seu género:

- a. Masculino
- b. Feminino
- c. Prefiro não dizer

43. Por favor indique o seu local de residência:

- a. Portugal (especificar distrito)
- b. Angola
- c. Moçambique
- d. Guiné
- e. Cabo Verde
- f. Brasil
- g. Outros (por favor especifique)

44. Por favor indique o seu estado civil:

- a. Solteiro
- b. Casado
- c. Divorciado
- d. Viúvo/Viúva

45. Por favor indique a sua escolaridade (selecione o grau mais elevado):

- a. 9º ano de escolaridade
- b. 12º ano de escolaridade
- c. Licenciatura

- d. Mestrado
- e. Doutoramento
- f. Outro

46. Qual das seguintes categorias melhor descreve a sua situação profissional?

- a. Estudante
- b. Desempregado (sem procura ativa de emprego)
- c. Desempregado (ativamente à procura de emprego)
- d. Empregado por conta de outrem (full-time)
- e. Empregado por conta de outrem (part-time)
- f. Empregado por conta própria/Empresário
- g. Reformado
- h. Outra
- i. Prefiro não responder

47. Por favor seleccione o intervalo em que o rendimento anual bruto familiar se insere:

- a. €0 – €10.000
- b. €10.001 - €19.000
- c. €19.001 - €32.000
- d. €32.001 - €50.000
- e. €50.001 - €100.000
- f. €100.001 - €250.000
- g. > €250.000

## Appendix 2 – Exhibits

### Exhibit 1 – Cluster demographics

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Por favor indica a tua idade	Social	41	5,00	1,612	,252	4,49	5,51	2	8
	All rounder	68	4,85	1,695	,206	4,44	5,26	2	8
	Career-focused	18	3,39	1,243	,293	2,77	4,01	2	6
	Indifferent	37	5,49	1,880	,309	4,86	6,11	2	8
	Humanistic	40	5,28	1,633	,258	4,75	5,80	3	8
	Total	204	4,95	1,738	,122	4,71	5,19	2	8
Indica o teu local de residência – Selected Choice	Social	41	1,73	1,988	,310	1,10	2,36	1	7
	All rounder	68	1,74	1,952	,237	1,26	2,21	1	7
	Career-focused	17	1,47	1,505	,365	,70	2,24	1	7
	Indifferent	37	1,00	,000	,000	1,00	1,00	1	1
	Humanistic	40	2,00	2,219	,351	1,29	2,71	1	7
	Total	203	1,63	1,812	,127	1,38	1,88	1	7
Por favor indica o teu estado civil	Social	41	1,98	,689	,108	1,76	2,19	1	5
	All rounder	68	1,87	,771	,093	1,68	2,05	1	5
	Career-focused	18	1,44	,511	,121	1,19	1,70	1	2
	Indifferent	37	2,03	,763	,125	1,77	2,28	1	5
	Humanistic	40	1,85	,533	,084	1,68	2,02	1	3
	Total	204	1,88	,702	,049	1,78	1,97	1	5
Por favor indica o teu nível de escolaridade (selecciona o grau mais elevado obtido)	Social	41	3,41	,741	,116	3,18	3,65	2	5
	All rounder	67	3,57	,874	,107	3,35	3,78	2	6
	Career-focused	17	3,35	,786	,191	2,95	3,76	2	5
	Indifferent	37	3,22	,886	,146	2,92	3,51	2	6
	Humanistic	40	3,78	,974	,154	3,46	4,09	2	6
	Total	202	3,50	,877	,062	3,37	3,62	2	6
Qual das seguintes categorias melhor descreve a tua situação profissional?	Social	41	4,88	1,568	,245	4,38	5,37	1	8
	All rounder	68	4,90	1,527	,185	4,53	5,27	1	8
	Career-focused	18	3,50	1,465	,345	2,77	4,23	1	6
	Indifferent	37	5,05	2,041	,335	4,37	5,73	1	9
	Humanistic	40	5,23	1,368	,216	4,79	5,66	4	7
	Total	204	4,86	1,652	,116	4,63	5,09	1	9
Por favor selecciona o intervalo em que o teu rendimento familiar anual bruto se insere	Social	40	4,40	1,215	,192	4,01	4,79	2	6
	All rounder	62	3,92	1,623	,206	3,51	4,33	1	7
	Career-focused	16	3,31	1,537	,384	2,49	4,13	1	6
	Indifferent	34	4,29	1,338	,229	3,83	4,76	2	7
	Humanistic	37	4,68	1,492	,245	4,18	5,17	1	7
	Total	189	4,19	1,496	,109	3,97	4,40	1	7

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Por favor indica a tua idade	Between Groups	59,484	4	14,871	5,342	,000
	Within Groups	554,025	199	2,784		
	Total	613,510	203			
Indica o teu local de residência - Selected Choice	Between Groups	21,771	4	5,443	1,680	,156
	Within Groups	641,519	198	3,240		
	Total	663,291	202			
Por favor indica o teu estado civil	Between Groups	4,634	4	1,159	2,419	,050
	Within Groups	95,302	199	,479		
	Total	99,936	203			
Por favor indica o teu nível de escolaridade (selecciona o grau mais elevado obtido)	Between Groups	6,968	4	1,742	2,326	,058
	Within Groups	147,527	197	,749		
	Total	154,495	201			
Qual das seguintes categorias melhor descreve a tua situação profissional?	Between Groups	40,120	4	10,030	3,883	,005
	Within Groups	514,037	199	2,583		
	Total	554,157	203			
Por favor selecciona o intervalo em que o teu rendimento familiar anual bruto se insere	Between Groups	27,717	4	6,929	3,246	,013
	Within Groups	392,801	184	2,135		
	Total	420,519	188			

**Exhibit 2 – Q3 Factor Analysis**

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,474	49,760	49,760	5,474	49,760	49,760	1,856	16,874	16,874
2	1,199	10,903	60,663	1,199	10,903	60,663	1,798	16,350	33,223
3	,963	8,759	69,422	,963	8,759	69,422	1,214	11,038	44,261
4	,748	6,795	76,217	,748	6,795	76,217	1,169	10,630	54,891
5	,572	5,202	81,419	,572	5,202	81,419	1,110	10,088	64,980
6	,503	4,572	85,991	,503	4,572	85,991	1,088	9,892	74,872
7	,485	4,405	90,396	,485	4,405	90,396	1,051	9,559	84,431
8	,353	3,206	93,602	,353	3,206	93,602	1,009	9,171	93,602
9	,305	2,770	96,373						
10	,208	1,894	98,267						
11	,191	1,733	100,000						

Extraction Method: Principal Component Analysis.

**KMO and Bartlett's Test**

Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		,874
Bartlett's Test of Sphericity	Approx. Chi-Square	1165,774
	df	55
	Sig.	,000

### Rotated Component Matrix<sup>a</sup>

	Component							
	1	2	3	4	5	6	7	8
3. Sinto uma forte ligação à AAACM	,810	,070	,143	,108	,293	,197	,261	,086
3. Sinto que os desafios que a AAACM enfrenta também me dizem respeito	,832	,217	,253	,079	,110	,172	,074	,203
3. A AAACM tem um papel importante na manutenção de uma comunidade de Antigos Alunos coesa	,195	,455	,424	,371	,350	,199	-,027	,360
3. A AAACM tem uma missão filantrópica importante	,251	,102	,903	,127	,045	,091	,188	,060
3. A AAACM ajuda-me a manter-me em contacto com a rede de Antigos Alunos	,295	,194	,059	,070	,852	,037	,249	,181
3. A AAACM promove eventos relevantes para a comunidade	,230	,153	,198	,101	,226	,077	,873	,154
3. A AAACM tem um papel relevante na defesa do Colégio Militar	,368	,779	-,042	,135	,035	-,047	,241	,284
3. A AAACM tem responsabilidade em defender os princípios, valores e tradições da comunidade de AAs	,113	,259	,134	,922	,061	,127	,102	,104
3. A AAACM é um intermediário importante na relação dos Antigos Alunos com o Colégio Militar	-,002	,812	,230	,278	,234	,232	,038	,122
3. Eu confio na AAACM	,250	,347	,098	,140	,220	,150	,208	,808
3. Estou disposto a colaborar com a AAACM na organização de acções e eventos	,236	,116	,100	,130	,043	,932	,068	,107

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

#### Identified factors:

1. Connection to AAACM (Ligação à AAACM – LigAAACM);
2. Role of AAACM in MS (Papel para com CM – PapCM);
3. Philanthropic role (Papel filantrópico – PapFil);
4. Defend the FS community (Defender a comunidade – DefCom);
5. Network for FSs (Network de AAs – Network);
6. Willing to collaborate with AAACM (Disposto a colaborar – Colab);
7. Event relevance (Relevância dos eventos – Eventos);
8. Trust in AAACM (Confio na AAACM – confio).

**Exhibit 3 – ANOVA between factors identified in Q3 (dependent) and clusters (independent)**

<b>ANOVA</b>						
		Sum of Squares	df	Mean Square	F	Sig.
LigAAACM	Between Groups	5,405	4	1,351	1,361	,249
	Within Groups	197,595	199	,993		
	Total	203,000	203			
PapCM	Between Groups	1,551	4	,388	,383	,821
	Within Groups	201,449	199	1,012		
	Total	203,000	203			
PapFil	Between Groups	15,096	4	3,774	3,997	,004
	Within Groups	187,904	199	,944		
	Total	203,000	203			
DefCom	Between Groups	5,423	4	1,356	1,365	,247
	Within Groups	197,577	199	,993		
	Total	203,000	203			
Network	Between Groups	3,800	4	,950	,949	,437
	Within Groups	199,200	199	1,001		
	Total	203,000	203			
Colab	Between Groups	2,204	4	,551	,546	,702
	Within Groups	200,796	199	1,009		
	Total	203,000	203			
Eventos	Between Groups	2,279	4	,570	,565	,688
	Within Groups	200,721	199	1,009		
	Total	203,000	203			
Confio	Between Groups	1,107	4	,277	,273	,895
	Within Groups	201,893	199	1,015		
	Total	203,000	203			

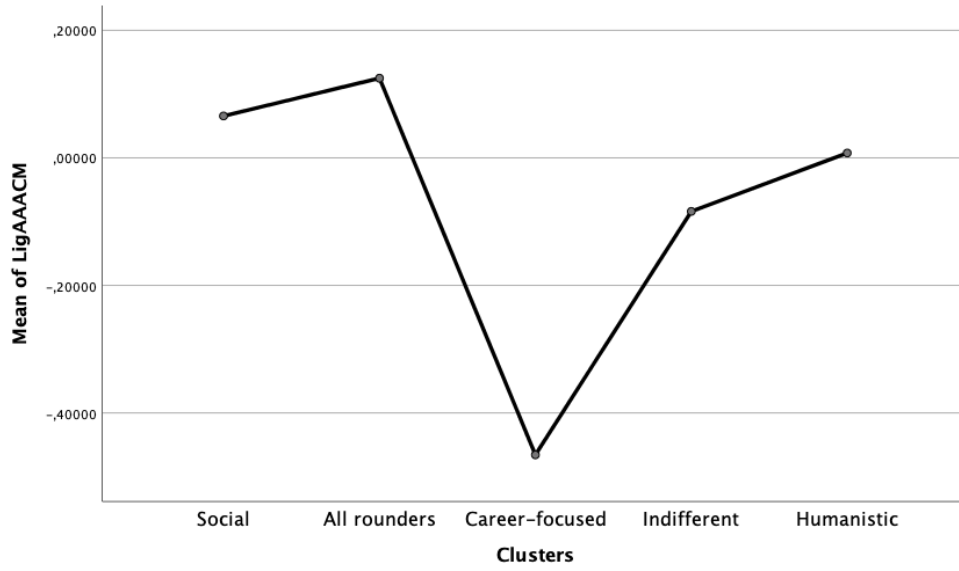
**Robust Tests of Equality of Means**

		Statistic <sup>a</sup>	df1	df2	Sig.
LigAAACM	Welch	1,160	4	71,479	,336
	Brown-Forsythe	1,225	4	124,670	,304
PapCM	Welch	,356	4	72,337	,839
	Brown-Forsythe	,348	4	120,704	,845
PapFil	Welch	4,561	4	72,725	,002
	Brown-Forsythe	3,816	4	149,074	,006
DefCom	Welch	1,547	4	70,081	,198
	Brown-Forsythe	1,171	4	108,613	,328
Network	Welch	,941	4	75,505	,445
	Brown-Forsythe	,961	4	157,886	,431
Colab	Welch	,569	4	73,595	,686
	Brown-Forsythe	,522	4	140,198	,720
Eventos	Welch	,540	4	76,216	,707
	Brown-Forsythe	,586	4	164,765	,674
Confio	Welch	,292	4	74,450	,882
	Brown-Forsythe	,268	4	140,506	,898

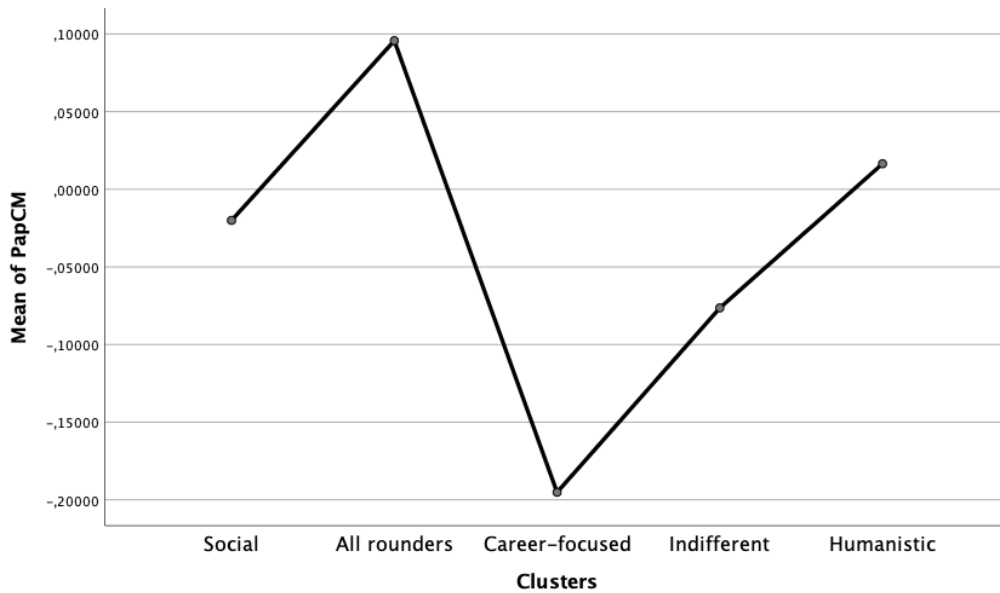
a. Asymptotically F distributed.

## Connection to AAACM

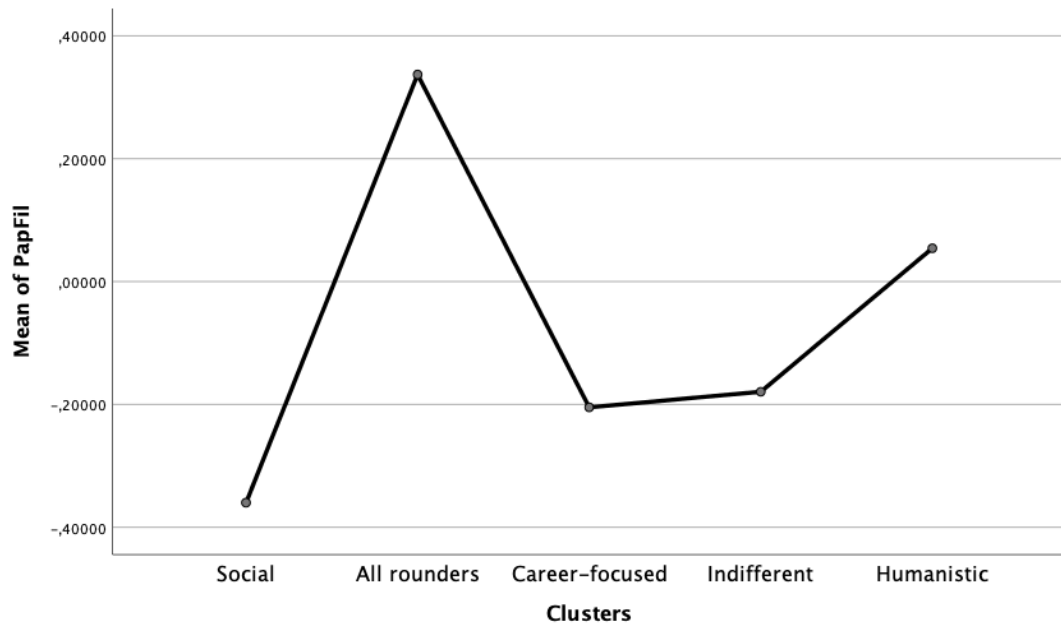
Means Plots



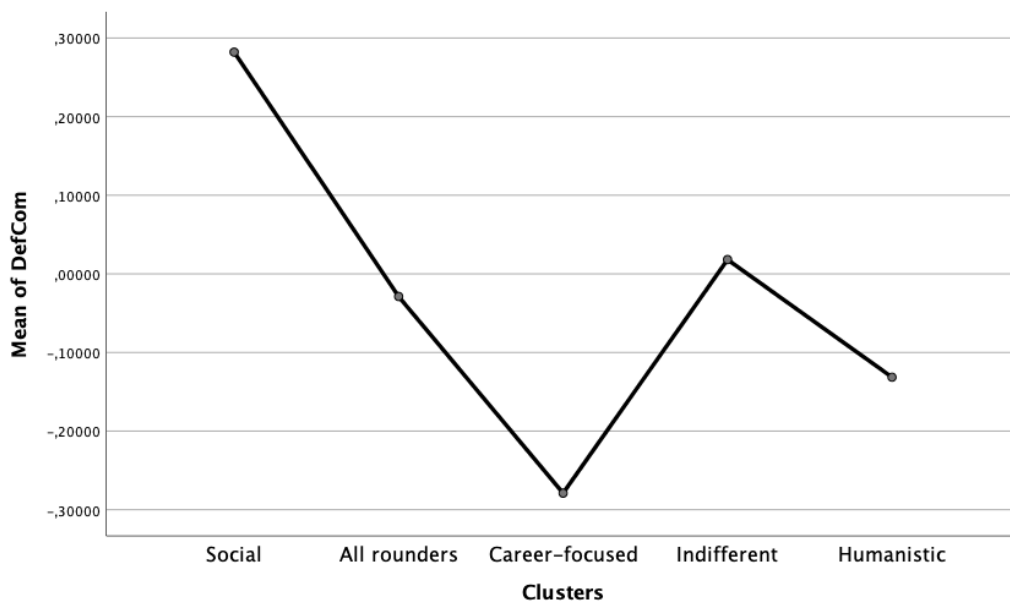
## Role of AAACM in MS



*Philanthropic role*

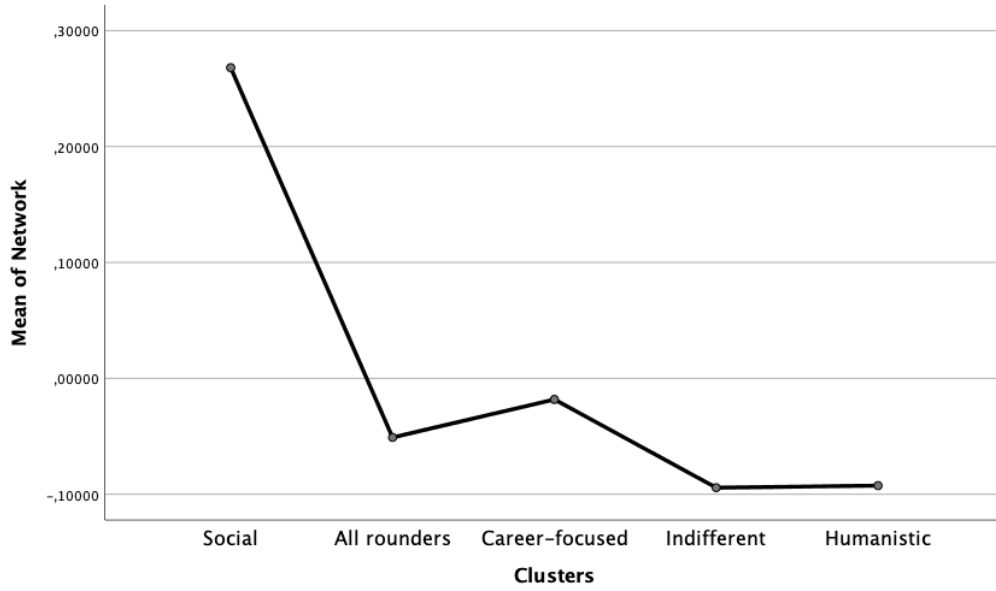


*Defend the FS community*

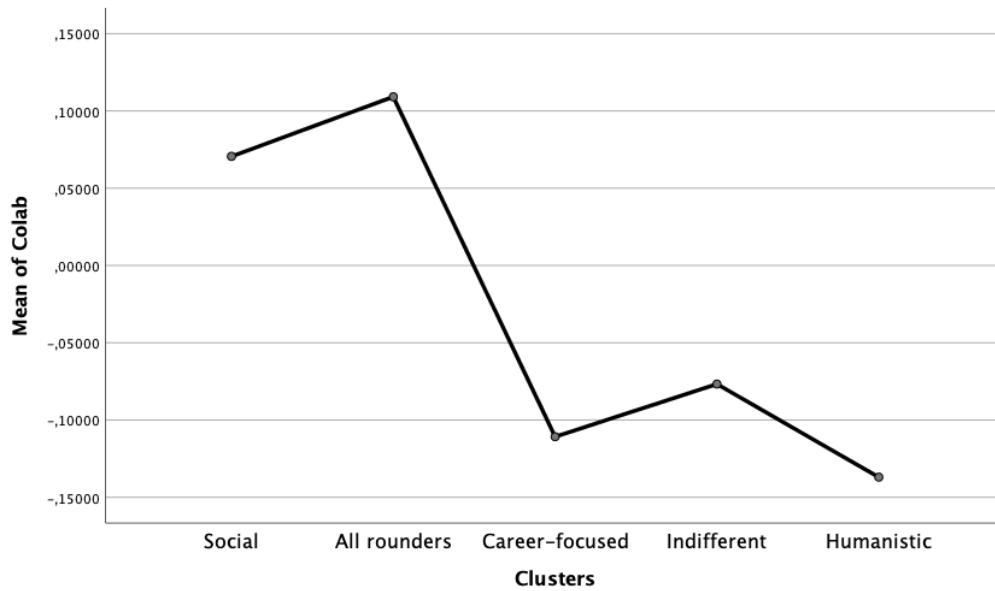




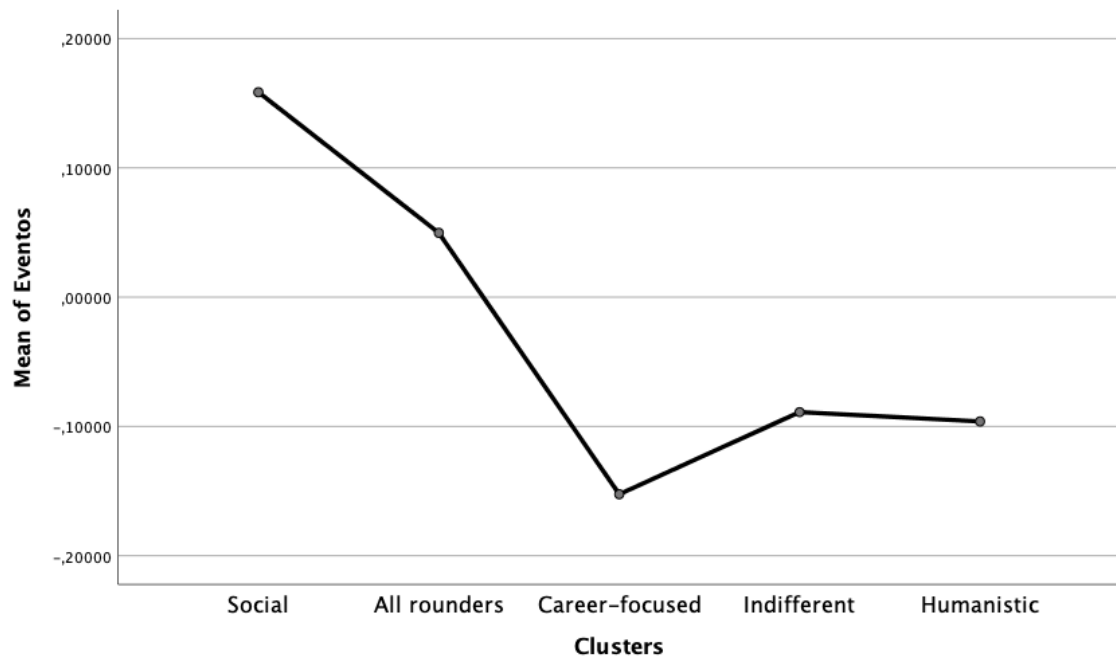
*Network for FSs*



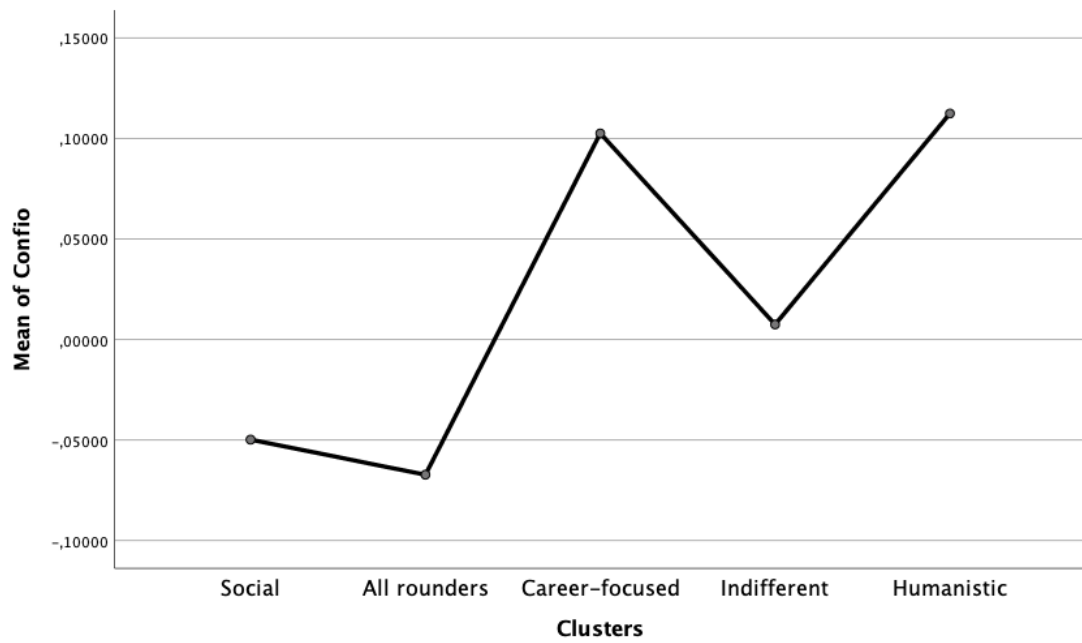
*Wiling to collaborate with AACM*



*Event relevance*



*Trust in AAACM*



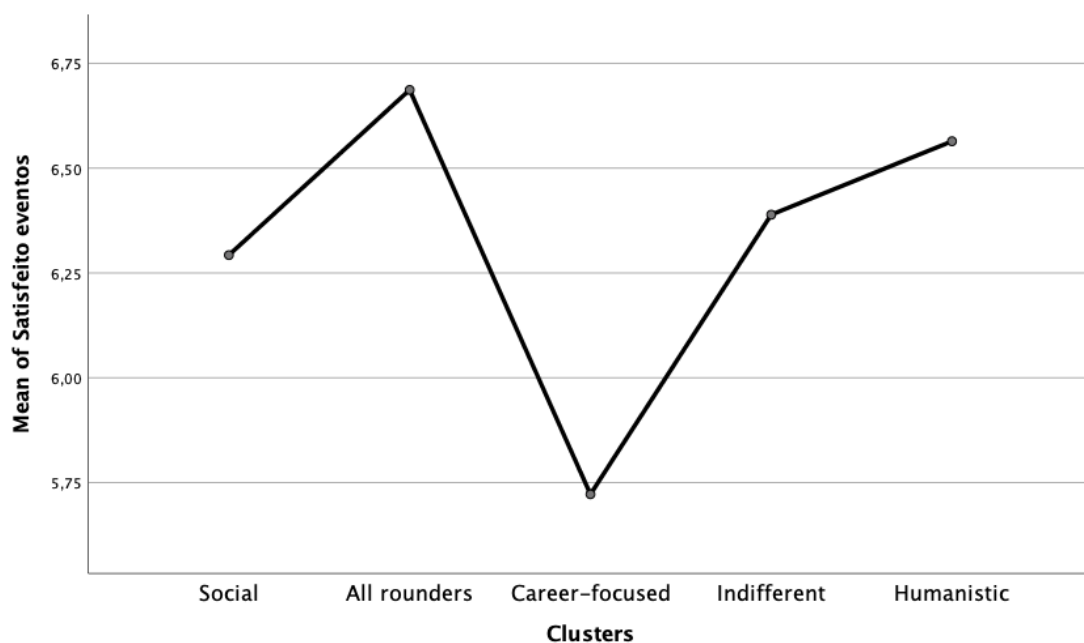
## Exhibit 4 – ANOVA of event satisfaction per cluster

Descriptives									
Satisfeito eventos									
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
Social	41	6,29	1,940	,303	5,68	6,90	1	10	
All rounders	67	6,69	2,407	,294	6,10	7,27	1	10	
Career-focused	18	5,72	2,396	,565	4,53	6,91	1	10	
Indifferent	36	6,39	1,809	,302	5,78	7,00	2	9	
Humanistic	39	6,56	1,944	,311	5,93	7,19	1	10	
Total	201	6,44	2,126	,150	6,15	6,74	1	10	

Test of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Satisfeito eventos	Based on Mean	1,698	4	196	,152
	Based on Median	1,351	4	196	,252
	Based on Median and with adjusted df	1,351	4	185,523	,253
	Based on trimmed mean	1,609	4	196	,173

ANOVA					
Satisfeito eventos					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14,930	4	3,732	,823	,512
Within Groups	888,662	196	4,534		
Total	903,592	200			

### Means Plots



**Exhibit 5 – 2-way ANOVA of event satisfaction per participation per cluster**

**Descriptive Statistics**

Dependent Variable: Satisfeito eventos

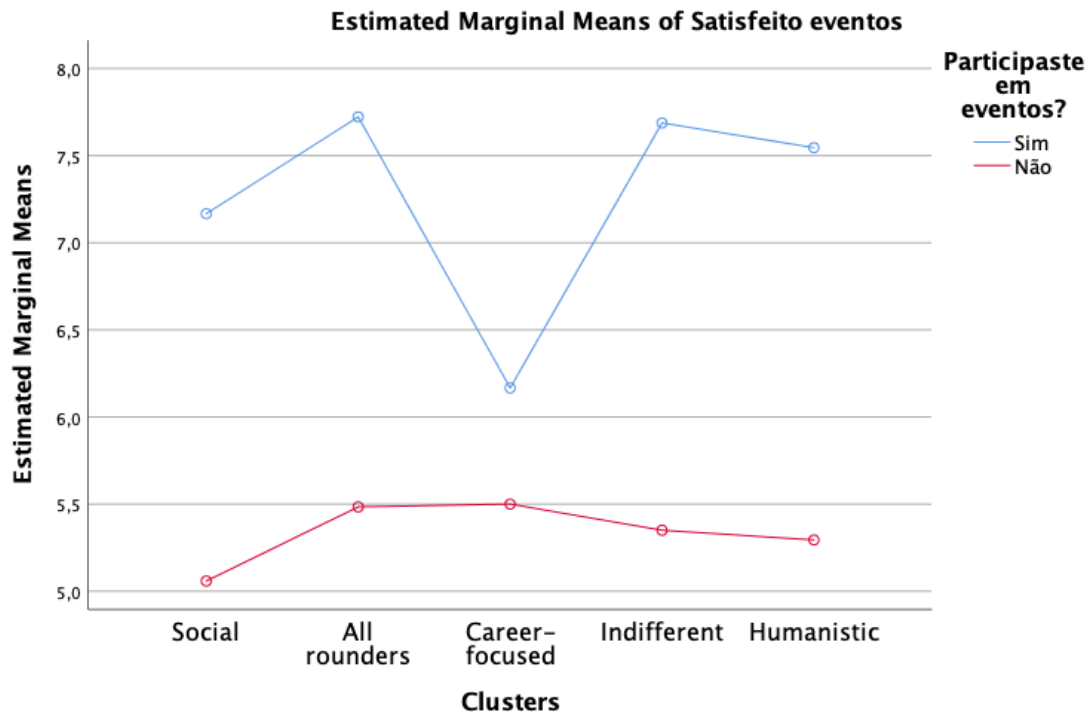
Participaste em eventos?	Clusters	Mean	Std. Deviation	N
Sim	Social	7,17	1,551	24
	All rounders	7,72	1,907	36
	Career-focused	6,17	3,189	6
	Indifferent	7,69	1,302	16
	Humanistic	7,55	1,184	22
	Total	7,46	1,718	104
Não	Social	5,06	1,784	17
	All rounders	5,48	2,393	31
	Career-focused	5,50	2,023	12
	Indifferent	5,35	1,461	20
	Humanistic	5,29	2,024	17
	Total	5,35	1,979	97
Total	Social	6,29	1,940	41
	All rounders	6,69	2,407	67
	Career-focused	5,72	2,396	18
	Indifferent	6,39	1,809	36
	Humanistic	6,56	1,944	39
	Total	6,44	2,126	201

**Tests of Between-Subjects Effects**

Dependent Variable: Satisfeito eventos

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	241,549 <sup>a</sup>	9	26,839	7,743	,000
Intercept	6322,119	1	6322,119	1823,936	,000
A5	146,966	1	146,966	42,400	,000
Clusters	11,665	4	2,916	,841	,500
A5 * Clusters	9,257	4	2,314	,668	,615
Error	662,043	191	3,466		
Total	9247,000	201			
Corrected Total	903,592	200			

a. R Squared = ,267 (Adjusted R Squared = ,233)



**Exhibit 6 – Crosstab on store purchases per cluster**

**Case Processing Summary**

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Compras na loja? * Clusters	200	97,1%	6	2,9%	206	100,0%

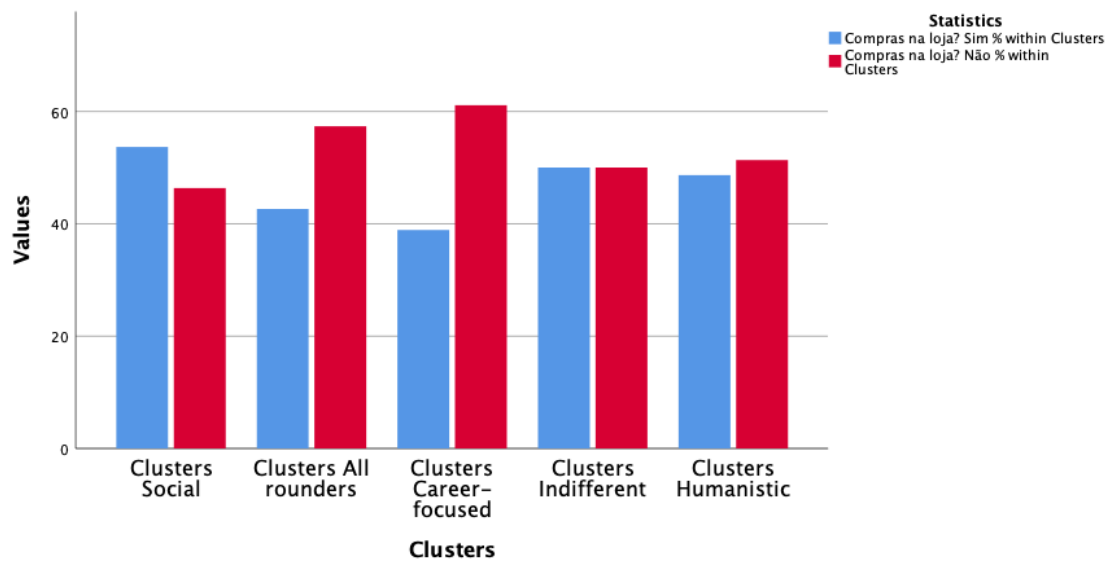
			Social	All rounders	Clusters Career-focused	Indifferent	Humanistic	Total
Compras na loja?	Sim	Count	22	29	7	18	18	94
		% within Compras na loja?	23,4%	30,9%	7,4%	19,1%	19,1%	100,0%
		% within Clusters	53,7%	42,6%	38,9%	50,0%	48,6%	47,0%
	Não	Count	19	39	11	18	19	106
		% within Compras na loja?	17,9%	36,8%	10,4%	17,0%	17,9%	100,0%
		% within Clusters	46,3%	57,4%	61,1%	50,0%	51,4%	53,0%
	Total	Count	41	68	18	36	37	200
		% within Compras na loja?	20,5%	34,0%	9,0%	18,0%	18,5%	100,0%
		% within Clusters	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
% of Total		20,5%	34,0%	9,0%	18,0%	18,5%	100,0%	

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1,893 <sup>a</sup>	4	,755
Likelihood Ratio	1,899	4	,754
Linear-by-Linear Association	,000	1	,984
N of Valid Cases	200		

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 8,46.

### Compras na loja? \* Clusters Crosstabulation



## Exhibit 7 – ANOVA of satisfaction with store factors per cluster

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
15a. Variedade de artigos	Social	21	6,62	1,717	,375	5,84	7,40	4	10
	All rounders	27	6,81	1,665	,320	6,16	7,47	3	10
	Career-focused	5	6,80	2,168	,970	4,11	9,49	4	9
	Indifferent	17	6,47	1,875	,455	5,51	7,43	1	9
	Humanistic	17	6,59	1,502	,364	5,82	7,36	4	10
	Total	87	6,66	1,683	,180	6,30	7,01	1	10
15a. Qualidade dos artigos	Social	21	7,76	1,480	,323	7,09	8,44	4	10
	All rounders	27	8,30	1,295	,249	7,78	8,81	5	10
	Career-focused	7	6,57	2,370	,896	4,38	8,76	3	9
	Indifferent	17	7,76	1,251	,304	7,12	8,41	5	10
	Humanistic	17	7,47	1,546	,375	6,68	8,27	5	10
	Total	89	7,78	1,521	,161	7,45	8,10	3	10
15a. Custo dos artigos	Social	21	7,52	1,167	,255	6,99	8,06	5	10
	All rounders	27	7,37	2,060	,396	6,56	8,19	1	10
	Career-focused	7	6,29	2,138	,808	4,31	8,26	4	10
	Indifferent	17	7,00	1,225	,297	6,37	7,63	5	9
	Humanistic	18	6,72	1,904	,449	5,78	7,67	1	10
	Total	90	7,12	1,721	,181	6,76	7,48	1	10
15a. Funcionamento da loja online	Social	6	5,50	2,739	1,118	2,63	8,37	3	9
	All rounders	7	7,86	1,069	,404	6,87	8,85	6	9
	Career-focused	2	5,50	,707	,500	-,85	11,85	5	6
	Indifferent	5	8,00	1,000	,447	6,76	9,24	7	9
	Humanistic	2	4,00	,000	,000	4,00	4,00	4	4
	Total	22	6,68	2,102	,448	5,75	7,61	3	9
15a. Aquisição presencial	Social	22	7,91	1,342	,286	7,31	8,50	5	10
	All rounders	25	8,08	1,498	,300	7,46	8,70	5	10
	Career-focused	7	6,14	3,078	1,164	3,30	8,99	1	10
	Indifferent	16	7,69	1,448	,362	6,92	8,46	5	10
	Humanistic	16	8,00	1,592	,398	7,15	8,85	4	10
	Total	86	7,79	1,681	,181	7,43	8,15	1	10

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
15a. Variedade de artigos	Between Groups	1,476	4	,369	,125	,973
	Within Groups	242,179	82	2,953		
	Total	243,655	86			
15a. Qualidade dos artigos	Between Groups	19,058	4	4,765	2,170	,079
	Within Groups	184,448	84	2,196		
	Total	203,506	88			
15a. Custo dos artigos	Between Groups	13,081	4	3,270	1,109	,358
	Within Groups	250,574	85	2,948		
	Total	263,656	89			
15a. Funcionamento da loja online	Between Groups	43,916	4	10,979	3,820	,022
	Within Groups	48,857	17	2,874		
	Total	92,773	21			
15a. Aquisição presencial	Between Groups	22,280	4	5,570	2,070	,092
	Within Groups	217,953	81	2,691		
	Total	240,233	85			

### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
15a. Variedade de artigos	Based on Mean	,483	4	82	,748
	Based on Median	,179	4	82	,948
	Based on Median and with adjusted df	,179	4	73,427	,948
	Based on trimmed mean	,462	4	82	,764
15a. Qualidade dos artigos	Based on Mean	1,827	4	84	,131
	Based on Median	1,368	4	84	,252
	Based on Median and with adjusted df	1,368	4	77,192	,253
	Based on trimmed mean	1,775	4	84	,142
15a. Custo dos artigos	Based on Mean	2,127	4	85	,084
	Based on Median	,990	4	85	,418
	Based on Median and with adjusted df	,990	4	65,356	,419
	Based on trimmed mean	1,887	4	85	,120
15a. Funcionamento da loja online	Based on Mean	6,904	4	17	,002
	Based on Median	,896	4	17	,488
	Based on Median and with adjusted df	,896	4	6,394	,518
	Based on trimmed mean	6,256	4	17	,003
15a. Aquisição presencial	Based on Mean	3,373	4	81	,013
	Based on Median	2,179	4	81	,079
	Based on Median and with adjusted df	2,179	4	38,503	,090
	Based on trimmed mean	3,461	4	81	,012

### Exhibit 8 – ANOVA of composite store satisfaction per cluster

#### Descriptives

SatisCompLoja	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	21	7,302	1,1828	,2581	6,763	7,840	5,0	10,0
All rounders	28	7,548	1,4634	,2766	6,980	8,115	4,7	10,0
Career-focused	7	6,405	2,1166	,8000	4,447	8,362	3,5	9,3
Indifferent	17	7,078	1,0106	,2451	6,559	7,598	5,0	9,0
Humanistic	18	6,926	1,4260	,3361	6,217	7,635	3,7	10,0
Total	91	7,192	1,3873	,1454	6,903	7,481	3,5	10,0



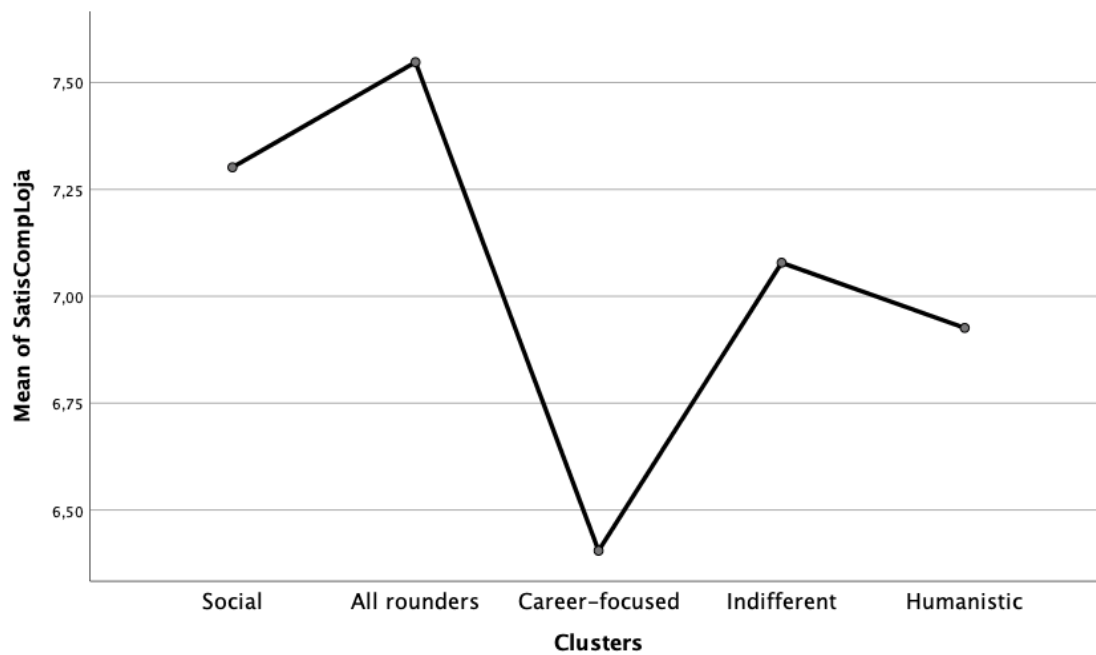
### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
SatisCompLoja	Based on Mean	2,035	4	86	,097
	Based on Median	1,571	4	86	,189
	Based on Median and with adjusted df	1,571	4	75,532	,191
	Based on trimmed mean	2,018	4	86	,099

### ANOVA

SatisCompLoja

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9,625	4	2,406	1,265	,290
Within Groups	163,593	86	1,902		
Total	173,218	90			



## Exhibit 9 – ANOVA of satisfaction with protocols per cluster

### Descriptives

Satisfeito protocolos								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	4	9,25	,957	,479	7,73	10,77	8	10
All rounders	5	7,40	1,673	,748	5,32	9,48	6	10
Humanistic	2	7,50	,707	,500	1,15	13,85	7	8
Total	11	8,09	1,514	,456	7,07	9,11	6	10

### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Satisfeito protocolos	Based on Mean	1,265	2	8	,333
	Based on Median	,619	2	8	,562
	Based on Median and with adjusted df	,619	2	5,179	,574
	Based on trimmed mean	1,151	2	8	,364

### ANOVA

Satisfeito protocolos					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8,459	2	4,230	2,342	,158
Within Groups	14,450	8	1,806		
Total	22,909	10			

## Exhibit 10 – Crosstab on awareness of Delegate's Council per cluster

### Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
	CDeCurso * Clusters	204	99,0%	2	1,0%	206

### CDeCurso \* Clusters Crosstabulation

			Clusters					Total
			Social	All rounders	Career-focused	Indifferent	Humanistic	
CDeCurso	Sim	Count	34	57	14	30	36	171
		% within CDeCurso	19,9%	33,3%	8,2%	17,5%	21,1%	100,0%
		% within Clusters	82,9%	83,8%	77,8%	81,1%	90,0%	83,8%
		% of Total	16,7%	27,9%	6,9%	14,7%	17,6%	83,8%
CDeCurso	Não	Count	7	11	4	7	4	33
		% within CDeCurso	21,2%	33,3%	12,1%	21,2%	12,1%	100,0%
		% within Clusters	17,1%	16,2%	22,2%	18,9%	10,0%	16,2%
		% of Total	3,4%	5,4%	2,0%	3,4%	2,0%	16,2%
Total		Count	41	68	18	37	40	204
		% within CDeCurso	20,1%	33,3%	8,8%	18,1%	19,6%	100,0%
		% within Clusters	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	20,1%	33,3%	8,8%	18,1%	19,6%	100,0%

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1,840 <sup>a</sup>	4	,765
Likelihood Ratio	1,936	4	,748
Linear-by-Linear Association	,376	1	,540
N of Valid Cases	204		

a. 1 cells (10,0%) have expected count less than 5. The minimum expected count is 2,91.

## Exhibit 11 – ANOVA of satisfaction with Delegate’s Council per cluster

### Descriptives

Satis CDC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	34	6,91	2,301	,395	6,11	7,71	1	10
All rounders	57	8,04	2,413	,320	7,39	8,68	1	10
Career-focused	14	7,21	2,860	,764	5,56	8,87	1	10
Indifferent	30	7,13	2,700	,493	6,13	8,14	2	10
Humanistic	36	7,19	2,214	,369	6,45	7,94	1	10
Total	171	7,41	2,456	,188	7,04	7,78	1	10

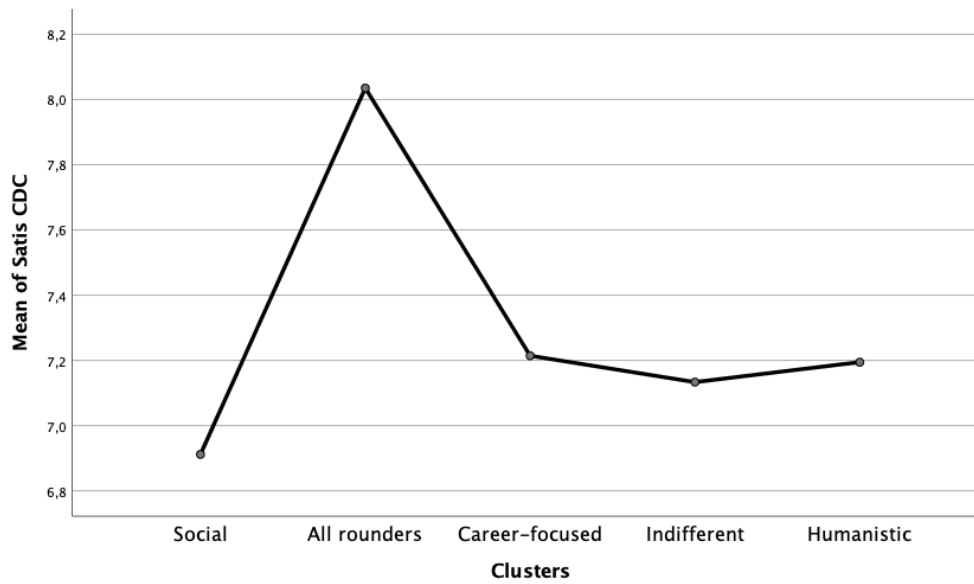
### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Satis CDC	Based on Mean	,730	4	166	,573
	Based on Median	,292	4	166	,883
	Based on Median and with adjusted df	,292	4	157,142	,883
	Based on trimmed mean	,655	4	166	,624

### ANOVA

Satis CDC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35,217	4	8,804	1,476	,212
Within Groups	990,128	166	5,965		
Total	1025,345	170			



**Exhibit 12 – ANOVA of composite satisfaction with communication per cluster**

**Descriptives**

32. Satisfação comunicação

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	32	6,59	2,030	,359	5,86	7,33	1	10
All rounders	47	7,30	1,977	,288	6,72	7,88	2	10
Career-focused	13	6,92	2,178	,604	5,61	8,24	3	10
Indifferent	28	6,54	1,972	,373	5,77	7,30	2	10
Humanistic	34	6,97	2,067	,354	6,25	7,69	2	10
Total	154	6,91	2,021	,163	6,59	7,23	1	10

**Test of Homogeneity of Variances**

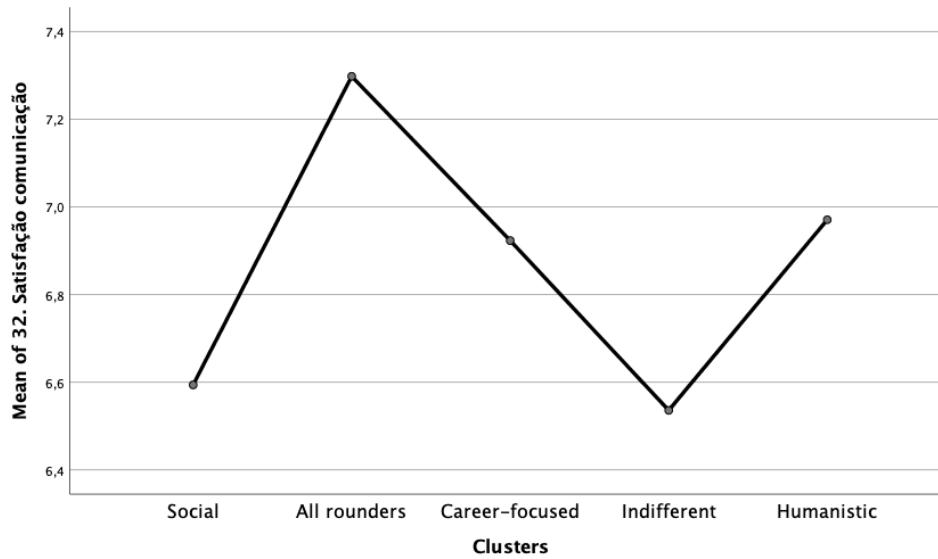
		Levene Statistic	df1	df2	Sig.
32. Satisfação comunicação	Based on Mean	,069	4	149	,991
	Based on Median	,215	4	149	,930
	Based on Median and with adjusted df	,215	4	140,636	,929
	Based on trimmed mean	,089	4	149	,986

**ANOVA**

32. Satisfação comunicação

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14,321	4	3,580	,874	,481
Within Groups	610,406	149	4,097		
Total	624,727	153			

### Means Plots



**Exhibit 13** – ANOVA of composite satisfaction with Email per cluster

### Descriptives

Satisfação Email

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	30	4,01	,790	,144	3,72	4,31	1	5
All rounders	44	4,08	,912	,137	3,80	4,35	1	5
Career-focused	12	4,33	,667	,192	3,91	4,76	3	5
Indifferent	27	3,95	,590	,114	3,72	4,18	3	5
Humanistic	29	4,07	,915	,170	3,72	4,42	1	5
Total	142	4,06	,810	,068	3,92	4,19	1	5

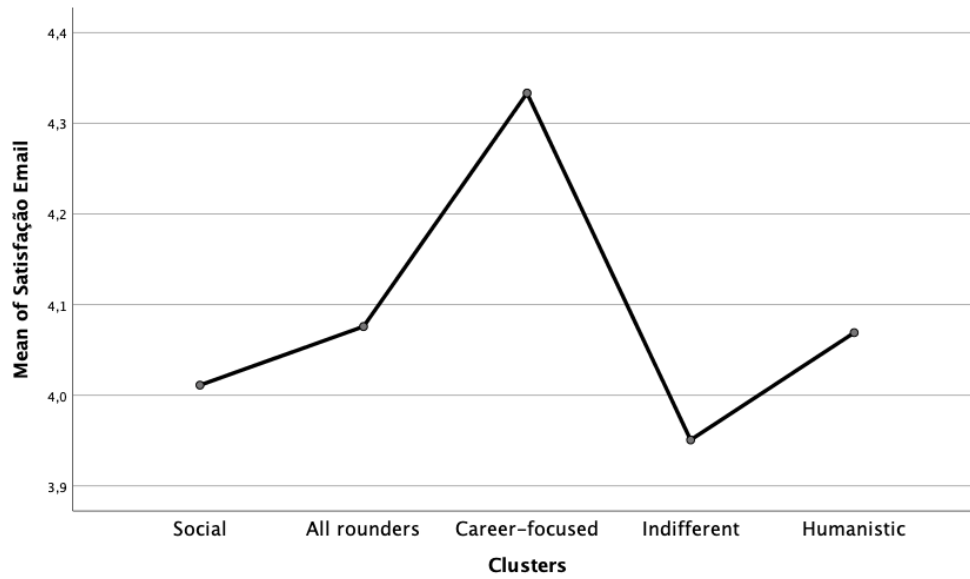
### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Satisfação Email	Based on Mean	,695	4	137	,597
	Based on Median	,651	4	137	,627
	Based on Median and with adjusted df	,651	4	120,408	,627
	Based on trimmed mean	,716	4	137	,582

### ANOVA

Satisfação Email

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,304	4	,326	,490	,743
Within Groups	91,207	137	,666		
Total	92,511	141			



**Exhibit 14 – ANOVA of composite satisfaction with Facebook per cluster**

#### Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	23	3,70	1,195	,249	3,19	4,22	1	5
All rounders	37	4,22	,649	,107	4,00	4,43	3	5
Career-focused	10	4,03	,693	,219	3,54	4,53	3	5
Indifferent	18	4,15	,923	,218	3,69	4,61	2	5
Humanistic	21	3,89	1,107	,242	3,38	4,39	1	5
Total	109	4,02	,935	,090	3,84	4,19	1	5

#### Test of Homogeneity of Variances

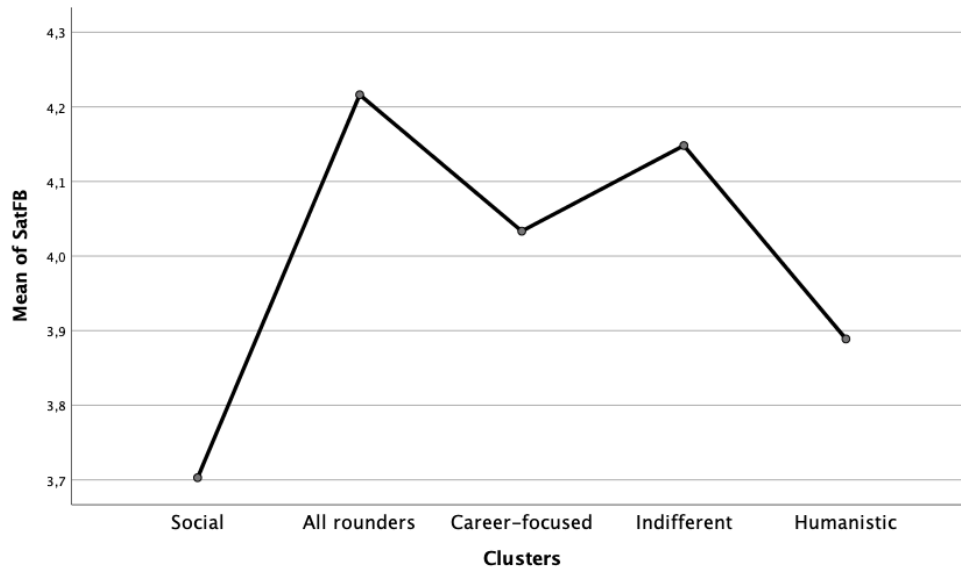
		Levene Statistic	df1	df2	Sig.
SatFB	Based on Mean	1,896	4	104	,117
	Based on Median	1,145	4	104	,340
	Based on Median and with adjusted df	1,145	4	73,810	,342
	Based on trimmed mean	1,615	4	104	,176

#### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SatFB	Between Groups	4,395	4	1,099	1,270	,286
	Within Groups	89,936	104	,865		
	Total	94,330	108			

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### Means Plots



### Exhibit 15 – ANOVA of composite satisfaction with Website per cluster

#### Descriptives

Satisfação Website

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	20	3,70	1,002	,224	3,23	4,17	1	5
All rounders	26	3,93	,683	,134	3,65	4,21	3	5
Career-focused	5	3,87	,901	,403	2,75	4,98	3	5
Indifferent	22	4,02	,845	,180	3,64	4,39	2	5
Humanistic	20	3,53	1,179	,264	2,97	4,08	1	5
Total	93	3,81	,924	,096	3,62	4,00	1	5

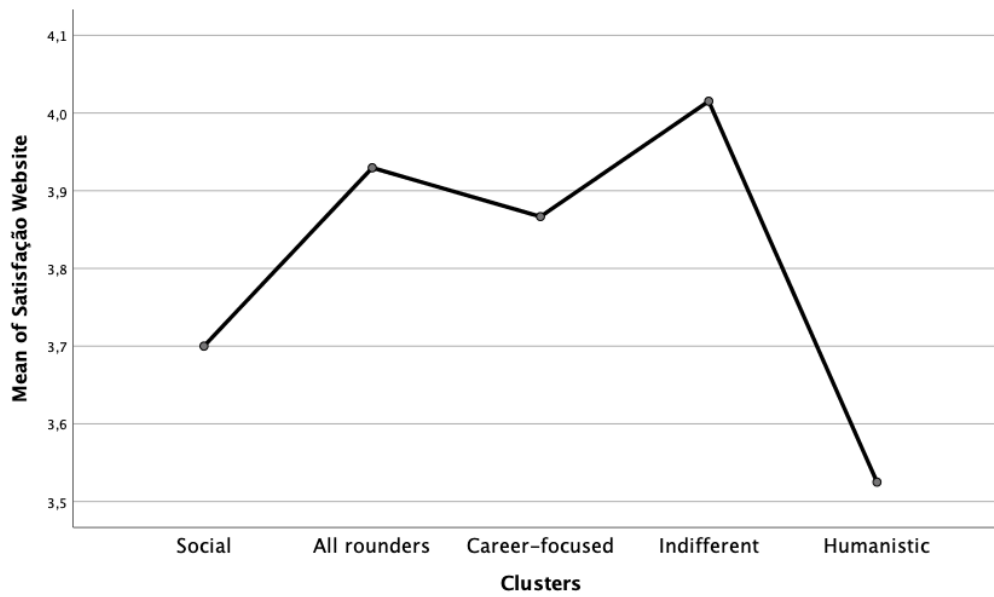
#### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Satisfação Website	Based on Mean	1,631	4	88	,174
	Based on Median	1,206	4	88	,314
	Based on Median and with adjusted df	1,206	4	69,395	,316
	Based on trimmed mean	1,502	4	88	,209

#### ANOVA

Satisfação Website

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3,180	4	,795	,928	,452
Within Groups	75,409	88	,857		
Total	78,588	92			



**Exhibit 16** – ANOVA of perceived value of each communication channel per cluster

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
31a. Valor – Email	Social	30	4,13	,937	,171	3,78	4,48	1	5
	All rounders	42	4,29	,891	,138	4,01	4,56	1	5
	Career-focused	12	4,25	,866	,250	3,70	4,80	3	5
	Indifferent	27	4,22	,751	,145	3,93	4,52	3	5
	Humanistic	29	4,24	,912	,169	3,89	4,59	1	5
	Total	140	4,23	,868	,073	4,08	4,37	1	5
31a. Valor – Carta	Social	21	3,62	1,244	,271	3,05	4,19	1	5
	All rounders	30	3,67	1,470	,268	3,12	4,22	1	6
	Career-focused	9	3,89	1,364	,455	2,84	4,94	1	5
	Indifferent	17	4,06	1,197	,290	3,44	4,67	1	5
	Humanistic	23	3,74	1,137	,237	3,25	4,23	1	5
	Total	100	3,76	1,280	,128	3,51	4,01	1	6
31a. Valor – Facebook	Social	20	3,75	1,333	,298	3,13	4,37	1	5
	All rounders	36	4,33	,756	,126	4,08	4,59	3	5
	Career-focused	10	3,80	1,033	,327	3,06	4,54	2	5
	Indifferent	18	4,22	,943	,222	3,75	4,69	2	5
	Humanistic	20	4,05	,887	,198	3,63	4,47	1	5
	Total	104	4,10	,981	,096	3,91	4,29	1	5
31a. Valor – Instagram	Social	11	3,55	1,572	,474	2,49	4,60	1	5
	All rounders	15	4,27	,799	,206	3,82	4,71	3	5
	Career-focused	4	2,50	1,291	,645	,45	4,55	1	4
	Indifferent	11	4,18	1,401	,423	3,24	5,12	1	5
	Humanistic	8	3,50	1,852	,655	1,95	5,05	1	5
	Total	49	3,82	1,409	,201	3,41	4,22	1	5
31a. Valor – Website	Social	20	3,90	1,165	,261	3,35	4,45	1	5
	All rounders	26	4,23	,765	,150	3,92	4,54	3	5
	Career-focused	4	3,25	1,258	,629	1,25	5,25	2	5
	Indifferent	22	4,18	,907	,193	3,78	4,58	2	5
	Humanistic	19	3,74	1,147	,263	3,18	4,29	1	5
	Total	91	4,00	1,011	,106	3,79	4,21	1	5



### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
31a. Valor - Email	Based on Mean	,104	4	135	,981
	Based on Median	,146	4	135	,964
	Based on Median and with adjusted df	,146	4	127,967	,964
	Based on trimmed mean	,112	4	135	,978
31a. Valor - Carta	Based on Mean	,801	4	95	,527
	Based on Median	,456	4	95	,768
	Based on Median and with adjusted df	,456	4	90,854	,768
	Based on trimmed mean	,746	4	95	,563
31a. Valor - Facebook	Based on Mean	2,742	4	99	,033
	Based on Median	1,607	4	99	,178
	Based on Median and with adjusted df	1,607	4	69,712	,182
	Based on trimmed mean	1,970	4	99	,105
31a. Valor - Instagram	Based on Mean	3,010	4	44	,028
	Based on Median	,970	4	44	,434
	Based on Median and with adjusted df	,970	4	30,295	,438
	Based on trimmed mean	2,653	4	44	,045
31a. Valor - Website	Based on Mean	1,128	4	86	,349
	Based on Median	,800	4	86	,529
	Based on Median and with adjusted df	,800	4	74,345	,529
	Based on trimmed mean	,859	4	86	,492

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
31a. Valor - Email	Between Groups	,421	4	,105	,136	,969
	Within Groups	104,265	135	,772		
	Total	104,686	139			
31a. Valor - Carta	Between Groups	2,356	4	,589	,350	,843
	Within Groups	159,884	95	1,683		
	Total	162,240	99			
31a. Valor - Facebook	Between Groups	5,627	4	1,407	1,491	,211
	Within Groups	93,411	99	,944		
	Total	99,038	103			
31a. Valor - Instagram	Between Groups	13,050	4	3,262	1,744	,157
	Within Groups	82,297	44	1,870		
	Total	95,347	48			
31a. Valor - Website	Between Groups	5,878	4	1,469	1,467	,219
	Within Groups	86,122	86	1,001		
	Total	92,000	90			

**Robust Tests of Equality of Means**

		Statistic <sup>a</sup>	df1	df2	Sig.
31a. Valor - Email	Welch	,120	4	51,239	,975
	Brown-Forsythe	,138	4	102,897	,968
31a. Valor - Carta	Welch	,363	4	36,126	,833
	Brown-Forsythe	,356	4	67,750	,839
31a. Valor - Facebook	Welch	1,272	4	35,911	,299
	Brown-Forsythe	1,358	4	63,894	,258
31a. Valor - Instagram	Welch	1,911	4	13,782	,165
	Brown-Forsythe	1,576	4	26,690	,210
31a. Valor - Website	Welch	1,174	4	18,355	,355
	Brown-Forsythe	1,263	4	23,854	,312

a. Asymptotically F distributed.

## Exhibit 17 – Crosstab of membership fee payment per cluster

### Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Quotas * Clusters	203	98,5%	3	1,5%	206	100,0%

### Quotas \* Clusters Crosstabulation

Quotas		Count	Clusters					Total
			Social	All rounders	Career-focused	Indifferent	Humanistic	
Pago as quotas da AAACM	Count	28	34	6	17	28	113	
	% within Clusters	68,3%	50,0%	33,3%	45,9%	71,8%	55,7%	
Já paguei quotas da AAACM mas recentemente deixei de pagar	Count	6	15	7	9	7	44	
	% within Clusters	14,6%	22,1%	38,9%	24,3%	17,9%	21,7%	
Nunca paguei quotas da AAAM	Count	7	19	5	11	4	46	
	% within Clusters	17,1%	27,9%	27,8%	29,7%	10,3%	22,7%	
Total	Count	41	68	18	37	39	203	
	% within Clusters	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14,476 <sup>a</sup>	8	,070
Likelihood Ratio	14,821	8	,063
Linear-by-Linear Association	,258	1	,612
N of Valid Cases	203		

a. 2 cells (13,3%) have expected count less than 5. The minimum expected count is 3,90.

## Exhibit 18 – ANOVA of membership fee payment per cluster

### Descriptives

Quotas binário

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Social	41	,68	,471	,074	,53	,83	0	1
All rounders	68	,50	,504	,061	,38	,62	0	1
Career-focused	18	,33	,485	,114	,09	,57	0	1
Indifferent	37	,46	,505	,083	,29	,63	0	1
Humanistic	39	,72	,456	,073	,57	,87	0	1
Total	203	,56	,498	,035	,49	,63	0	1

### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Quotas binário	Based on Mean	4,793	4	198	,001
	Based on Median	2,833	4	198	,026
	Based on Median and with adjusted df	2,833	4	130,155	,027
	Based on trimmed mean	4,793	4	198	,001

### ANOVA

Quotas binário

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3,134	4	,783	3,303	,012
Within Groups	46,965	198	,237		
Total	50,099	202			

### Robust Tests of Equality of Means

Quotas binário

	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	3,363	4	74,987	,014
Brown-Forsythe	3,345	4	149,643	,012

a. Asymptotically F distributed.

## Post Hoc Tests

### Multiple Comparisons

Dependent Variable: Quotas binário  
Scheffe

(I) Clusters	(J) Clusters	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Social	All rounders	,183	,096	,464	-,12	,48
	Career-focused	,350	,138	,173	-,08	,78
	Indifferent	,223	,110	,396	-,12	,57
	Humanistic	-,035	,109	,999	-,37	,30
All rounders	Social	-,183	,096	,464	-,48	,12
	Career-focused	,167	,129	,796	-,23	,57
	Indifferent	,041	,099	,997	-,27	,35
	Humanistic	-,218	,098	,295	-,52	,09
Career-focused	Social	-,350	,138	,173	-,78	,08
	All rounders	-,167	,129	,796	-,57	,23
	Indifferent	-,126	,140	,936	-,56	,31
	Humanistic	-,385	,139	,109	-,82	,05
Indifferent	Social	-,223	,110	,396	-,57	,12
	All rounders	-,041	,099	,997	-,35	,27
	Career-focused	,126	,140	,936	-,31	,56
	Humanistic	-,258	,112	,257	-,61	,09
Humanistic	Social	,035	,109	,999	-,30	,37
	All rounders	,218	,098	,295	-,09	,52
	Career-focused	,385	,139	,109	-,05	,82
	Indifferent	,258	,112	,257	-,09	,61

## Exhibit 19 – Binary logistic regression of fee payment per trust levels

### Case Processing Summary

Unweighted Cases <sup>a</sup>		N	Percent
Selected Cases	Included in Analysis	196	95,1
	Missing Cases	10	4,9
	Total	206	100,0
Unselected Cases		0	,0
Total		206	100,0

a. If weight is in effect, see classification table for the total number of cases.

### Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	242,229 <sup>a</sup>	,124	,167

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than ,001.

### Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	4,219	2	,121

### Classification Table<sup>a</sup>

	Observed	Predicted		Percentage Correct
		Pago Quotas 0	Sim	
Step 1	Pago Quotas 0	34	51	40,0
	Sim	10	101	91,0
Overall Percentage				68,9

a. The cut value is ,500

### Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Confio sem NS	,719	,159	20,541	1	,000	2,052
	Constant	-2,748	,693	15,709	1	,000	,064

a. Variable(s) entered on step 1: Confio sem NS.

## Exhibit 20 – Binary logistic regression of fee payment per event satisfaction

### Case Processing Summary

Unweighted Cases <sup>a</sup>		N	Percent
Selected Cases	Included in Analysis	200	97,1
	Missing Cases	6	2,9
	Total	206	100,0
Unselected Cases		0	,0
Total		206	100,0

a. If weight is in effect, see classification table for the total number of cases.

### Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	246,924 <sup>a</sup>	,128	,172

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than ,001.

### Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	5,255	6	,512

### Classification Table<sup>a</sup>

	Observed	Predicted		Percentage Correct
		Pago Quotas 0	Sim	
Step 1	Pago Quotas 0	43	45	48,9
	Sim	19	93	83,0
Overall Percentage				68,0

a. The cut value is ,500

### Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Satisfeito eventos	,384	,081	22,749	1	,000	1,468
	Constant	-2,219	,538	16,983	1	,000	,109

a. Variable(s) entered on step 1: Satisfeito eventos.

**Exhibit 21** – Binary logistic regression of fee payment per communication satisfaction

### Case Processing Summary

Unweighted Cases <sup>a</sup>		N	Percent
Selected Cases	Included in Analysis	154	74,8
	Missing Cases	52	25,2
	Total	206	100,0
Unselected Cases		0	,0
Total		206	100,0

a. If weight is in effect, see classification table for the total number of cases.

### Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	189,001 <sup>a</sup>	,058	,081

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than ,001.

### Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	1,370	6	,968

### Classification Table<sup>a</sup>

Observed		Predicted		Percentage Correct
		Pago Quotas 0	Sim	
Step 1	Pago Quotas 0	14	39	26,4
	Sim	8	93	92,1
Overall Percentage				69,5

a. The cut value is ,500

### Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	32. Satisfação comunicação	,260	,088	8,732	1	,003	1,297
	Constant	-1,117	,612	3,330	1	,068	,327

a. Variable(s) entered on step 1: 32. Satisfação comunicação.