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DAVENPORT HOTEL

2026 Annual Meeting

SPOKANE, WA



Diversification in Action: How Associations Generate New Revenues Beyond the Norm

Presented by

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VP Association Management | Kenes Group

Avital Rosen

VP Business Development





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Introduction



Avital Rosen
VP Business Development
Kenes Group



Louise Gorringer
VP Association Management
Kenes Group



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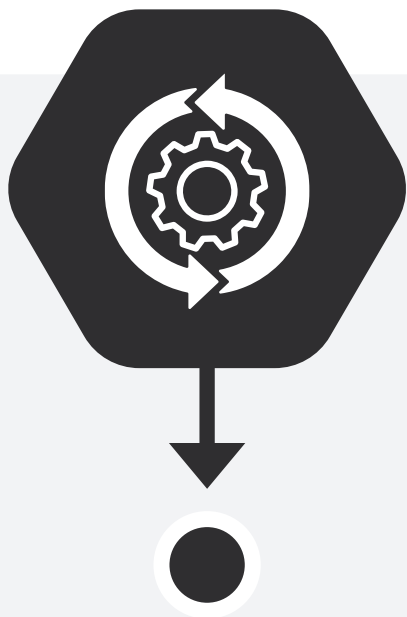
Part 1

The case for change

The reality check

Problem

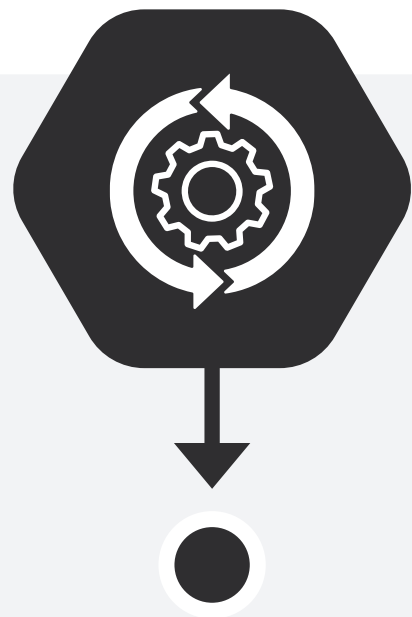
46% of associations
rely on their annual
meeting as their
main income source



The reality check

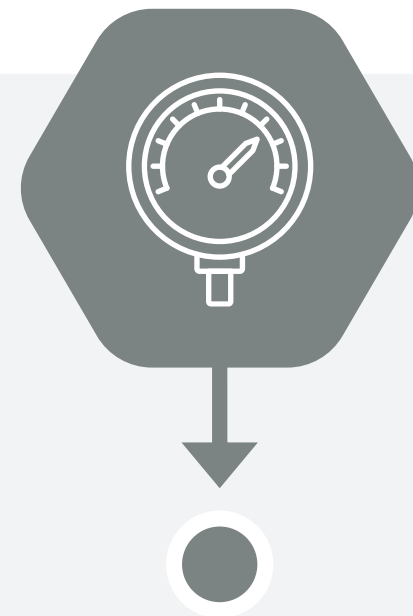
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Pressure

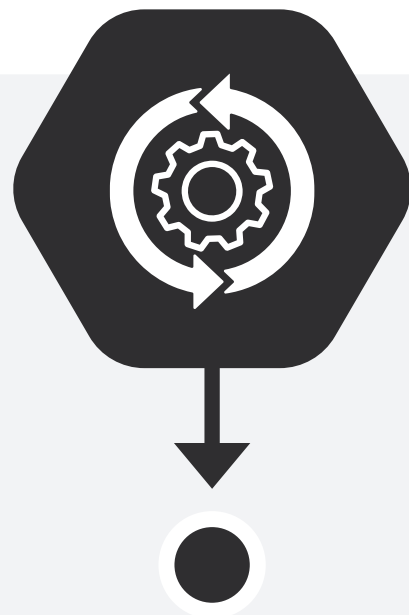
61% of association
professionals cite
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The reality check

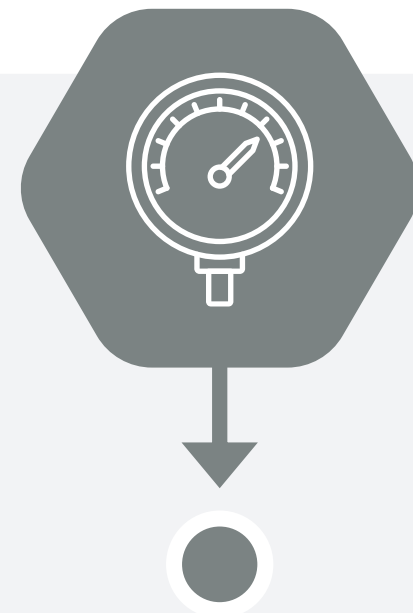
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Risk

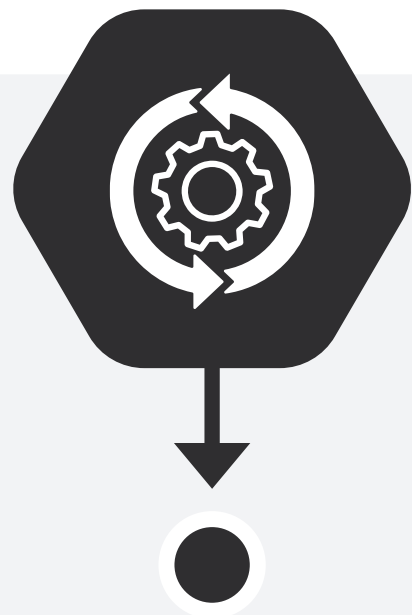
If the annual meeting
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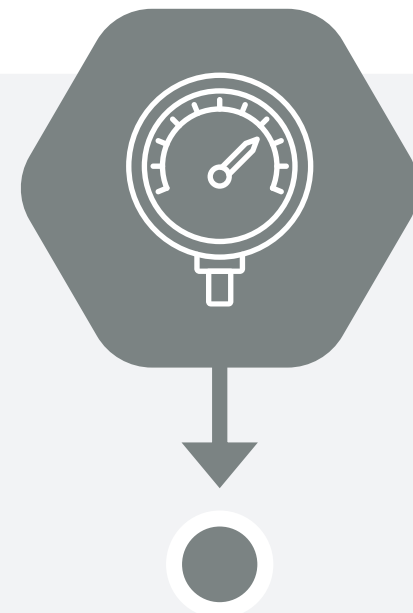
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46% of associations rely on their annual meeting as their main income source



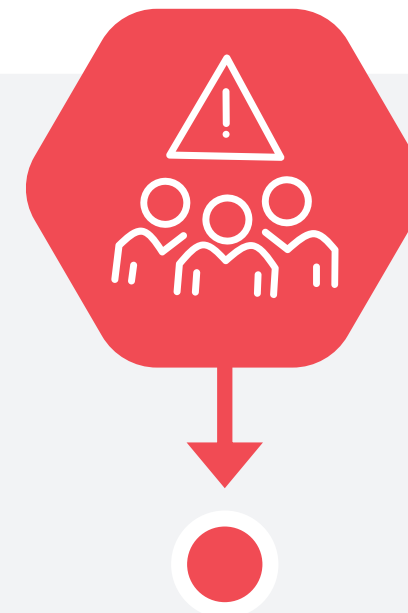
Pressure

61% of association professionals cite revenue diversification as their #1 challenge



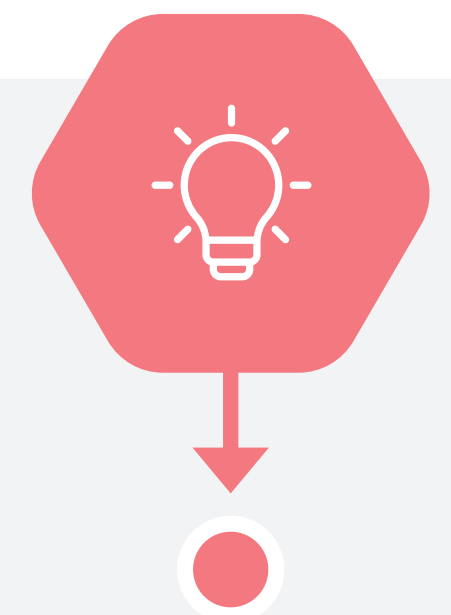
Risk

If the annual meeting weakens, the financial health of the association and the AMC's management fees are both at risk



Opportunity

Associations lack the staff capacity or expertise to execute diversification—this is where AMCs step in





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Our Collective Experience





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Part 2

Case Studies



ATTD: Transforming a Congress



Advanced Technologies & Treatments for Diabetes (ATTD)

High-profile global congress with heavy dependence on a once-a-year event. Implemented UNLOK, an AI-powered, mobile-first digital learning ecosystem.



Welcome to the Education Portal

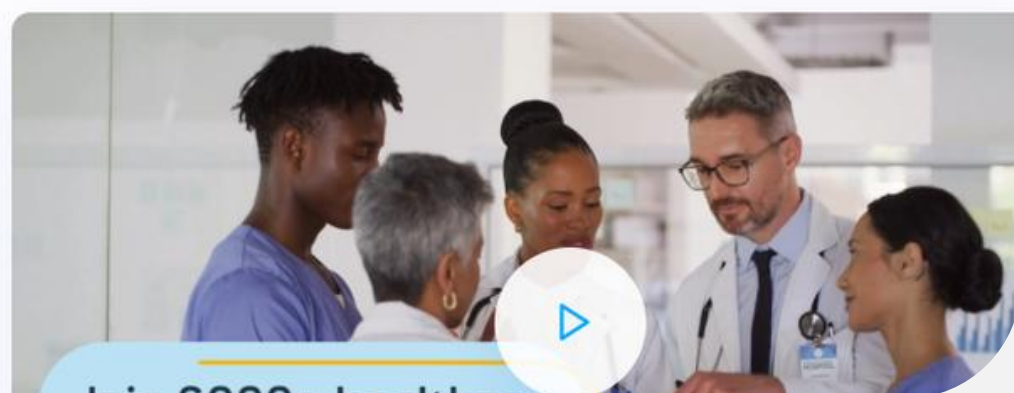
- ✓ ATTD Conference Recordings
- ✓ CME/CPD Certificates
- ✓ Accredited eLearning Courses
- ✓ Live Webinars
- ✓ Award-winning AI-Powered Simulation Training



to ATTD on UNLOK!

Invite you to our hub tailored for healthcare
platform is your gateway to a treasure trove of
on and resources, meticulously curated to empower
professionals specializing in diabetes.

ection of research articles, up-to-date clinical



Benefits:

- Courses & videos on demand
- A digital community of HCPs
- AI powered and interactive modules
- Use of emotional recognition + generative AI to simulate real life clinical conversations
- Monthly live webinars and live virtual learning formats,
- Content converted to accredited e-learning
- Microlearning blocks, diploma courses, and certifications

The Revenue Diversification Impact

New sponsorship opportunities, not reliant on annual meeting cycle



Longer life and wider reach of congress content



Reuse content



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WSAVA: Monetizing Education



- Need for year-round education and new revenue streams
- Developed paid courses on a relaunched e-learning academy
- Benefits
 - Global, on-demand, multilingual hub
 - Scalable portfolio of paid modules and certificates
 - Transformation of Global Guidelines into practical, structured, monetizable learning content
 - Tiered member pricing
 - Unified platform, delivering webinars, courses and certificates

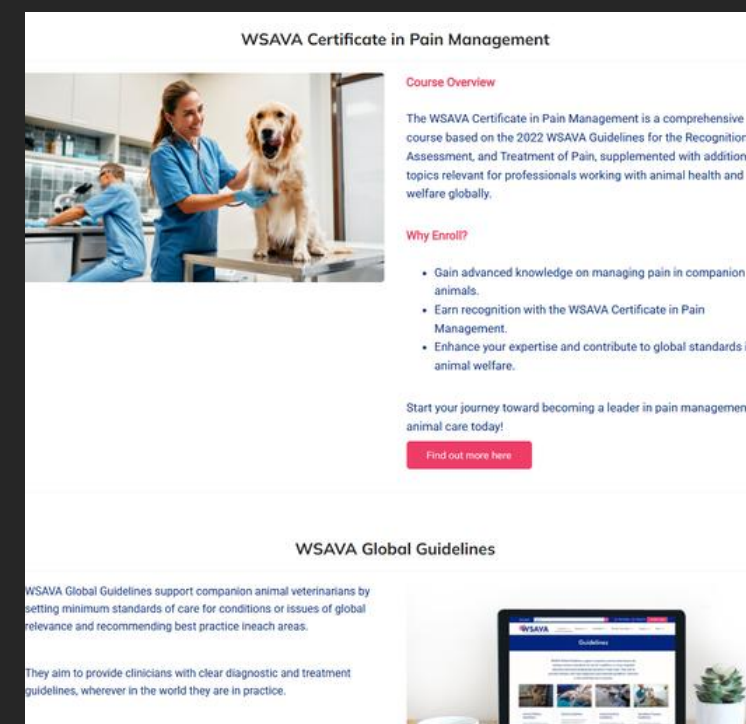


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The Revenue Diversification Impact

New recurring revenue streams not tied to the congress or membership



Industry supported courses, creating digital sponsorship opportunities



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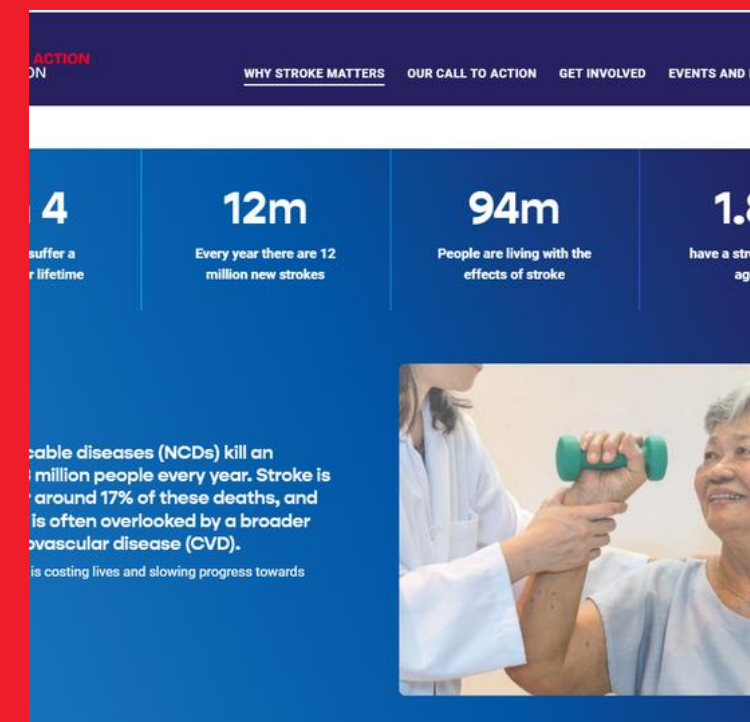
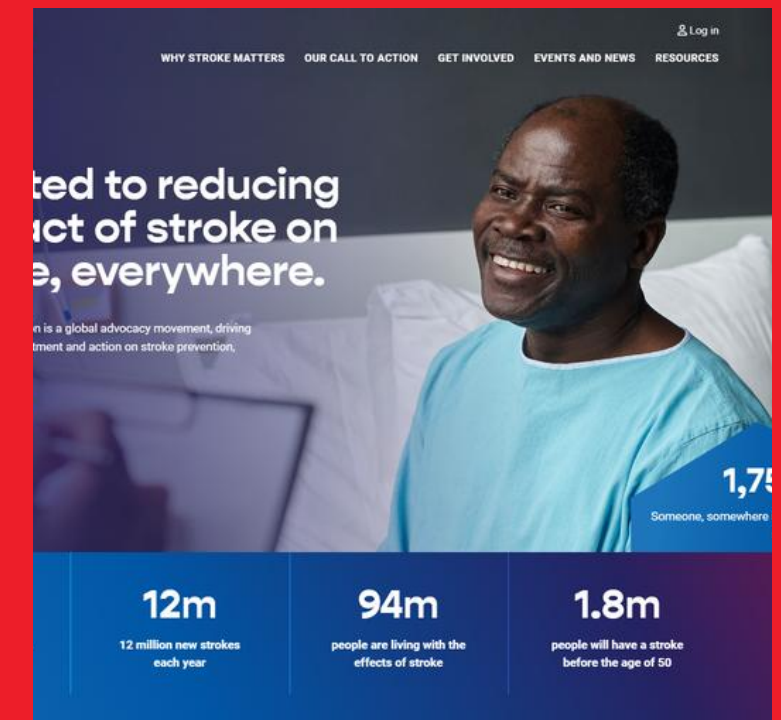
World Stroke
Organization

WSO: Global Stroke Action Coalition

- A self funding global coalition bringing together NGOs, scientific societies, patient organizations, and industry partners to drive urgent action on stroke prevention, treatment, and rehabilitation worldwide.
- Benefits
 - Shared funding mechanism
 - Scalable advocacy platform
 - Credibility and visibility for partners
 - Umbrella model where organisations co-fund activities such as research, campaigns, policy documents
 - Year-round, globally coordinated activities

The Revenue Diversification Impact

Mobilize
external
partners to co-
fund mission-
critical work



Long term
funding, not
just isolated
projects



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WSAVA: Global Data Report

- Global survey initiative capturing key trends across companion animal veterinary medicine, leveraging 300,000 member reach
- Benefits
 - Sponsor-funded research product
 - Scalable digital spin-off content – webinars, dashboards, regional reports
 - Position WSAVA as a global thought leader
 - High-value strategic insights for member associations
 - Data sets that create recurring revenue



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The Revenue Diversification Impact



Direct
sponsorship

Co-funded
research
partnerships



Paid data
briefs



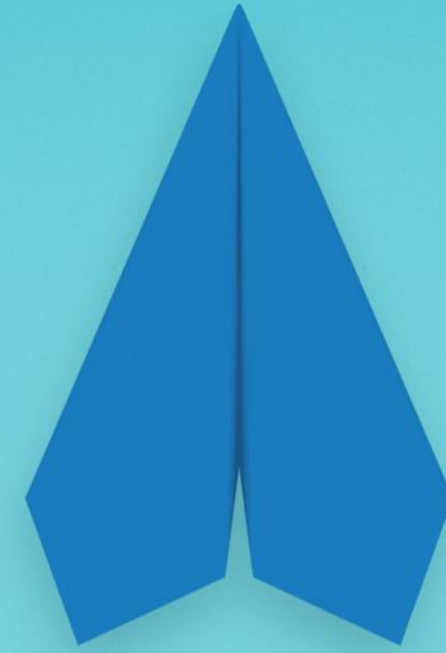
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Part 3

Roadmap for AMCs



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How to Lead Associations Through Revenue Diversification



1



Evidence not ideas

- Assess current revenue mix, dependencies and risk
- Map assets, content
- Benchmark against the sector

1



Evidence not ideas

- Assess current revenue mix, dependencies and risk
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2



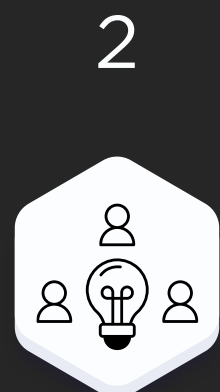
Co-create

- Leadership workshops to define priorities
- Identify a shortlist of viable models
- Margin + mission



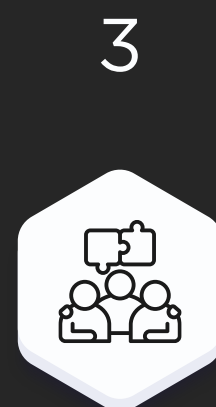
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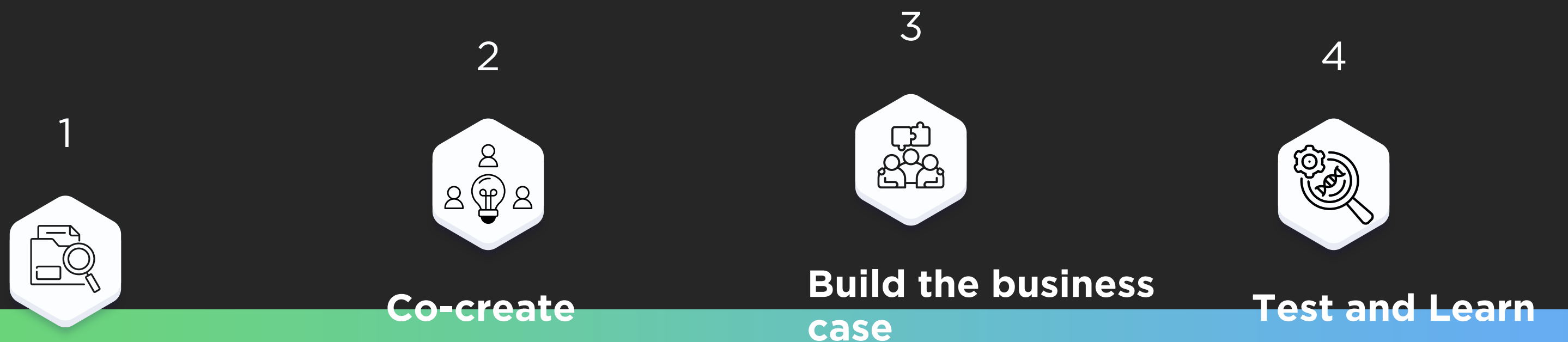
Co-create

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Build the business case

- Target audience, pricing, delivery model
- Confirm resources required

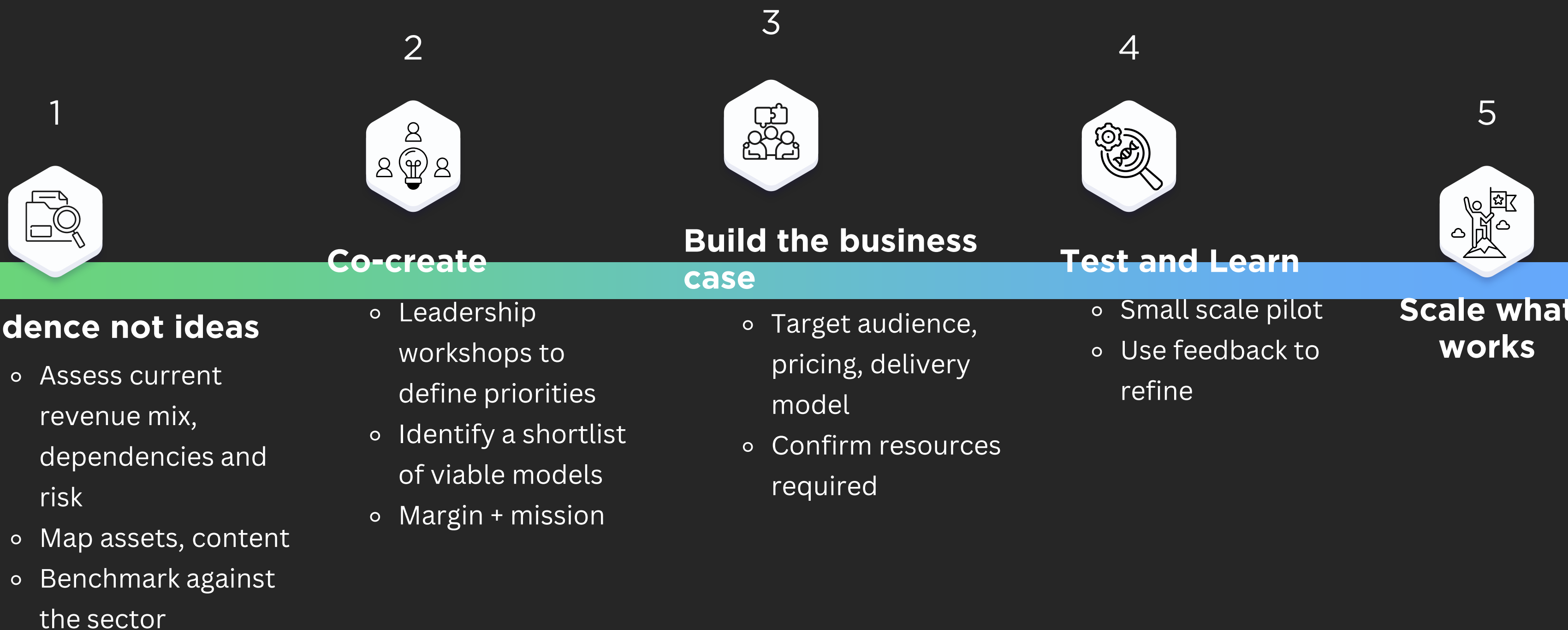


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- Leadership workshops to define priorities
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- Target audience, pricing, delivery model
- Confirm resources required

- Small scale pilot
- Use feedback to refine





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The AMC Advantage



- External ideas and benchmarking
- Proven ideas and case studies
- Neutral facilitation
- Operational bandwidth
- Technology competence
- Commercial mindset





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Part 4

The Practical



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Revenue Streams and Ideas





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Scan me



Revenue Strategy Simulation

Your task

- *Discuss and identify 2-3 possible revenue diversification ideas*
- *Select 1 initiative to pursue this year*

Prepare a 1-page briefing with:

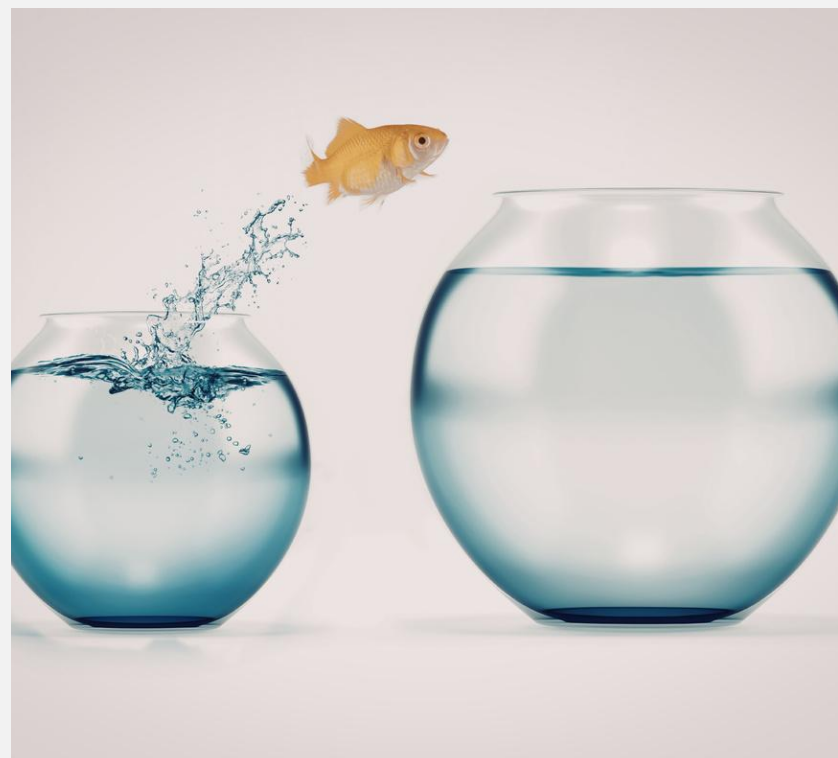
- *Strategic rationale*
- *Expected revenue + high-level costs*
- *Key risks & mitigation*
- *Stakeholder considerations*
- *Metrics for success*



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Part 5

Closing



**Market has
already
shifted**



**Associations
don't need
more ideas**

**AMCs are
perfectly
placed**



**They need
partners to
turn ideas
into revenue**





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thank you!

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thank