

# MEMBERSHIP

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## RECRUITING, SUSTAINING AND RETAINING IAB MEMBERS

Like the proverbial elephant and a group of blind men, I/UCRCs can be described differently. They can be research and development centers, subunits within a university, graduate training facilities, bridges between theory and practice, or nodes in a government program. Each requires the successful Center Director to demonstrate a different management skill including conducting a research program, coexisting and flourishing within a large university bureaucracy, cooperating with existing graduate programs, disseminating and diffusing research results, and meeting federal program requirements.

However, a different part of the I/UCRC “elephant” is yet to be described in detail: I/UCRCs are organizations that span the boundary between research and commercialization, between education and industry, and between non-profit and profit-making institutions. Many of the challenges posed by this dual identity have been addressed in other chapters (e.g., the research program, communications), and they are, at the least, consistent with academic management skills. But this cannot be said of the indispensable need to recruit new members. This marketing and salesmanship function is necessary for a successful center; yet it is not the type of competence that is synonymous with academic skills and training. In fact, the recruiting of new members (either at the center’s incep-

tion or as part of the ongoing process of center growth and renewal) is often described as the most time-consuming and frustrating of a Center Director's tasks. While there is no magic recruiting formula, we believe the material in this chapter will help the Center Director make the best use of his or her time and deflect frustration by giving an understanding of the process, ultimately leading to more recruiting successes.

## **No Members Means No Center**

Most partnership-based government programs require a minimum level of industry support. National Science Foundation policy requires industry membership in I/UCRCs: "The NSF will not endorse a proposal to establish an NSF I/UCRC, or continue to fund it, unless a 'critical mass' of companies are committed to a center." This is defined as at least six members, or a combined total of company membership fees equaling at least \$300,000 yearly. A strong membership base is critical for other reasons.

I/UCRCs are designed to be true partnerships between universities and industry. Corporate membership involves much more than paying a fee. The philosophy of the I/UCRC concept includes a role for member firms to help the Center Director identify unfilled research needs and to help match those needs with the center's research strengths. The IAB is responsible for working with the Center Director to shape the center's goals and programs.

Membership fees are the largest single source of income for the average center. Membership fees, unlike direct grants and contracts, are untargeted monies; that is, membership fees provide the flexible funds that may be used to study good ideas at very early stages of development and to begin new initiatives without delay.

IAB members are important sources of other funds. They may provide additional funding to pursue specific, targeted research. The center and IAB may submit grant proposals to any of the various governmental agencies seeking to foster university-industry cooperation. Recently, membership fees in the typical center have been dwarfed by the supplemental support provided by firms and firm-government partnerships.

There is another description of an I/UCRC that may help to put the recruitment process into focus. Centers are non-profit businesses marketing knowledge and services through memberships to their customers. The wise Center Director should keep Peter Drucker's (often quoted) words in mind while planning and ex-

cuting the recruiting strategy: "There is only one valid definition of business purpose: to create a customer."

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## THE MARKETING MODEL

Successful recruiting occurs through the wise application of a long-term marketing model coupled to the dogged short-term employment of coherent sales procedures (Ohome, 1993). Although marketing is a rich discipline with numerous variations, every model contains:

- Development of the company's "story."
- Development of the products it wishes to market.
- Determination of the targeted customer base.
- A plan for reaching those customers with a marketing offer.
- A method for monitoring the marketing effort.

### Corporate Vision

Marketing an I/UCRC should start with an organization vision. I/UCRCs are in a fierce competition for corporate research dollars. Potential recruits may choose to spend those dollars on in-house research, or on targeted, contract research, or they may join other university-based centers. While it is true that customers always purchase a specific product or service, savvy corporate heads know that vision, or image, plays a key role in that purchase decision. There are many reasons for this: consumer psychology (i.e., the desire to purchase from a recognized company), brand loyalty (i.e., the phenomenon of cognitive dissonance enforces repeat purchases), and promoting corporate image may be a cost-effective way of advertising a complete line. Center Directors need to make the case that the special structure and vision of their center allows it to best any competition. While a corporation may join a center because of a specific line of research, keeping them as a long-term member will involve selling them on the I/UCRC concept; cooperative, consultative research; and access to well trained graduate students. I/UCRCs are as much a way of doing business as they are the business they are doing, and the marketing strategy must reflect this.

## Corporate Products

Very few businesses have as easy a time identifying their product as the legendary *Saturday Night Live* skit in which the store sold nothing but scotch tape. Most companies sell multiple product lines, and there is always pressure to expand the line or add new products. Firms that deal in services have a much more difficult task in specifying their products. I/UCRCs are in much the same position. However, there are many different services that a center may provide, e.g., current research, consultative assistance, access to trained personnel. The marketing plan must make potential recruits aware of these services and convince them that such services meet their needs.

## Customer Base

Put somewhat crudely, who will buy what I/UCRCs are selling? Once this initial question is answered and a customer base established, growth comes in only three ways: (1) sell more to existing customers, (2) win competitors' customers, or (3) create new customers. Each of these options requires a different marketing strategy. Selling more may involve new products or services, or it may be the result of superior performance and burgeoning good will. Winning competitors' customers demands incomparable performance. Creating new customers requires convincing potential customers that your products and services meet their needs. I/UCRCs face the same marketing problems. In the formative stage, they need to focus on a core list of potential firms who clearly stand to benefit by membership, but mature centers lose an average of 10 percent of their members per year. Centers must constantly apply these three marketing strategies. Chapter 10 discusses strategies for expanding a center's customer base.

## The Marketing Offer

All the strategizing must result in a marketing offer, advertising or promotion that explain the corporate vision and products and services to the potential customer. All offers, from the simplest ad for a can of peas to the most complex thousand page prospectus for a start up company have three elements: (1) the benefits to the customer, (2) the price or cost, and (3) the reason the benefits are worth the price.

While each I/UCRC will have its own unique benefits, membership in an I/UCRC does come with generic benefits: enhance-

ment of corporate image and cost-effectiveness of leveraging the research budget. While each I/UCRC produces its own marketing materials, the I/UCRC program has a video and a center folio that explain the benefits of belonging to a center.

## Monitoring

No firm that expects to stay in business can launch a marketing plan and fail to monitor it. Their marketing efforts are monitored by three measures: profit, volume, and awareness and satisfaction. Some of the steps involved in monitoring membership are discussed in Chapter 7.

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## MARKETING THE I/UCRC

Applying the five-step marketing model to an I/UCRC requires knowledge of a particular center's research strengths and targeted applications as well as a general knowledge of the I/UCRC concept. Of necessity, this chapter deals primarily with the marketing potential of the concept (Kotler, 1994). Suggestions concerning the best strategies for marketing individual centers are also made.

## I/UCRC Vision

If one is part of the NSF program, it's important to remember that I/UCRCs do not stand alone. They are links in a web of some 55 centers supported by over 700 memberships, conducting almost \$70 million dollars of research each year. A useful metaphor is to think of an I/UCRC as a franchise. As in the corporate world, the franchise concept is one important method of maintaining quality control: I/UCRCs begin with the NSF "seal of approval." No center may begin operation until it meets strict NSF standards regarding operating plan and industrial membership. Additionally, each center has an independent evaluator funded by NSF who assesses progress and helps support continuous improvement.

The I/UCRC model ensures that industrial sponsors have access to resources far beyond a single university. About one-third of all I/UCRCs are involved in some form of joint operation with other universities (e.g., consortia, satellite centers) and this trend is increasing. NSF's TIE-grant program allows several I/UCRCs to work together on different aspects of the same research problem. In other words, a single I/UCRC membership is a passport to a vast array of resources.

I/UCRCs started without NSF involvement can capitalize on much of the “halo” associated with the NSF program. The I/UCRC governance model gives industrial sponsors a distinctive and significant role. IAB members play a substantial role in planning and overseeing the research program. An IAB member advises, submits research ideas, co-designs, and develops the research activities. In short, I/UCRCs are collaborative research centers in which university and industry share the responsibility and the benefits. This industry role is unique to the I/UCRC structure, ensuring the “customers” that their needs will be met.

### **I/UCRC Products**

According to Dorin Schumacher (1992), there are eight major reasons why companies sponsor university research:

- A window on current advances in science and technology.
- Help in solving specific problems.
- Cost-effectiveness in leveraging the research budget.
- Access to trained personnel.
- Access to specialized resources.
- Corporate responsibility.
- Community relations.
- Enhancement of corporate image.

Not surprisingly, each of these reasons corresponds to an I/UCRC product. The first five loosely are technology transfer. They may be subdivided further into transfer of ideas and transfer of people. Transfer of ideas includes: patents and licenses, early access to publications, consultative services, visits to center member firms, firm visits to the center, short courses, the center’s Internet site and IAB meetings. All of these are available on a cost-effective basis. The typical membership fee buys access to a research enterprise 20 times larger than their contribution. Transfer of people includes early recruitment of the best graduate students working on center projects, having I/UCRC university researchers spend substantial time working in an industrial laboratory, and industrial researchers spending extended time periods in center laboratories.

Individual centers can improve their marketing position by offering more. For example, many centers provide their members with quarterly newsletters and provide publications and materials

for no fee. Other centers maintain computer databases or programs that members may download. Still others make specialized laboratory equipment available on an as-needed basis. Others expose members to national experts outside the center community. Successful centers understand that the best way to develop new products is in consultation with existing or potential members.

The final three items on Schumacher's list are ways to enhance a corporation's image or meet non-research goals. Marketing an I/UCRC may involve more than contacting a research department. Contact should also be made with offices of community relations or development, or human resources. A firm's office of human resources may see membership as a cost-effective way to provide professional development services to their research department staff.

Other marketing strategies trade on the prestige of an I/UCRC membership. If a few firms are competing in the same technology-driven market but only one is an I/UCRC member, it may be possible to approach top management of the non-member firms with the argument that they cannot afford to be left behind. I/UCRCs have much more to market than research results and many more potential customers than industry researchers. Wise marketing plans need to cast nets as widely as possible.

## **I/UCRC Clients**

Inspecting the list of more than 700 NSF I/UCRC members provides insight into typical I/UCRC members. They are U.S.-based corporations, multinational corporations, governmental agencies at both the federal and state level, and governmental laboratories such as the Department of Energy (DoE) national laboratories. While the majority are large corporations, a significant number are small businesses. Furthermore, some are members of as many as a dozen different I/UCRCs. This is important. It demonstrates that potential members do not have to be sold on the I/UCRC concept, but only on the merits of a specific center.

Of course, applying this information is always a local matter. Compiling lists of potential members is almost always a matter of personal contacts. While it may be useful to engage in researching corporations through their SIC [Standard Industrial Classification] codes, annual reports, and Dunn and Bradstreet credit reports, successful recruiting invariably begins with a personal contact. There are several sources of such contacts: IAB members, Center Directors, faculty, graduate students, contract lists, alumni and school contacts.

### **IAB Members**

Many new members are suggested by firms who are already committed to a center or by existing IAB members. There are many reasons for this. To increase research funding and leverage, original equipment manufacturer (OEM) firms may look for visibility or they may simply want to hear their customers think out loud. Member firms in niche markets may seek out new colleagues. Whatever their reasons, Center Directors need to develop strategies to encourage organizations who are already sold on membership to become actively involved in recruiting.

### **Center Director Contacts**

Center Directors generally are quite well known in their fields and usually serve on various national organizations and panels, which provides numerous contacts with potential member firms. After meeting at a conference and exchanging business cards, there should be a follow-up phone call within a week. An information package should be sent along with an invitation for a site visit or IAB meeting. This personal contact should lead to discovering who can actually make the decision to sponsor the I/UCRC. No matter how the contact is made, two factors are constant: first, a procedure for tracking all contacts, and second, follow-up communication as necessary until membership is secured.

### **Center Faculty**

The typical center has ten faculty researchers from four different departments which should result in dozens of personal contacts during the year. At the very least, these faculty should be screening their professional and industrial contacts for interest in center membership and listing their name, firm, reason for contact, brief summary of discussion, and points to stress in pursuing membership to the Center Director. At least one I/UCRC has set up a new member incentive system. If a faculty member brings a new firm into the center, then the first year fee is targeted for research of special interest to the company and conducted by that faculty recruiter. It may not work at every center, but it shows how flexible recruiting schemes can be.

### **Graduate Students**

Most universities have summer intern programs for graduate students and many who are affiliated with I/UCRCs spend their

summers interning for IAB members. Others intern for firms that are not members, and these are potential members. Perhaps more importantly, students are eventually hired by these same firms. In order to take advantage of these personal contacts, Center Directors should enlist the help of their graduate students and graduates in identifying contacts in these firms.

### **Information Requests Leads to Members**

Responding to requests for center products can also be a way to recruit. Centers' materials, workshops, short courses, summer courses, technical reports, published research, brochures, and newsletters advertise the I/UCRC to potential new members. They should always acknowledge center support. These contacts should also be recruited.

Each of these products may serve multiple purposes, but one purpose they all serve is to provide the center with a list of names of individuals and organizations who are interested in what the center is selling. It will probably take a substantial amount of work to secure memberships from this mailing list, but such a list must be treated as a prospect list.

### **Retention and Research Competitors**

Centers that lose their core IAB members cannot expect to remain viable. I/UCRCs are competing with IAB member in-house research, or IAB contracts for research outside the center structure. Every Center Director needs to understand competition and develop strategies to overcome it. As centers mature and grow, their original research focus may change or expand. As part of the annual management and control review, ascertain new directions and potential new membership markets.

### **The Marketing Pitch**

The I/UCRC's marketing pitch should sell potential members at three levels. First is the I/UCRC concept. If a center is part of the NSF I/UCRC program, this may be conveyed through a canned 20-minute video, *Catalysts For Change: NSF Industry/University Cooperative Research Centers* (available from the NSF Program Manager) that explains the I/UCRC concept, many of its benefits, and includes three case studies of successful technology transfer. A number of NSF-produced print materials, including *Industry/*

*University Cooperative Research Centers Program NSF 93-97*, also demonstrate the I/UCRC concept.

Second, center-specific materials introduce and explain its vision and its products. Many centers have a standard marketing packet that includes items such as a list of benefits, abstracts of projects, lists of publications, newsletters, technology transfer successes, awards and honors, lists of patents, a message from the IAB chair, and videos.

Third, the membership agreement detailing the benefits of membership, particularly intellectual property, the rights and duties of both the university and the members, and the membership fee.

Throughout the offering process, it is crucial to recognize that the hard materials (e.g., brochures, videos, membership agreement) are only one way that the offering is communicated. Equally important is the constant person-to-person contact that must be maintained. Remember, one vital aspect of the center concept is the continuing dialogue between the Center Director and the members regarding everything from center vision to individual research projects. It is imperative that potential members are not only told this, but shown as well through an offering approach that listens to their concerns and attempts to accommodate them. As explained in the next section, each membership sale is a unique transaction that must speak to the unique concerns of each potential member.

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## **THE SALES MODEL**

One of the best methods to create customers is to adopt a customer-oriented approach to selling. Such an approach is built on three assumptions:

1. customers have latent needs that constitute opportunities for the sales or recruiting representative
2. customers appreciate good suggestions that help them focus and meet their needs
3. customers will be more responsive to firms and sales representatives who are interested in long-term relationships.

Within this basic framework, selling proceeds through seven steps.

- *Step 1. Prospecting and Qualifying.* Generating leads is often easy. Screening those leads so that one doesn't waste time with unqualified customers is more difficult. The previous section stressed the need for person-to-person contact in the I/UCRC context. This generates leads and is a first screen in the qualifying process.
- *Step 2. Preapproach.* The goal is to learn as much about the prospective customer as possible and to shape the sales strategy. For example, the objective of the initial approach is either introduction, to gather information (e.g., on who the decision-maker is), or set up a visit.
- *Step 3. Approach.* As the old maxim says, you only make a first impression once. Good sales people also know that they seldom get a second chance with a potential customer. These rules emphasize the need for a prompt, business-like approach that stresses the customer's interests.
- *Step 4. Presentation and Demonstration.* A general rubric for a sales presentation is the AIDA formula: get their Attention, hold their Interest, arouse their Desire, and obtain Action. Given the I/UCRC emphasis on collaborative sales, the best presentation is one based on satisfying the potential member's needs. Rather than launching into a canned sales pitch, the emphasis is on listening and responding accordingly. (See Chapter 6.) Directors will need to be prepared to make presentations to individual prospects. However, group sales meetings attended by multiple prospects and current members can be very effective (see section titled *The Pre-planning and Recruiting Meetings* in Chapter 2).
- *Step 5. Handling Objections.* Effective sales people don't wait for potential customers to recognize their own needs, they work with the customer to identify needs that their firm can meet. Working with the customer they identify the needs and demonstrate the I/UCRC as the low-cost provider of the best of the available options. Presentation must be exceptional, objections must be clarified and met, and competitor's shortcomings must be magnified.
- *Step 6. Closing.* This is the payoff. Everything up to this point has been preparatory. The first rule is only deal with the ultimate decision-maker. By now, that individual should not only be identified, he or she should have been part of the process for some while. The second rule is keep the deal

moving forward; don't revisit old objections. The final rule is be prepared to make a final concession to seal the deal. Both parties will win if the deal is properly structured. The effective sales person subjugates his or her ego for the good of both the customer and the firm.

- *Step 7. Feedback and Follow-up.* More business is done with customers than potential customers so sales people are in the business of long-term relationships. No successful business can afford to treat its customers as disposable.

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## CONSULTATIVE, COLLABORATIVE SELLING

Successful Center Directors must be able to recruit members, but that does not mean that they need to face the customer with "nothing but a shoe shine and a smile." When Arthur Miller penned that phrase for *Death of a Salesman*, sales people were viewed either as mere order-takers or as high-pressure hucksters. Today, there is a third model of the salesperson's craft—consultative or collaborative selling—which, by emphasizing clients' needs and partnerships, is an excellent fit for a center's modus operandi.

In collaborative selling, sales people never dictate solutions (Cespedes, 1989,1995). Rather, they form partnerships in which prospects play an active role in the search for best solutions. This team approach to problem solving helps to insure that prospects are committed to proposed solutions and reduces the stress of closing by allowing the prospect to commit to the deal when all their buying criteria are met. Collaborative selling puts a decidedly interactive and cooperative face on the seven selling steps.

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## THE SIX MAJOR STEPS IN COLLABORATIVE SELLING

### Targeting

The greatest source of leads is always personal contact. The Center Director, IAB members, faculty, graduate students, administration should list their network of contacts as potential customers. Because the typical membership takes between six months and two years to secure, centers must keep track of potential members. Such a system might begin with a master list of anyone who has ever expressed an interest in a center product. If communication continues, a separate folder should be established listing every communication, questions asked, and materials sent.

While there is no magic buzzer that goes off to signal a hot prospect, the best indicator seems to be the willingness to make a personal visit.

### **Contact**

The goal here is building a foundation for a cooperative working relationship. Emphasis should be put on exploring needs and opportunities, and explaining competitive advantages, rather than on any preset presentation. Because of the stress on personal contacts in the targeting stage, someone affiliated with the I/UCRC will already have had contact with the potential member. Therefore, the objective during this step is to smoothly transfer the contact to the individual responsible for recruitment. This may be accomplished through personal introduction, conference calling, or letter of introduction.

### **Explore**

Two way communication is key. Potential customers are encouraged to express their needs and how they hope to benefit from the partnership, while sales people learn as much as they can about the potential customer and begin to suggest ways that the partnership can help meet the expressed needs, the customer should do most of the talking at this stage. Information exchange and answering questions should lead to a visit. Identifying the decision maker at the firm who is responsible for authorizing the membership is the goal. Few memberships are secured without a visit; none are secured without the approval of the decision maker.

### **Collaborate**

Once the potential customer has a complete picture of the services being offered and the sales person fully understands the customer's needs and reservations, what remains is working together, collaborating, to produce singular solutions. This is the unique strength of the I/UCRC concept. A successfully operating center is constantly engaged in a dialogue with its members designed to refine the research agenda so that it matches those members' needs. Bringing in a member firm to explain how the center helped it to solve a problem is appropriate at this stage. Remember that even though you are interested in a long term relationship, getting the firm to sign the membership agreement now may require a

solution to a specific problem. Identifying such a problem and the center's role in its solution may be the deal clincher. The Center Director can show the decision maker that the membership fee is justified because it will solve a singular research problem and also solve problems that may be shared by human resources, or community relations, or marketing.

### **Confirm**

If all goes well, confirming the sale is a logical conclusion to the collaborative process. Customers commit to the sale when all their questions are answered and their buying criteria are met. Unfortunately, "confirming" may be too passive a verb to close a deal as novel and complicated as an I/UCRC membership. Be aware of the potential member's budgeting cycle and push to confirm when new funds have just been committed, or at the end of a cycle when funds must be expended. Be flexible regarding payment schedule; it may be easier for the firm to make smaller, multiple payments. If possible, accept equipment or other non-monetary compensation in lieu of the membership fee (if approved by the IAB). Try to put together a membership fee package funded by research, human resources, marketing, and other departments within the firm. Appeal to the ultimate decision maker. If necessary, add a sweetener such as reduced fees for center run short courses. Keep asking "What can we do to consummate the membership?"

### **Assure**

The level of communication after sale must intensify, not diminish. New members must be assured that their satisfaction is not just part of the sales pitch, but center philosophy. IAB members are encouraged to communicate any concerns. The center evaluator can conduct an entry interview to give new members an opportunity to express their needs, and the Center Director should schedule a visit to the member's facility within one year of membership.

Listening, communicating, determining needs, and problem solving are all competencies that many academicians have in rich abundance. Recruiting may never be a Center Director's fondest task, but it need not be viewed with alarm. Recruiting by collaborative selling plays to their strengths.

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## RETENTION

A bird in the hand is worth two in the bush. Two-thirds of a business's income comes from current customers. It is also true of I/UCRCs. Funding from members for targeted research and university-industry competitive awards exceeds the funding from membership fees. This means that creating a customer is only half the battle; retaining that customer is equally important. Broad range strategies are used to ensure current customer loyalty, longevity, and profitability. Such strategies are often thought of as the five A's.

### Acquainting

I/UCRCs need to identify their members and to understand their needs and behavior. Of special interest is recognizing high-value customers with the potential for increased business. The major strategy at this step is maintaining an accurate and complete member information file. Because of the recruiting process, the Center Director is well acquainted with new members from the moment that they join. But this level of acquaintance needs to be understood as a floor, not a ceiling. In particular, the relationship with the new member firm needs to be both broadened and strengthened. Broadening entails searching out other parts of the firm that might have an interest in sharing the center relationship. In this way, the center will be perceived by the firm's decision maker as adding extra value and such value may eventually lead to additional funds for contracted research. The formal I/UCRC relationship is between the university and a corporate entity, but the strength of the relationship lies in the relationship between people. One major reason for firms leaving a center is that the initial center advocate is reassigned or leaves the firm. In order to avoid this, Center Directors need to cultivate several advocates within the firm.

### Acknowledging

Responding to each and every communication is essential. It is also an important source of information. Further, many I/UCRCs conduct member satisfaction surveys to ascertain current levels of performance and to determine new research needs. Promptly acknowledge all member-initiated communication. Make certain that any complaint is handled in a timely fashion.

The director may keep a separate file for each member containing the contact sheet, correspondence, notes regarding conversations and informal meetings, and memos from others in the center concerning their communications with the member. This documents how well the center is serving each firm.

### **Appreciating**

I/UCRCs must let their customers know they are appreciated. In-house publications, premiums ranging from key chains to videos, open-houses acknowledge the customer and engender loyalty and good will. There are many ways that centers can convey appreciation. These may range from superior food service at the IAB meeting and responding to any special dietary requirements, to distributing a professionally produced newsletter and securing multiple copies of publications in which members may be interested. Centers need to go the extra mile in meeting member's needs and in fulfilling their requests.

### **Analyzing**

Two-way communication between an I/UCRC and its members keeps members satisfied, and also provides an opportunity to learn member opinions and feelings. Understanding the member is a cardinal rule of success, and analyzing their communication is one good method of doing so. The I/UCRC program requires an annual process questionnaire and exit interviews. We suggest two more: entry interviews and keeping contact logs. We have counseled how to use IAB meetings as an important source of member information to measure the overall health of the center and for judging each member's level of satisfaction. Center Directors need to be sensitive to failure to attend IAB meetings, a decline in ratings on the LIFE and/or process questionnaires, and take immediate, corrective action.

### **Acting**

Successful I/UCRCs must act on member information by showing a willingness to listen and a readiness to change operating procedures or products to better satisfy their needs. I/UCRCs are fortunate in this regard. The evaluation process provides the center with a mechanism for identifying needs and concerns. Centers must demonstrate a track record of handling these problems.

However, often the reason for dissatisfaction is lagging communication. While there is no doubt that the key to retention is a high quality, industrially relevant research program, it is also clear that centers may measure the health of their relationship by the frequency of communication.

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## LEARN FROM FAILURE

The reality is that losing members can show how to get new ones. Successful I/UCRCs need to analyze what went wrong and re-approach the potential customer emphasizing both all their strengths that initially won the customer as well as new procedures and products designed to overcome the reasons the customer left.

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