COORDINATION: Stakeholder and member engagement activities

Member and stakeholder engagement activities aim to help the industry association to understand members’ businesses and their goals and to encourage external stakeholders to be involved in industry association activities. Activities may include developing and maintaining strong relationships with members and external stakeholders, staying aware of areas of potential conflict between members and encouraging external stakeholders to participate in industry association events.

Ninety seven percent of participants responded that their industry associations implement stakeholder and member engagement activities.

Participants from those industry associations were asked how important stakeholder and member engagement activities are for achieving each of the association’s industrial development goals. The results indicate that the majority of industry associations regard stakeholder and member engagement activities as moderately to very important for achieving all industrial development goals.

**Firm improvement:** Most participants regarded stakeholder and member activities to be very important for developing a firm’s capabilities to improve its current activities.

**Firm value adding:** Most participants regarded stakeholder and member activities to be moderately or very important for developing a firm’s capabilities to undertake new, higher value activities.

**Firm diversification:** Most participants regarded stakeholder and member activities to be moderately or very important for developing a firm’s capabilities to enter new industry sectors.

**Industry development:** Most participants regarded stakeholder and member activities to be very important for developing the industry’s collective capabilities to improve its current activities.
Industry value-adding: Most participants regarded stakeholder and member activities to be very important for developing the industry’s collective capabilities to undertake new higher value activities.

Institutional development: Most participants regarded stakeholder and member activities to be very important for improving or establishing a more favourable economic, political and/or social operating environment for individual firms and the industry.

Participants were asked which of six stakeholder and member engagement activities the industry association undertakes:

Summary of stakeholder and member engagement
The goals industry associations strive for and the strategies and activities they implement are designed to attract and retain members by providing services that are unavailable to non-members. To remain relevant, industry associations need to engage with members and other stakeholders; understand the strengths, weaknesses and gaps of members’ businesses and their visions for the future; and understand the operations, expectations and resources of other stakeholders and the broader community.

In this survey, stakeholder and member engagement was recognised as a moderate or very important strategy for achieving all industrial development goals. Almost all participants responded that their industry associations conducted activities to engage with their members. Slightly fewer recognised the need to engage with politicians and government. While maintaining relationships with the community and the media also scored highly, over 10% of participants responded that their industry associations did not conduct these activities.

As Environmental, Social and Corporate governance factors (ESG), or the social license to operate, become factors in the way industries and firms are evaluated, developing, and maintaining relationship with the community and media will become critical for presenting firms and industries in positive terms.