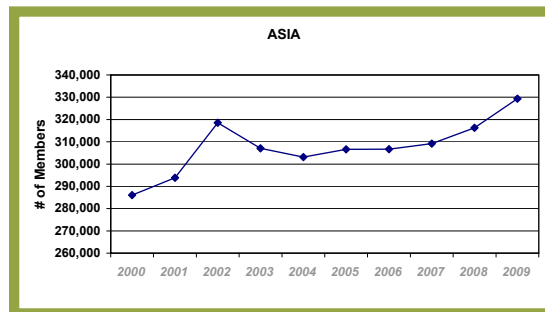
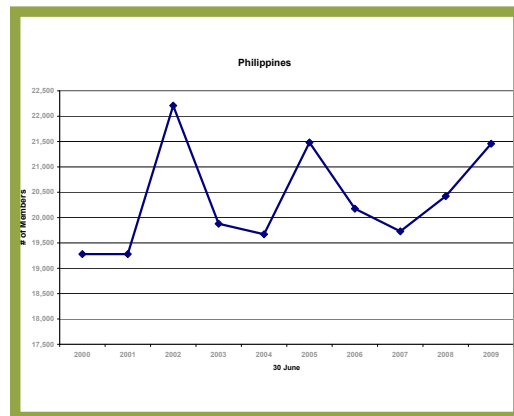
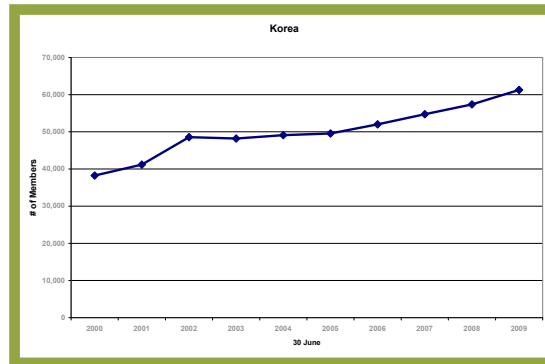
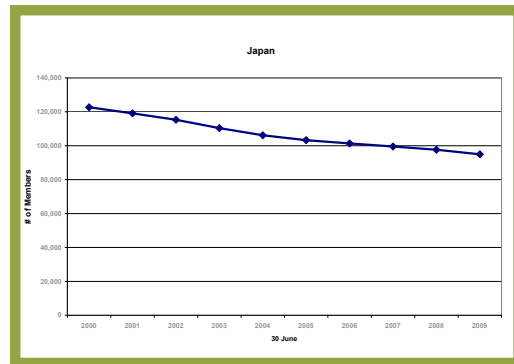
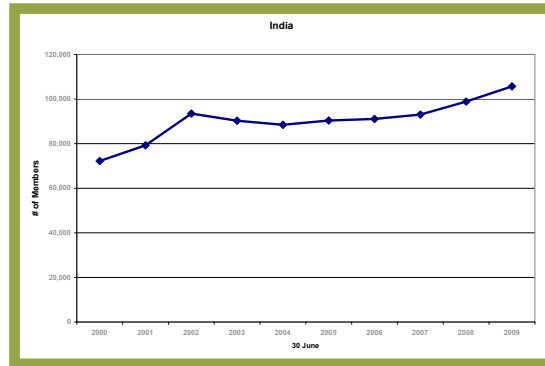
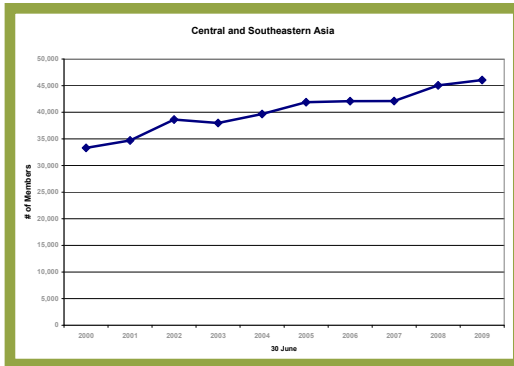
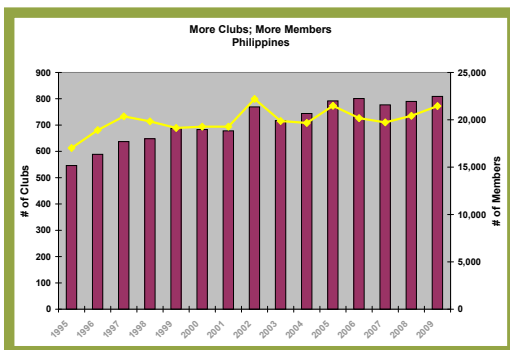
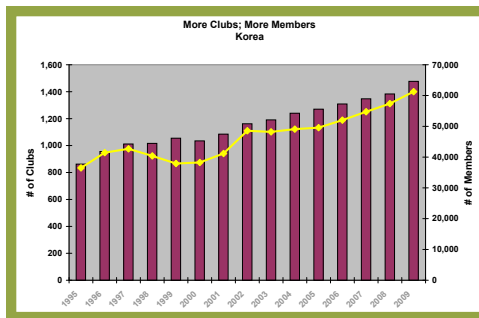
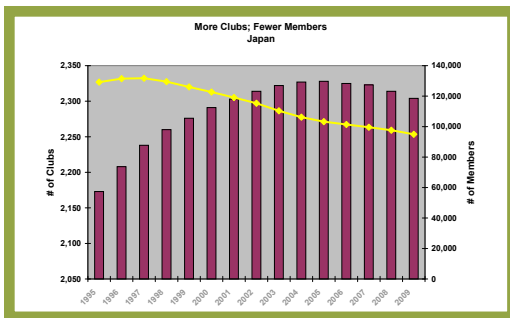
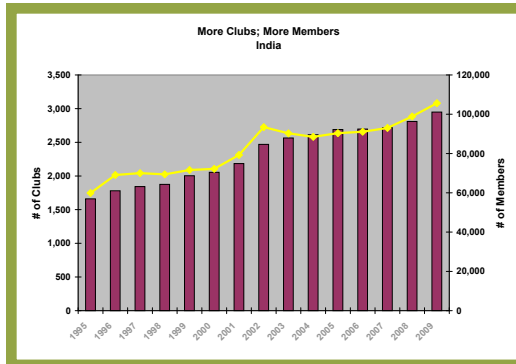
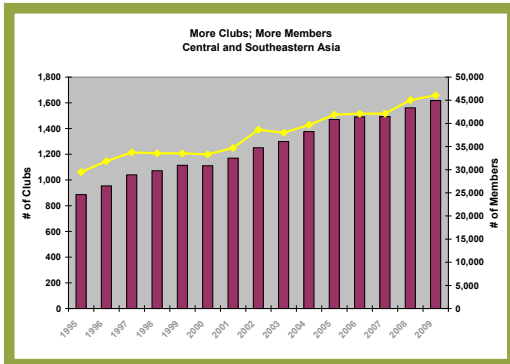




## 10-Year Trend



Most of the subregions of Asia have experienced significant growth over the past 10 years. Membership in Central & Southeast Asia is up 38%, India is up 46%, Korea is up 60%, and the Philippines is up 11%. Membership in Japan is down 23%. Overall, membership in Asia is up 15% over the past 10 years. As a comparison, membership in Rotary worldwide over the same time period is up 5%.



A comment from a Rotarian in the region:

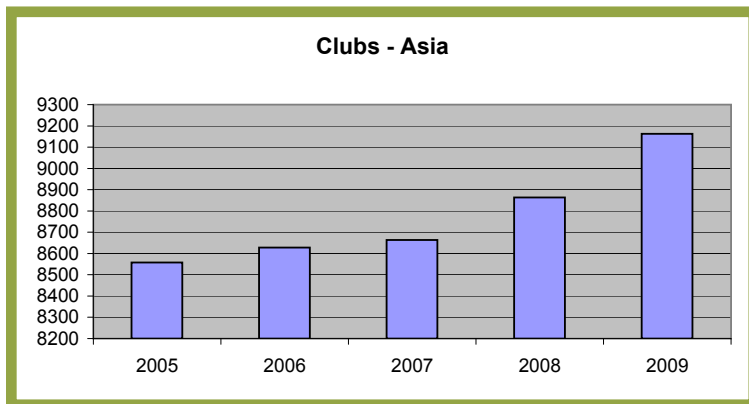
*“In India, rapid growth in the country’s economy over the past 10 years has produced greater affluence and a corresponding growth in membership in Rotary clubs. Additionally, there has been a concerted effort by Rotarians to increase awareness of Rotary.”*

Expansion of membership is a crucial element in continuing the important work Rotary does throughout the world. Simply put, in order for Rotary to offer more services to more communities at home and abroad, a strong and engaged membership base is needed to provide the time, energy, and resources required to carry out these much-needed projects.

These graphs show growth in clubs as compared to growth in members. As you can see, over the past 20 years, the regions of Central & Southeast Asia, India, Korea, and the Philippines have all experienced growth in clubs with a corresponding growth in members. Over the same period, Japan has experienced a growth in clubs but a drop in the number of members. Next, we will examine club characteristics to see what factors may be affecting membership growth (for positive or negative) in the region.

## Club Characteristics

### Number of Clubs



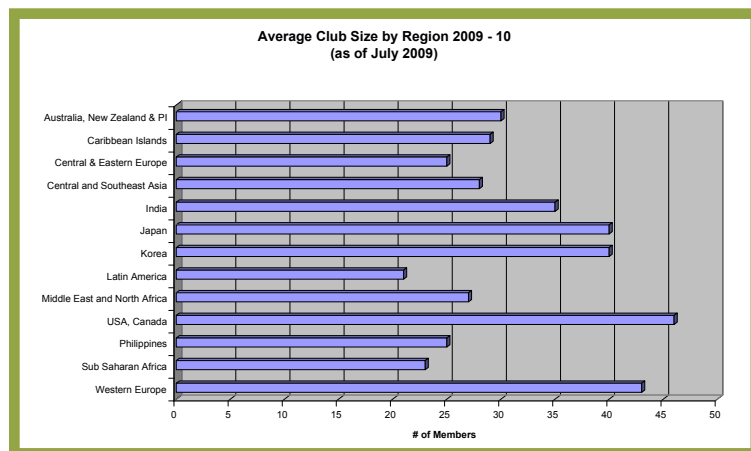
The number of clubs in Asia has increased by 605 clubs over the past five years, which represents a 7% increase. This compares to an overall 4% growth in Rotary clubs worldwide over the same time period.

New clubs are a crucial part of overall membership growth in a region. Establishing new clubs can be an effective way of responding to the changing needs of a community — whether demographic, geographic, or even economic.

### Action steps:

- Use **Organizing New Clubs (808)** to learn about the process of starting a new club.
- Consider sponsoring a new club in an underserved geographic location in your community.
- Start new clubs that focus on a particular demographic group that may not be served with a community's current club. Perform the **Membership Diversity Assessment** in **Club Assessment Tools** to see if any demographic groups are underrepresented in your club, and determine if a new club could respond to those needs.
- Consider starting a Rotary e-club. Recent Council legislation approved the establishment of up to two Rotary e-clubs per district. E-clubs may be a viable option in your area for members who find it difficult to attend in-person meetings. Review **What You Need to Know about Rotary E-Clubs**.
- Perform the **Membership Satisfaction Survey** in **Club Assessment Tools** to gauge members' happiness with the time your club meets, and consider sponsoring a new club that meets at a time more convenient for a significant percentage of your club members.

## Club Size



As of July 2009, the average club size in India was 35; in Japan, 40; in Central & Southeast Asia, 28; in Korea, 40; and in the Philippines, 25. The average club size for Rotary worldwide is 37 members.

The percentages of clubs with fewer than 20 members in each subregion are as follows:

Clubs < 20 members (%)	
India	24
Japan	13
Central & SE Asia	29
Korea	12
Philippines	35

The RI Board has established the following provisions to ensure that clubs have adequate numbers to remain viable:

- As of January 2011, any new club is required to have a minimum of 25 charter members. At least 50% of the charter members must be from the local community in which the club is established.

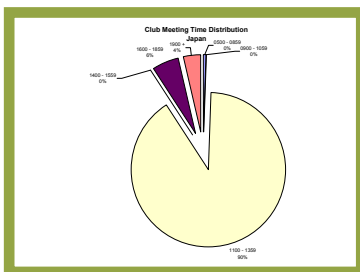
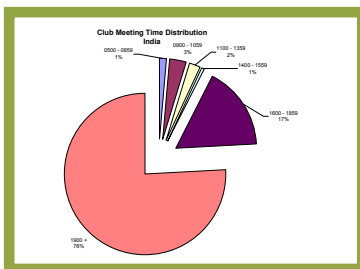
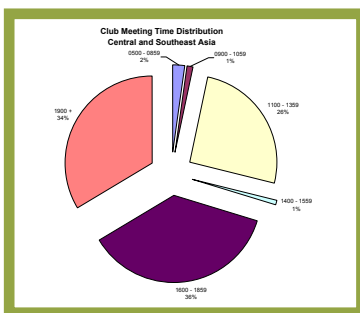
- A club that wishes to sponsor a new club must have at least 20 members.
- Each club is required to pay RI dues for a minimum of 10 members.

The challenges for smaller clubs can be that there are not enough members to successfully carry out service projects for the community and that there are not enough Rotarians to lead the club and to fulfill all of the club's administrative functions. Other issues could be that all the professions in the community are not represented and the club does not adequately reflect the demographic and business composition of the community.

Action steps:

- Use the **Planning Guide for Effective Rotary Clubs** to assess the club's current state, establish goals for the coming year, and learn and develop strategies to pursue membership goals.
- Use **Be a Vibrant Club: Your Club Leadership Plan (245)** to help you make your club more active, engaging, and vital to the community.
- Use the **Retention Model** found in **Club Assessment Tools** to gauge the club's ability to keep members active and to address any weaknesses uncovered.
- Use the **Strategic Planning Guide** as a framework for establishing goals for your club, including increasing your club size.

## Club Meeting Time



Meeting times vary across subregions:

- In Central & Southeast Asia, 36% meet late afternoon/early evening (1600-1900), 34% in the evening (1900 or later), and 26% at lunchtime.
- In India, 76% of clubs meet in the evening (1900 or later), and another 17% meet at “tea time” (1600-1900).
- In Japan, 90% of clubs meet at lunchtime.
- In Korea, 43% meet in the evening (1900 or later) — an increasing trend over the past five years — and 31% meet at lunchtime.
- In the Philippines, 63% meet in the evening (1900 or later) and 20% meet late afternoon/early evening (1600-1900).

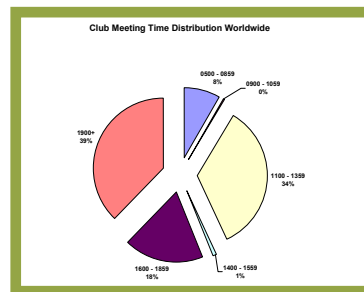
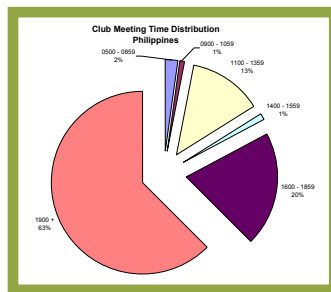
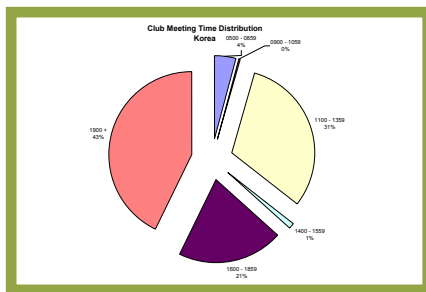
Worldwide, 34% meet at lunchtime, 18% meet late afternoon/early evening (1600-1900), and 39% meet in the evening (1900 or later).

Comments from Rotarians in this region:

*“In India, there is a strong emphasis on fellowship, so clubs tend to meet in the evening when business and professional duties are finished and there is time to relax for several hours.”*

*“In Korea, it is more and more difficult to meet during the lunch hour due to professional time constraints, so evening meetings are becoming more popular.”*

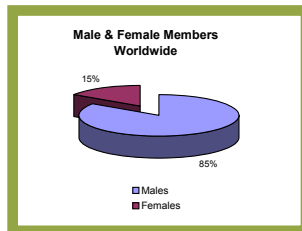
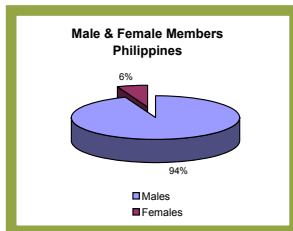
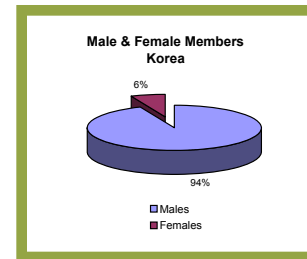
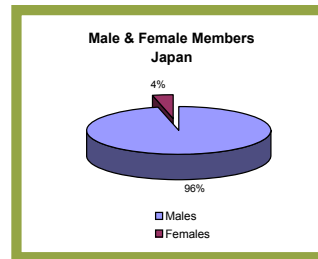
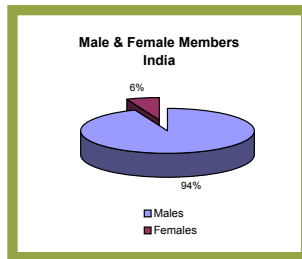
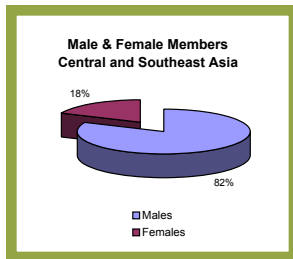
Club meeting times can affect the ability to attract and involve members. Professional demands have made it difficult for many to attend lunchtime meetings. Younger members with families may have time constraints preventing them from joining evening meetings. Morning meetings may be more convenient and have become popular in some regions. The goal is to provide meeting opportunities that are convenient to different situations. Research indicates that flexibility is key to meeting the needs of members and attracting prospective members.



#### Action steps:

- Use the **Membership Satisfaction Survey** in *Club Assessment Tools* to determine if club meeting times are optimal for your current membership.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to find out if meeting time is a factor in members' decision to leave.
- Consider other meeting times to attract young professionals who may have family obligations that could preclude them from attending evening meetings or cannot attend lunchtime meetings.
- Consider sponsoring a new club in your area with a different meeting time to accommodate prospective members who can't make your club time.

## Member Gender



In Central & Southeast Asia, 18% of members in Rotary clubs are women (worldwide, just 15% of members are women). In India, Korea, and the Philippines, 6% of members are women. In Japan, 4% of members are women.

Women represent a vast, untapped source of new members in many regions of the world. Women assume leadership positions in organizations and businesses and in professional capacities such as medicine, law, consulting, and finance. Actively seeking out female members is a goal for all Rotary clubs in the 21st century.

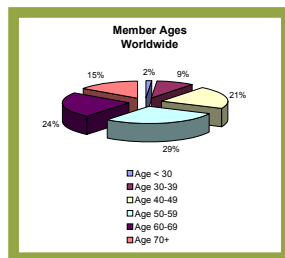
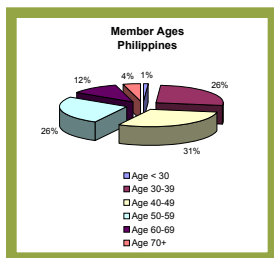
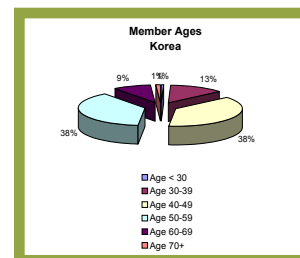
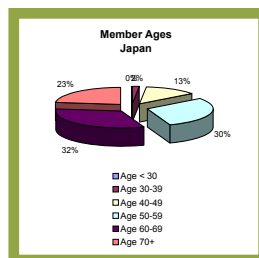
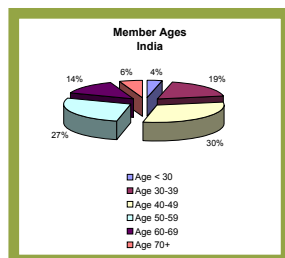
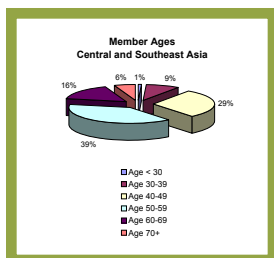
A comment from a Rotarian in the region:

*“In India, particularly in rural areas, cultural restrictions still come into play in terms of women participating in activities outside the home. This is not so much the case in metro areas. One possibility is to invite women in groups to join Rotary clubs, and then induct them as a group.”*

### Action steps:

- Check your local business association for statistics on female business owners and professionals. Then make it a goal to match your club's gender profile to the gender profile of your business community.
- Consider **designing a PR campaign** targeted specifically to women. Research indicates that the public image of Rotary clubs is predominantly male. Often, changing people's perception of an organization can be the largest hurdle to improving diversity.
- Send out the **Membership Satisfaction Survey** found in **Club Assessment Tools** to learn from female members what may or may not be working for them in the club. Do they feel welcome? Does your club's structure and schedule fit in with their other responsibilities?
- Perform the **Classification Survey** found in **Club Assessment Tools** to make sure your club is representative of your community's business and professional interests. Professional and business interests that are not represented in your membership can be an opportunity to focus your club's recruitment efforts. Consider professional women who might be approached to fill these gaps.
- Have female Rotarians run a club information/promotion meeting to invite business and professional women in your community.

## Member Age



A comment from a Rotarian in the region:

*“The balanced mix of member ages in India and the Philippines can perhaps be attributed to their demographic profiles. Both of these countries have younger populations than many other parts of the world.”*

Having a good balance of ages among members allows Rotary clubs to better understand and more effectively address the needs of their communities. Clubs with an adequate number of younger members will also be less likely to encounter certain problems in the future, such as lack of qualified leadership and attrition. Maintaining a good representation of members in all age groups is a goal for all Rotary clubs worldwide.

Because younger prospective members may have pressing professional and family obligations and busy schedules, along with limited financial resources, take

appropriate steps to encourage younger membership (particularly people in their 30s).

Action steps:

- Consider reducing club meal expenses.
- Think about waiving or reducing fees for younger professionals for a period of time.
- Assign a veteran member to mentor new, younger Rotarians.
- Organize club projects and events that include families and that provide active, hands-on involvement.
- Set up fellowship and networking activities that are convenient for younger members and are fun and engaging.
- Make members aware of alternative arrangements for getting involved and becoming engaged, such as e-club meetings, attendance at a club committee meeting, or participating in a club-sponsored service project.
- Maintain relationships with Rotary Foundation alumni, including Ambassadorial Scholars, GSE team members, Rotary Youth Exchange students, Rotaractors, and Interactors, and keep them involved in your club's activities. Ask them to become Rotarians.
- Complete the **Membership Diversity Assessment** in *Club Assessment Tools* to help uncover ideas for attracting younger members.

## New Club Trends

RI performed a five-year regional analysis of clubs chartered between 1 July 2000 and 30 June 2005. It was published in January 2010.

### New Club Viability

	Clubs				
	Clubs Chartered	Terminated	Reinstated	Surviving Clubs	Percent Net Change
India	905	420	94	579	-36%
Philippines	191	96	34	129	-32%
Latin America	653	250	87	490	-25%
Central & Southeast Asia	374	163	75	286	-24%
Africa	195	97	56	154	-21%
Korea	263	97	15	221	-16%
Middle East	97	27	16	86	-11%
Caribbean Islands	24	13	11	22	-8%
Central & Eastern Europe	267	45	24	246	-8%
Canada & USA	491	50	27	468	-5%
Australia, New Zealand & PI	51	6	4	49	-4%
Western Europe	478	16	10	472	-1%
Japan	45	0	0	45	0%
<b>Worldwide Total</b>	<b>4,053</b>	<b>1,240</b>	<b>453</b>	<b>0</b>	<b>-20%</b>

In India, 36% of the new clubs formed between 2000 and 2005 are no longer in existence; in the Philippines, 32%; in Central & Southeast Asia, 24%; and in Korea, 16%. In Japan, however, all of the clubs formed between 2000 and 2005 are still in existence.

New clubs fail for many reasons. Lack of direction and support are cited frequently. According to research, the largest loss in members occurs during a club's second year of existence. Having a strong sponsor club assigned to any new club is highly recommended and will contribute to the club's long-term success.

Action steps:

- Use the **Planning Guide for Effective Rotary Clubs** to start setting and working toward goals early in the process that will lead to an effective club.
- Use **Be a Vibrant Club: Your Club Leadership Plan (245)** to help establish plans for fellowship and service projects in new clubs.

- Use the **Strategic Planning Guide** to set three-year goals to ensure your club keeps on track and achieves its vision.
- Use **Community Assessment Tools** to assess your community's particular needs and provide focus and direction for your club's service projects.
- Use the **Membership Satisfaction Questionnaire** in **Club Assessment Tools** early on to uncover and address any issues before they become major challenges to retention and growth.
- Review **Best Practices** frequently to see what methods have been effective for other new clubs and adapt these practices for use in your club.

## Membership Activity

	Members in Surviving Clubs			
	Charter Members	Members After 5 Yrs	Net Change	Percent Net Change
Latin America	11,598	7,751	(3,847)	-33%
Australia, New Zealand & PI	1,254	939	(315)	-25%
Philippines	3,300	2,518	(782)	-24%
Africa	3,886	2,999	(887)	-23%
Central & Southeast Asia	7,684	6,024	(1,660)	-22%
India	14,911	12,916	(1,995)	-13%
Korea	7,703	6,748	(955)	-12%
Caribbean Islands	554	507	(47)	-8%
Central & Eastern Europe	6,100	5,817	(283)	-5%
Canada & USA	12,018	11,567	(451)	-4%
Middle East	2,165	2,091	(74)	-3%
Japan	1,363	1,400	37	3%
Western Europe	11,699	14,317	2,618	22%
<b>Worldwide Total</b>	<b>84,235</b>	<b>75,594</b>	<b>(8,641)</b>	<b>-10%</b>

Citing the same five-year analysis, in new clubs that survived (i.e., were active at the end of the fifth year), membership was down 24% in the Philippines, 22% in Central & Southeast Asia, 13% in India, and 12% in Korea. In Japan, membership in those newly formed surviving clubs was up 3%.

Members leave new clubs for the same reasons new clubs fail: lack of direction and support. Charter members in new clubs should be involved in the club and responsible for its long-term success or failure.

Action steps:

- Develop a club leadership plan using *Be a Vibrant Club: Your Club Leadership Plan (245)* to establish an administrative framework for the new club, appoint committees, set expectations for those committees, and establish reporting requirements so that committees are held accountable to their tasks.
- Implement **service projects** and involve members in projects as early as possible.
- Inform and involve new members with an orientation program outlined in *New Member Orientation: A How-to Guide for Clubs (414)*.
- Use the **Membership Satisfaction Questionnaire** in *Club Assessment Tools* every six months to canvass members and get their input on ways to keep the club interesting to them. Communication is key at this stage.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to identify the factors causing members to leave new clubs and address those factors before they become a bigger problem.

## Keeping Members

The most recent retention study (1 July 2003 – 30 June 2006) shows the following retention rates for Asia:

### Retention Rates (%)

	Overall	Existing Member	New Member
Japan	79	74	74
Central & SE Asia	70	72	83
Korea	56	70	77
India	75	71	74
Philippines	66	68	75
Worldwide	76	73	78

Keeping members in your club requires constant monitoring and attention. A high turnover rate in clubs is one of the most significant membership issues Rotary faces today. Simply replacing lost members with new ones is not an ideal solution; clubs should take steps to not only ensure that new members are involved and engaged with the club, but also that existing members are continuously challenged and rewarded by their membership in Rotary. Clubs should emphasize engagement and participation in all club activities and being connected to the club, not just attending the weekly meetings. Additionally, if a member is relocating outside of the immediate area, it is important to keep them connected to Rotary through another Rotary club.

Action steps:

- Use the **Retention Model** in *Club Assessment Tools* to gauge how your club is doing through all phases of club membership — from induction to termination.
- Keep on track with the *Planning Guide for Effective Rotary Clubs*, paying particular attention to the goals in the membership section.
- Employ the **Termination Profile** in *Club Assessment Tools* to determine how long members stay before resigning their membership and to pinpoint specific areas that are problematic and need addressing.
- Use the **Membership Satisfaction Questionnaire** in *Club Assessment Tools* regularly to get a feel for members' happiness with the way the club is functioning at any given time, and adjust club projects and programs as necessary.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to identify the reasons members leave and to take steps to prevent future losses.

If you find your retention challenges come primarily from new members who leave within two years:

- Hold induction ceremonies for all new members. The new member's spouse or partner should be invited, and the occasion should have a certain level of formality, a welcoming and inclusive atmosphere, and perhaps feature testimony from current members.
- Make sure new members are well aware of the many opportunities with which to get involved.
- Assign a mentor to the new member who will help guide him or her through the steps to becoming involved and active in the club.

- Develop an **orientation program** for new members so that nothing drops through the cracks. Offer the *Membership Video Set (427-MU)* as part of the orientation process.
- Get the new member engaged as soon as possible in a service project that is meaningful to him or her.
- Appoint the new member to a committee that can benefit from his or her background or interests.
- Offer the *New Member Information Kit (426)* to all new members, or create your own new member kit.
- Focus on the following seven action steps, which a recent RI **pilot program** found to be effective in retaining members:
  - Identify
  - Inform
  - Invite
  - Orient
  - Induct
  - Educate
  - Involve

A strong and engaged membership base is the result of ongoing, diligent work by clubs. The external environment in which Rotary clubs operate is constantly changing, and clubs must respond by addressing these changes in order to remain vibrant and relevant for today's members and for their communities.