

Member Value Maturity Matrix

Dimension	Suboptimal	Developing	Optimising
Mission & Purpose Alignment	Value is treated as a benefit list; no connection to organisation's purpose or strategic planning.	The mission-value connection is recognised but inconsistently reflected in practice and strategic planning.	Value is explicitly rooted in mission, purpose and strategic planning, and that connection is evident to members.
Member Insight & Segmentation	Decisions are based on assumption; no systematic research or segmentation is in place.	Some data and research exist but insight is not consistently used to inform value decisions.	Regular, structured insight-gathering drives value design, with meaningful segmentation across member types.
Value Drivers (Support, Status, Community & Voice)	No awareness of what drives value for members; benefits are generic and not anchored to member motivations.	Some understanding of value drivers exists but is not consistently reflected in the MVP, benefit design or communications.	The four value drivers are well understood, prioritised for the membership and embedded across the MVP, MBS and all member-facing activity.
Perceived vs Actual Value Gap	No awareness of the gap between what members receive and what they believe they receive.	The gap is recognised but efforts to address it are inconsistent or not member-led.	The organisation actively monitors and closes the gap through the MVS, communications and renewal activity.
Value Proposition (MVP)	MVP is non-existent, unclear, outdated or internally focused.	MVP is defined and member-informed but not consistently communicated or reviewed.	MVP is clear, member-centred, and regularly evaluated and communicated.
Value Delivery (MBS)	Benefits are delivered inconsistently; experience varies by team or channel. No MBS.	MBS is mapped and delivery is improving, but gaps and friction remain.	MBS is fully mapped and delivered consistently, with value reinforced across all channels.
Value Evidence (MVS)	Little or no evidence of value is collected or communicated to members.	Evidence of value is produced but tends to be generic or inconsistent across segments.	Value evidence is personalised, data-driven and clearly communicated to support renewal and engagement.
Digital Experience & Accessibility	Digital platforms are outdated, difficult to navigate or inconsistent.	Digital experience is improving; key journeys are being redesigned.	Digital delivery is seamless, accessible and continuously improved using member data.
Resources, Community & Connection	Resources are generic and community activity is limited or dependent on a small group.	Resources and community opportunities exist but are uneven across segments or channels.	Resources are high-quality and tailored; community is vibrant, inclusive and multi-channel.
Advocacy, Status & Professional Recognition	Advocacy is limited and the organisation does little to recognise or elevate members' professional standing.	Advocacy activity is present and some recognition schemes exist, but neither is consistently communicated or member-led.	Advocacy is strategic and visible; professional recognition, status and member achievements are actively celebrated and clearly communicated.
Technology & AI Enablement	Technology is used only for basic functions; AI is not yet considered.	Technology supports key processes; early AI use cases are emerging.	Technology is used strategically; AI is explored thoughtfully with awareness of data maturity and organisational capacity.
Communications & Value Visibility	Communications are inconsistent or overly organisational; members struggle to see value.	Communications are planned and member-informed but not yet personalised or integrated.	Communications are strategic, segmented and focused on making value visible throughout the member journey.
Measurement & Continuous Improvement	Measurement is ad-hoc or limited to basic KPIs with no structured improvement activity.	Measurement is structured but not consistently linked to decisions or improvement.	Insight drives decision-making and the Member Value Improvement Cycle is embedded as a regular organisational rhythm.