

APPENDIX A:

Segmentation of Key Results by JOB ROLE & AGE

for Ingredient Manufacturers, Equipment Manufacturers and Allieds (MEMBERS ONLY)

Segmentation of Results – by Ingredient Manufacturers, Equipment Manufacturers & Allies ONLY (MEMBERS ONLY)

How valuable is it for you to be a member of an industry trade association? BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
How valuable is it for you to be a member of an industry trade association?	5.6	5.8	5.5	5.7	5.7

How valuable is it for you to be a member of an industry trade association? BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
How valuable is it for you to be a member of an industry trade association?	5.8	5.6	5.7	5.6

How important are the following industry trade association benefits? BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
IMP-Educational benefits	5.2	5.1	5.3	5.4	5.2
IMP-Competitive business edge	5.2	5.1	5.0	5.1	5.1
IMP-Professional recognition and development	5.1	5.1	5.3	5.2	5.1
IMP-Networking opportunities	6.1	6.2	5.9	6.0	6.1
IMP-Member offers & discounts	3.5	3.9	4.0	4.1	3.9

How important are the following industry trade association benefits? BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
IMP-Educational benefits	5.2	5.2	5.2	5.2
IMP-Competitive business edge	5.1	5.0	5.2	5.1
IMP-Professional recognition and development	5.4	5.0	5.3	5.1
IMP-Networking opportunities	6.3	6.1	5.8	6.0
IMP-Member offers & discounts	4.4	3.8	3.9	3.9

Rate the quality of ASB member benefits in the following areas: BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
ASB-Educational benefits through annual ASB BakingTech conf technical and break-out sessions & website resources	5.0	5.2	4.9	5.3	5.1
ASB-Competitive business edge by providing members w/ info on baking industry trends, changes and events	4.9	4.9	4.8	4.9	4.9
ASB-Professional recognition/dev through annual ASB Baking Hall of Fame, ASB Baking Tech speaking opportunities	4.8	5.1	4.8	4.9	4.9
ASB-Networking opportunities through annual ASB BakingTech receptions, luncheons, MarketPlace	5.9	5.8	5.6	5.6	5.7
ASB-Member offers & discounts on registration for BakingTech conference and AIB seminars/courses	4.0	4.2	3.9	4.2	4.1

Rate the quality of ASB member benefits in the following areas: BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
ASB-Educational benefits through annual ASB BakingTech conf technical and break-out sessions & website resources	4.9	5.1	5.3	5.1
ASB-Competitive business edge by providing members w/ info on baking industry trends, changes and events	4.4	4.9	5.0	4.9
ASB-Professional recognition/dev through annual ASB Baking Hall of Fame, ASB Baking Tech speaking opportunities	5.0	4.9	5.0	4.9
ASB-Networking opportunities through annual ASB BakingTech receptions, luncheons, MarketPlace	5.7	5.7	5.8	5.7
ASB-Member offers & discounts on registration for BakingTech conference and AIB seminars/courses	4.0	4.1	4.2	4.1

How do you view ASB as an organization in the following attribute dimensions? BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
-Expensive:Good Value	5.0	4.7	5.3	4.8	4.9
-Stuffy:Friendly	5.4	5.2	4.9	5.1	5.2
-Stagnant:Innovative	4.3	4.3	4.1	4.5	4.3
-Low -tech:High-tech	4.5	4.6	4.2	4.5	4.5
-Not helpful for my job:Helpful for my job	4.9	5.2	4.9	5.2	5.1
-Old boy's club:Young and progressive	3.6	3.4	3.3	3.5	3.5
-Declining:Thriving	4.1	4.1	3.7	3.9	4.0

How do you view ASB as an organization in the following areas? BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
-Expensive:Good Value	4.83	4.89	4.93	4.89
-Stuffy:Friendly	5.06	5.17	5.45	5.24
-Stagnant:Innovative	4.02	4.38	4.54	4.38
-Low -tech:High-tech	4.09	4.48	4.75	4.51
-Not helpful for my job:Helpful for my job	5.17	5.07	5.01	5.07
-Old boy's club:Young and progressive	3.11	3.40	3.94	3.51
-Declining:Thriving	4.09	4.00	4.11	4.04

to foster ASB's growth and gain new members, how valuable would it be if ASB offered the following additional programs and services? BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
OFFER-More in-person networking opportunities	5.3	5.6	5.0	5.0	5.3
OFFER-Online/social media networking	4.5	4.5	4.6	4.7	4.6
OFFER-Young executives chapter of ASB	4.9	4.8	4.5	4.8	4.7
OFFER-Individualized professional mentoring	4.6	4.6	4.5	4.8	4.6
OFFER-Online education/training courses	4.9	5.1	5.4	5.1	5.1
OFFER-Webinars (e.g., new & emerging baking and ingredient technologies, food safety)	5.0	4.9	5.4	5.3	5.1
OFFER-ASB Industry Certification Program (certified professionals program)	4.9	4.7	4.8	5.2	4.9
OFFER-Regional ASB chapter meetings	4.5	4.6	4.6	4.9	4.6

to foster ASB's growth and gain new members, how valuable would it be if ASB offered the following additional programs and services? BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
OFFER-More in-person networking opportunities	5.7	5.4	4.9	5.3
OFFER-Online/social media networking	5.3	4.5	4.4	4.6
OFFER-Young executives chapter of ASB	5.7	4.6	4.6	4.8
OFFER-Individualized professional mentoring	5.0	4.6	4.5	4.6
OFFER-Online education/training courses	5.3	5.1	5.1	5.1
OFFER-Webinars (e.g., new & emerging baking and ingredient technologies, food safety)	5.1	5.2	5.0	5.1
OFFER-ASB Industry Certification Program (certified professionals program)	4.8	5.0	4.8	4.9
OFFER-Regional ASB chapter meetings	5.0	4.6	4.6	4.7

Overall, how satisfied are you with your ASB membership? BY JOB ROLE

Mean

	JOB_R				
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	Total
Overall, how satisfied are you with your ASB membership?	5.1	5.2	4.9	5.1	5.1

Overall, how satisfied are you with your ASB membership? BY AGE

Mean

	AGE_R			
	18-40	41-60	61+	Total
Overall, how satisfied are you with your ASB membership?	4.8	5.1	5.3	5.1

**Should ASB allied/supplier members be eligible to become society chairman? BY J
ROLE**

% within JOB_R

	JOB_R				Total
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
Yes	45%	45%	38%	37%	42%
No	27%	22%	20%	22%	23%
No opinion	27%	33%	43%	41%	35%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

**Should ASB allied/supplier members be eligible to become society
chairman? BY AGE**

% within AGE_R

	AGE_R			Total
	18-40	41-60	61+	
Yes	32%	43%	50%	44%
No	15%	23%	26%	23%
No opinion	53%	34%	25%	34%
Total	100.0%	100.0%	100.0%	100.0%

Do you plan to renew your ASB membership? BY JOB ROLE

% within JOB_R

	JOB_R				Total
	Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
Yes	93%	94%	89%	95%	93%
Unsure/Maybe	7%	6%	8%	5%	7%
No			3%		1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Do you plan to renew your ASB membership? BY AGE

% within AGE_R

	AGE_R			Total
	18-40	41-60	61+	
Yes	89%	94%	91%	93%
Unsure/Maybe	11%	5%	5%	7%
No		1%	1%	1%
Total	100.0%	100.0%	100.0%	100.0%

APPENDIX B:

Segmentation for -

**'Which single trade association PERFORMS BEST
in delivering the following services/benefits?'**

Crosstabs - by Business Type

BEST-Educational benefits

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Educational benefits	A ACC	5.9%	36.2%	2.5%	10.8%	14.3%
	ABA	9.8%	2.1%	5.0%	5.4%	5.7%
	ASB	41.2%	23.4%	57.5%	40.5%	40.0%
	BEMA	3.9%		12.5%	13.5%	6.9%
	BCMA			2.5%	2.7%	1.1%
	IFT	13.7%	27.7%	2.5%	13.5%	14.9%
	SFA				2.7%	.6%
	TIA	2.0%				.6%
	No difference	23.5%	10.6%	17.5%	10.8%	16.0%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Competitive business edge

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Competitive business edge	A ACC		4.3%	5.1%		2.3%
	ABA	19.6%	26.1%	10.3%	16.2%	18.5%
	ASB	25.5%	15.2%	25.6%	13.5%	20.2%
	BEMA	9.8%		23.1%	13.5%	11.0%
	BCMA				2.7%	.6%
	IFT	7.8%	19.6%	5.1%	24.3%	13.9%
	TIA	2.0%				.6%
		No difference	35.3%	34.8%	30.8%	29.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Professional recognition & development

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Professional recognition & development	AACC	3.8%	10.6%	5.0%	11.1%	7.4%
	ABA	5.8%	6.4%	7.5%	16.7%	8.6%
	ASB	46.2%	36.2%	57.5%	30.6%	42.9%
	BEMA	5.8%		12.5%	5.6%	5.7%
	BCMA	1.9%		2.5%		1.1%
	IFT	11.5%	23.4%		16.7%	13.1%
	SFA			2.5%		.6%
	No difference	25.0%	23.4%	12.5%	19.4%	20.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Netw orking

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Netw orking	AACC		4.3%	2.5%	5.4%	2.9%
	ABA	9.8%	10.6%	5.0%	10.8%	9.1%
	ASB	54.9%	44.7%	60.0%	37.8%	49.7%
	BEMA	9.8%	2.1%	12.5%	10.8%	8.6%
	BCMA			7.5%	2.7%	2.3%
	IFT	2.0%	23.4%		16.2%	10.3%
	No difference	23.5%	14.9%	12.5%	16.2%	17.1%
	Total		100.0%	100.0%	100.0%	100.0%

BEST-Legislative, regulatory, lobbying

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Legislative, regulatory, lobbying	AACC	7.7%	8.5%			4.6%
	ABA	69.2%	55.3%	57.9%	64.9%	62.1%
	ASB	3.8%	4.3%	7.9%	10.8%	6.3%
	BEMA	1.9%		5.3%	2.7%	2.3%
	BCMA	3.8%		2.6%		1.7%
	IFT	1.9%	8.5%		5.4%	4.0%
	SFA			2.6%		.6%
	No difference	11.5%	23.4%	23.7%	16.2%	18.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Member offers & discounts

% within BUS_TYP

		BUS_TYP				Total
		Bakery Manuf	Ingredient Manuf	Equip Manuf	Allieds	
BEST-Member offers & discounts	AACC		6.7%	2.6%	5.6%	3.6%
	ABA	4.0%	2.2%	2.6%	2.8%	3.0%
	ASB	18.0%	15.6%	18.4%	16.7%	17.2%
	BEMA	4.0%	2.2%	23.7%	8.3%	8.9%
	IFT	2.0%	8.9%		8.3%	4.7%
	SFA				2.8%	.6%
	TIA	2.0%			2.8%	1.2%
	No difference	70.0%	64.4%	52.6%	52.8%	60.9%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Crosstabs - by Job Role

BEST-Educational benefits

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Educational benefits	A ACC	12.2%	7.3%	34.6%	10.0%	13.8%
	ABA	9.8%	5.5%		6.7%	5.9%
	ASB	34.1%	49.1%	15.4%	53.3%	40.1%
	BEMA	14.6%	3.6%	3.8%	3.3%	6.6%
	BCMA		1.8%	3.8%		1.3%
	IFT	14.6%	14.5%	30.8%	3.3%	15.1%
	TIA		1.8%			.7%
	No difference	14.6%	16.4%	11.5%	23.3%	16.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Competitive business edge

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Competitive business edge	A ACC	2.4%	3.6%	4.0%		2.6%
	ABA	24.4%	16.4%	24.0%	10.0%	18.5%
	ASB	19.5%	18.2%	16.0%	23.3%	19.2%
	BEMA	14.6%	7.3%	4.0%	20.0%	11.3%
	BCMA				3.3%	.7%
	IFT	9.8%	12.7%	32.0%	10.0%	14.6%
	TIA				3.3%	.7%
	No difference	29.3%	41.8%	20.0%	30.0%	32.5%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Professional recognition & development

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Professional recognition & development	AACC	4.9%	3.7%	26.9%		7.2%
	ABA	12.2%	9.3%	7.7%	6.5%	9.2%
	ASB	43.9%	48.1%	7.7%	51.6%	40.8%
	BEMA	9.8%	5.6%		6.5%	5.9%
	BCMA		1.9%	3.8%		1.3%
	IFT	12.2%	11.1%	34.6%	9.7%	15.1%
	SFA		1.9%			.7%
	No difference	17.1%	18.5%	19.2%	25.8%	19.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Networking

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Networking	AACC	4.9%				1.3%
	ABA	17.1%	10.7%		3.2%	9.2%
	ASB	51.2%	46.4%	68.0%	48.4%	51.6%
	BEMA	4.9%	10.7%		9.7%	7.2%
	BCMA		5.4%		3.2%	2.6%
	IFT	9.8%	12.5%	16.0%	6.5%	11.1%
	No difference	12.2%	14.3%	16.0%	29.0%	17.0%
	Total		100.0%	100.0%	100.0%	100.0%

BEST-Legislative, regulatory, lobbying

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Legislative, regulatory, lobbying	AACC	7.3%	1.9%	15.4%		5.3%
	ABA	73.2%	57.4%	57.7%	54.8%	61.2%
	ASB	2.4%	5.6%		12.9%	5.3%
	BEMA	4.9%		3.8%	3.2%	2.6%
	BCMA	2.4%	1.9%	3.8%		2.0%
	IFT	2.4%	3.7%	11.5%	3.2%	4.6%
	SFA		1.9%			.7%
	No difference	7.3%	27.8%	7.7%	25.8%	18.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

BEST-Member offers & discounts

% within JOB_R

		JOB_R				Total
		Corp mgt	Sales & Marketing	R&D/QA	Ops/manuf/Eng	
BEST-Member offers & discounts	AACC	2.4%	3.8%		3.3%	2.7%
	ABA	9.8%	1.9%			3.4%
	ASB	7.3%	18.9%	12.0%	26.7%	16.1%
	BEMA	12.2%	13.2%		6.7%	9.4%
	IFT		5.7%	8.0%	10.0%	5.4%
	SFA	2.4%				.7%
	TIA			4.0%		.7%
	No difference	65.9%	56.6%	76.0%	53.3%	61.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Crosstabs - by Age

BEST-Educational benefits

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Educational benefits	AACC	12.5%	16.0%	14.3%	15.1%
	ABA		3.2%	12.5%	6.0%
	ASB	31.3%	36.2%	42.9%	38.0%
	BEMA	6.3%	6.4%	8.9%	7.2%
	BCMA	6.3%	1.1%		1.2%
	IFT	25.0%	13.8%	14.3%	15.1%
	SFA	6.3%			.6%
	TIA		1.1%		.6%
	No difference	12.5%	22.3%	7.1%	16.3%
Total		100.0%	100.0%	100.0%	100.0%

BEST-Competitive business edge

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Competitive business edge	AACC	6.3%	2.2%	1.8%	2.4%
	ABA	12.5%	18.7%	22.8%	19.5%
	ASB	6.3%	23.1%	15.8%	18.9%
	BEMA	12.5%	11.0%	10.5%	11.0%
	BCMA		1.1%		.6%
	IFT	25.0%	9.9%	17.5%	14.0%
	TIA			1.8%	.6%
	No difference	37.5%	34.1%	29.8%	32.9%
Total		100.0%	100.0%	100.0%	100.0%

BEST-Professional recognition & development

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Professional recognition & development	AACC		10.8%	3.5%	7.2%
	ABA	6.3%	9.7%	8.8%	9.0%
	ASB	31.3%	38.7%	52.6%	42.8%
	BEMA	6.3%	6.5%	1.8%	4.8%
	BCMA		2.2%		1.2%
	IFT	31.3%	10.8%	14.0%	13.9%
	SFA	6.3%			.6%
	No difference	18.8%	21.5%	19.3%	20.5%
Total		100.0%	100.0%	100.0%	100.0%

BEST-Netw orking

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Netw orking	AACC		2.1%	5.4%	3.0%
	ABA		9.6%	8.9%	8.4%
	ASB	31.3%	50.0%	53.6%	49.4%
	BEMA	25.0%	7.4%	5.4%	8.4%
	BCMA	6.3%	3.2%		2.4%
	IFT	18.8%	9.6%	10.7%	10.8%
	No difference	18.8%	18.1%	16.1%	17.5%
Total		100.0%	100.0%	100.0%	100.0%

BEST-Legislative, regulatory, lobbying

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Legislative, regulatory, lobbying	AACC		7.5%		4.2%
	ABA	56.3%	52.7%	80.4%	62.4%
	ASB	6.3%	8.6%	3.6%	6.7%
	BEMA		3.2%		1.8%
	BCMA	6.3%	1.1%		1.2%
	IFT		4.3%	5.4%	4.2%
	SFA		1.1%		.6%
	No difference	31.3%	21.5%	10.7%	18.8%
Total		100.0%	100.0%	100.0%	100.0%

BEST-Member offers & discounts

% within AGE_R

		AGE_R			Total
		18-40	41-60	61+	
BEST-Member offers & discounts	AACC	13.3%	2.2%	3.6%	3.7%
	ABA		3.3%	3.6%	3.1%
	ASB	13.3%	17.8%	17.9%	17.4%
	BEMA	13.3%	7.8%	8.9%	8.7%
	IFT		5.6%	5.4%	5.0%
	SFA			1.8%	.6%
	TIA	6.7%	1.1%		1.2%
	No difference	53.3%	62.2%	58.9%	60.2%
Total		100.0%	100.0%	100.0%	100.0%