

CRAIG RUVERE

Strategic Marketing and Communications Leader

201-838-5203 • cruvere@gmail.com • Westminster, CO • [LinkedIn Profile](#)

The most powerful marketing doesn't just describe an organization; it shapes how the world views it.

CASE STUDY

MAPS (medicalaffairs.org): From Organization-Centric to Member-Centric: A Digital Transformation

How a strategic shift to member-first thinking reversed a digital decline and drove measurable engagement growth across every channel — reaching Medical Affairs professionals in more than 100 countries.

OVERVIEW

The Medical Affairs Professional Society (MAPS; medicalaffairs.org) is the premier global professional association dedicated to advancing the Medical Affairs field through education, community, and shared knowledge. Serving a worldwide audience of over 18,000 Medical Affairs professionals across pharmaceutical, biotech, and medical device organizations, MAPS delivers value through its Knowledge Center — a library of more than 350 content pieces, including webinars, position papers, podcasts, benchmark reports, standards and guidance templates, and more. In response to declining digital metrics and growing recognition that the organization's digital strategy was not adequately serving member needs, MAPS undertook a strategic realignment: shifting from an organization-centric operating model to a genuinely member-centric one — and letting data drive the transformation.

CHALLENGE

Prior to the strategic shift, MAPS' digital metrics told a clear story of declining engagement. Website active users fell from 204,000 in 2023 to 195,000 in 2024 — a drop accompanied by a steeper decline in new users, from 382,000 to 279,000 over the same period. Newsletter click-through rates sank to 3.09% in 2024, even as delivery volumes remained high, signaling that volume-driven outreach was not translating into meaningful member action.

Underlying these numbers was a structural challenge: the organization's content, communications, and digital architecture had been built around what MAPS wanted to say — rather than what its members most needed to find, learn, and do. High-value member touchpoints such as mentorship, volunteer engagement, and membership itself were underperforming relative to their strategic importance, while the Knowledge Center — the most tangible expression of member value — was not being surfaced or experienced at the depth it deserved. The opportunity was clear: reorienting the entire digital ecosystem around the member experience would unlock engagement that the existing model was suppressing.

SOLUTION

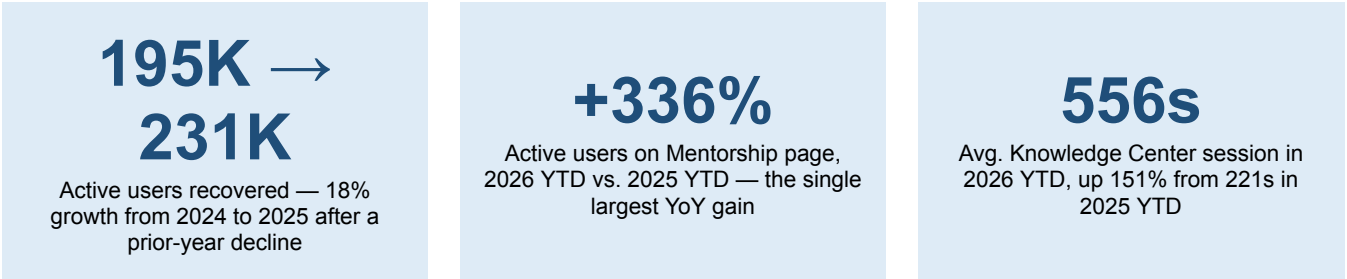
The member-centric transformation was executed across four interconnected dimensions of MAPS’ digital presence:

- **Website Experience Redesigned Around Member Intent:** I prioritized and optimized high-value member pages — including Mentorship, Get Involved, Join MAPS, and the Knowledge Center — for discoverability and depth. Navigation, content architecture, and calls to action were restructured to serve the member’s journey rather than the organization’s internal structure.
- **Knowledge Center Positioned as the Core Member Asset:** We deepened our investment in the Knowledge Center, expanding the library to 353 active content pieces across eight formats. With 501,457 all-time views and 260,619 active users since 2023, the Knowledge Center has become the primary vehicle for delivering measurable professional value — with Position Papers emerging as the highest-efficiency format, at 6,949 views per piece, nearly five times the portfolio average.
- **Newsletter Strategy Shifted from Volume to Value:** Rather than maximizing delivery volume, I restructured the newsletter program around quality, relevance, and member utility. Fewer, more targeted sends replaced mass distribution — a deliberate trade of reach for resonance.
- **LinkedIn Activated as a Global Community Channel:** I deployed a consistent, content-led LinkedIn strategy to extend MAPS’ reach into the global Medical Affairs professional community — prioritizing organic engagement and thought leadership over paid amplification.
- **Global Audience Expansion Pursued Intentionally:** I calibrated the content strategy and digital distribution to serve an increasingly international member base, with active outreach in APAC and EMEA markets that reflects MAPS’ mission to advance Medical Affairs as a global profession.

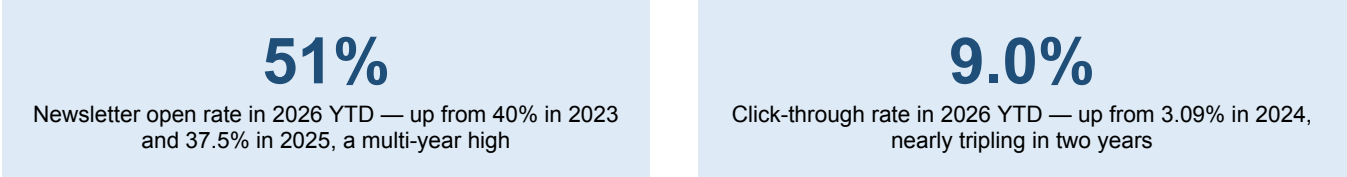
IMPACT

The results are unambiguous across every measured channel, with 2026 YTD data confirming that the member-centric shift has produced durable, compounding gains:

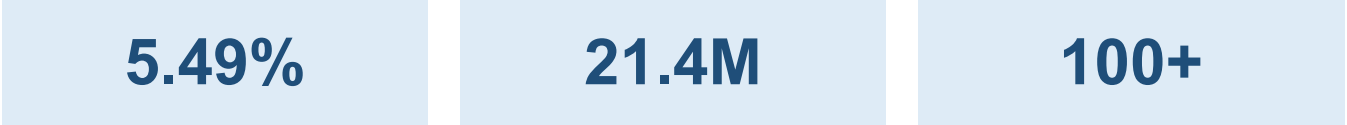
WEBSITE ENGAGEMENT



NEWSLETTER PERFORMANCE



LINKEDIN AND GLOBAL REACH



Organic LinkedIn engagement rate —
vs. 1–2% B2B benchmark, nearly 3×
industry standard

LinkedIn impressions reaching
327,000 unique professionals (Apr
2025–Apr 2026)

Countries reached — with India,
Egypt, Singapore, and Japan among
the fastest-growing audiences

Beyond the individual channel metrics, the data reflects something more significant: a community that is increasingly finding MAPS content relevant, returning with greater intent, and engaging more deeply when they arrive. Pages tied directly to member participation — Mentorship (+336%), Get Involved (+198%), and Join MAPS (+50%) — are among the fastest-growing on the site, confirming that the member-centric shift is not merely a communications posture but a strategic reality that members are responding to. When an organization stops telling its story and starts serving its members' stories, the metrics follow.