

Opinion Article

# Factors Contributing to Rotary International's Stagnant Membership Growth

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**Abstract:** This paper explores the multifaceted reasons behind Rotary International's stagnant membership growth over the last decades. A significant factor identified is the lack of outreach and marketing efforts, which has prevented the organization from effectively engaging with diverse communities and adapting to modern promotional strategies. This has resulted in a membership base that does not reflect the changing societal dynamics and fails to attract younger generations who prioritize different causes, such as environmental sustainability and social justice. Additionally, the challenges faced by smaller organizations, such as limited resources and niche appeal, are relevant to Rotary's struggle to attract new members. External societal trends, including urban development and globalization, have altered community structures and priorities, further influencing membership dynamics. The paper highlights the importance of adapting to these changes by improving outreach efforts, addressing competition from other service organizations, and fostering strong leadership within Rotary International. The discussion emphasizes the potential strategies Rotary International can adopt to enhance membership growth, such as leveraging social networks, fostering organizational identification, and addressing diversity challenges. By integrating these strategies, Rotary can work towards increasing its membership and continuing its mission of positively impacting society.

**Keywords:** Rotary International; responsible stagnation; leadership challenges; NGO

## 1. Introduction

This study is an examination of the stagnation of Rotary International's membership. Rotary International is a global service organization with over 1.2 million members in 35,000 clubs in over 200 countries and regions. After World Wars I and II, the organization pursued peace and goodwill around the globe through service to others. Rotary and its members, called Rotarians, primarily engage in hands-on service projects. Given the increasing need and rate of club members reaching age restrictions, the availability of leaders is declining. This is why it is increasingly essential to understand membership dynamics to regenerate Rotary, uplift the communities they serve, and produce long-term impacts of service.

Failing to attract or retain members may be a cause for concern for the sustainability of service-oriented organizations dependent primarily on their paid-up members to run their service activities. For this reason, factors that impede the growth of membership in these organizations need to be identified so that club membership can be managed more effectively. A robust, enduring organization has membership dynamics that are well understood. Membership base changes directly affect an organization's health, well-being, and ability to serve. Furthermore, publications targeted at practitioners and scholars interested in membership dynamics and strategies to manage and enhance membership will benefit from the outcomes of this study.

Rotary International is a global foundation created in 1905 by a Chicago-based lawyer, Paul P. Harris. The main aim that led to Rotary's inception was to establish a network of friends through whom the professional and business knowledge of the members of any one club could flow to those in other communities. Rotary has evolved up to now, emerging in 2020 as one of the world's largest and most influential global organizations serving the humanitarian needs of the global community. Today, over 1.2 million members are spread across over 35,000 local Rotary clubs, known as the heart and soul of Rotary, and operate in

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over 200 countries worldwide. Every year, each of these clubs delivers an extensive range of local, national, and international projects and activities, each designed to help improve the lives and conditions of millions of community members, irrespective of race, creed, or political persuasion.

Several Rotary development campaigns have been initiated over Rotary's 110-year history. For example, these include establishing Youth Avenue and Community Avenue service activities such as basic education and literacy, economic and community development, water and sanitation, nutrition and maternal health, peace, women and children, and environmental and health-related development innovation. The seven central values that Rotary has at its heart represent what Rotary International is all about. The most well-known action of Rotary International is Polio Plus, which helps Rotary fund operational costs, such as transportation, vaccine delivery, social mobilization, and training of health workers, and support surveillance activities to vaccinate all the children in the world against poliomyelitis and other five diseases assisting the World Health Organization. The final purpose is for the planet to become polio-free. Rotarians have contributed over \$2.6 billion to fight polio, including matching funds from the Gates Foundation and countless volunteer hours since launching its polio eradication program, PolioPlus, in 1985. Rotary Clubs operate on a working week agenda of one or two weekly meetings. They can come together to share business experiences and give each other business tips, often leading to actual business for them to 'take home' for further consideration. The meetings are often topped and tailed by fellowship activities.

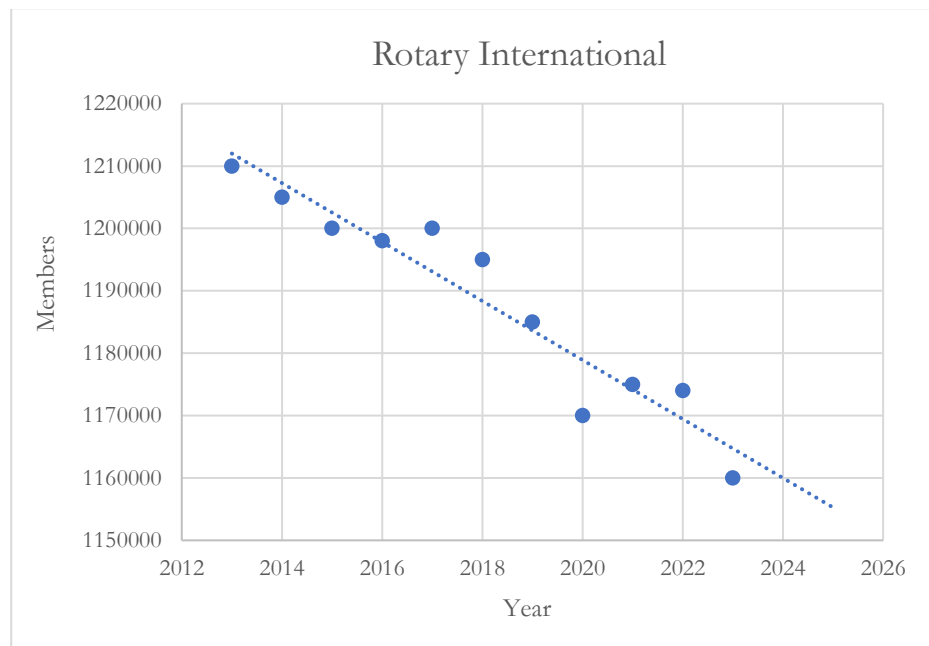
Membership growth is critical to Rotary's ongoing health and relevance. A growing membership base can help with hands-on project work, which supports outreach and the image of Rotary in our communities. Larger clubs and districts have more significant resources for programs within and in the social network areas. Membership growth is also critical in mobilizing local and global services (Batti, 2014). Diverse membership helps organizations, including Rotary, build and strengthen their base. Over time, there has been a trend toward reduced involvement of female and male clubs. Women and young people often have additional questions when considering volunteering. Many Rotarians have included family in their community service projects and volunteer time, whether these children are generations after them or when they serve in different countries. Membership numbers are linked to influence. The lower the membership count and retention, the less influence the organization has locally, nationally, and internationally. When fewer people and clubs have the same address, club service and longer-term club projects become a more significant priority. On a family planning principle note, one solution to replacing people for service for the cause of our projects is to increase the available candidates from whom to select. In the next 100 years, one-half of our 330 million trade organizations will disappear (Knoke, 2018). Like companies, trade organizations must reinvent themselves to survive. Members are the lifeblood, vitality, and value of any organization.

Over the past 25 years, Rotary International has faced a decline in membership, raising concerns about the organization's ability to sustain its impact and reach in communities worldwide. However, this trend also presents an opportunity for growth. Several factors have contributed to this trend, including changing demographics in society, a lack of outreach and marketing efforts, competition from other service organizations, a shift in priorities among younger generations, and ineffective leadership within the organization. The plot of the decline in membership of the Rotary International for the last ten years is presented in Figure 1. The stagnation of Rotary International's membership growth over the past decades can be attributed to internal and external factors. Internally, the organization's leadership has struggled to adapt to changing societal norms and expectations, affecting member relations and aligning enacted and espoused values. This misalignment can make members feel undervalued and distrusted, reducing participation and retention rates (Hinck, 2018). Externally, the dense population environment of international nongovernmental organizations (INGOs) has created a competitive landscape that discourages new memberships and the founding of new chapters, as seen in the broader trend of stagnation among INGOs in the United States (Bush & Hadden, 2019).

Additionally, Rotary International's historical emphasis on promoting a U.S.-inflected ideology of civic internationalism and market capitalism may not resonate with contemporary global audiences, potentially limiting its appeal and relevance (Turek, 2022).

Furthermore, the broader decline in participation in fraternal organizations, as evidenced by the California Masonry case study, highlights the impact of external commitments such as family and job responsibilities, which compete for individuals' time and attention (Hinck, 2018). These factors collectively contribute to the challenges faced by Rotary International in

sustaining and growing its membership base in the modern era.



**Figure 1.** The decline of membership for Rotary International in the last decade. The line shows a Linear interpolation for the next few years.  
*Source:* the Rotary International official annual reports.

This stagnation of Rotary International's membership growth can be attributed to several factors inferred from the broader themes discussed in the provided papers. One potential factor is the concept of Responsible Stagnation (RS), which suggests that organizations may intentionally or unintentionally decouple from growth-centric models, focusing instead on sustainability and responsibility, potentially leading to stagnation in traditional metrics like membership numbers (Hankins, 2021). Additionally, the challenges faced by smaller organizations, such as limited resources and niche appeal, as discussed in the context of small journals, may also apply to Rotary International, which might struggle to attract new members due to its specialized focus and possibly outdated appeal (Donovan, 2009). Furthermore, societal shifts such as increased teleworking, higher car ownership, and changing economic conditions, which have been shown to impact public transit ridership, could similarly affect membership organizations like Rotary, as potential members may prioritize convenience and cost-effectiveness over traditional community engagement (Erhardt et al., 2022). The broader environmental and societal changes, including urban development and globalization, which have impacted ecological systems and public health, might also influence social organizations by altering community structures and priorities, thereby affecting membership dynamics (Brain & Prosser, 2022; Du et al., 2022). These factors collectively suggest that Rotary International's membership stagnation is a multifaceted issue influenced by internal organizational strategies and external societal trends.

One of the primary reasons for Rotary's stagnant membership numbers is society's changing demographics. As populations age and become more diverse, traditional recruitment strategies may no longer be as effective as they once were. Additionally, with the rise of technology and social media, younger generations seek different ways to engage with service organizations that may not align with Rotary's current structure and practices.

Rotary has struggled to effectively reach out to potential new members and market its mission and values to a broader audience. This lack of outreach and marketing efforts has resulted in missed growth and community engagement opportunities.

Additionally, Rotary faces stiff competition from other service organizations that offer similar opportunities for community involvement but may have more appealing structures or initiatives that resonate with potential members. As such, Rotary must find ways to differentiate itself and highlight its unique contributions to society.

Younger generations have noticed a noticeable shift in priorities, increasingly focused on issues such as climate change, social justice, and mental health. To attract these individuals to Rotary's ranks, the organization must adapt its programs and initiatives to reflect these



evolving concerns.

Finally, ineffective leadership within the organization has also hindered membership growth. Rotary International's leaders' role is crucial in addressing this issue. With strong leadership at all levels, it becomes easier to implement strategic plans for recruitment and retention that will resonate with current and potential members alike.

By addressing these key challenges head-on through targeted strategies to engage diverse populations across age groups while leveraging practical outreach efforts supported by solid leadership within the organization, Rotary International can begin reversing its declining membership trend and ensure its continued impact on communities worldwide.

## 2. Changing Demographics in Society

One significant factor contributing to the stagnation of membership growth in Rotary International is the changing demographics in society. As our world becomes increasingly diverse and interconnected, traditional organizations like Rotary may struggle to attract and retain members from various backgrounds. The demographic shifts in society have brought about new challenges for organizations like Rotary, which historically catered to a more homogenous group of individuals.

Demographic changes and shifting societal values significantly impact Rotary International's ability to attract and retain members. The challenges of volunteer retention are highlighted by factors such as work overload, burnout, and a disconnect between volunteers and the organization, which are prevalent issues in community service organizations like Rotary International (Milbourn et al., 2019). As societal and cultural changes continue to evolve rapidly, organizations must adapt to these shifts, which include changes in leisure beliefs and recreation participation (Berryman, 2000). Rotary International's Youth Exchange Program exemplifies how the organization engages younger demographics by fostering cultural adaptation and personal transformation through intercultural experiences (Fordham, 2006). Historically, Rotary clubs have served as venues for multi-ethnic interaction, challenging racial divides and promoting civic duty, which remains relevant as societies become increasingly diverse (Lewis, 2012). Additionally, integrating electronic networking can aid Rotary International in strategically repositioning itself to respond to these deep societal shifts, thereby enhancing its appeal to a broader audience (Burt & Taylor, 2001). Addressing these demographic and societal changes through strategic adaptation and inclusive practices is crucial for Rotary International to maintain and grow its membership base.

The stagnation of membership growth in Rotary International can be attributed to changing demographics in society, as evidenced by several interconnected factors. The demographic transition, characterized by declining fertility and mortality rates, has led to an aging population in advanced economies linked to slower economic growth and societal changes (Gilleard, 2022; Aitken, 2024). This demographic shift, termed the "demographic stretch," extends life stages and alters societal structures, such as delaying marriage and childbearing, which can impact traditional membership organizations like Rotary International that rely on active, younger members (Pablos-Mendez et al., 2015). Additionally, the increasing cultural diversity and the rise of transnationalism due to globalization have transformed intercultural relations, leading to a diminishing size of native majority groups and a greater acceptance of global culture (Oudenhoven & Ward, 2013). These changes challenge traditional membership models that may not appeal to a more diverse and globally connected population. Furthermore, the demographic transition is part of a broader social and economic transformation, where urbanization, increased female workforce participation, and the rise of individualism contribute to a low fertility ethos, further reducing the pool of potential new members for organizations like Rotary International (Reher, 2011). These demographic and cultural shifts necessitate rethinking membership strategies to adapt to the evolving societal landscape and maintain growth.

Globalization has led to increased cultural diversity within communities, making it essential for organizations to adapt and embrace inclusivity. However, Rotary's membership has remained unchanged in terms of age, race, and gender over the past few decades. This lack of diversity can make it difficult for Rotary to appeal to a broader audience and engage with individuals from different cultural backgrounds.

Society's changing demographics have also impacted how people spend their time and resources. With busy work schedules and competing priorities, many individuals may not see joining an organization like Rotary as a priority. Additionally, younger generations may be more inclined towards digital platforms and online communities than traditional face-to-face



meetings. As society becomes more technologically advanced, there is a growing disconnect between older members who may be less comfortable with technology and younger generations who are digital natives. This generational gap can hinder recruiting new members and adapting to changing societal norms.

The changing demographics present a significant challenge for organizations like Rotary International, which is struggling to increase its membership base. To thrive in today's diverse and dynamic world, organizations like Rotary must embrace inclusivity, adaptability, and innovation to attract new members from all walks of life.

### 3. Lack of Outreach and Marketing Efforts

As highlighted by several studies on nonprofit organizations, the stagnation of membership growth in Rotary International can be attributed to a lack of effective outreach and marketing efforts. Nonprofits, including Rotary, often face challenges in adopting a customer-centered marketing approach, which is crucial for engaging potential members and donors (Dolnicar & Lazarevski, 2009). Many nonprofits, including those in the UK, USA, and Australia, tend to focus on promotional activities rather than strategic marketing, which limits their ability to reach and retain members (Dolnicar & Lazarevski, 2009). Additionally, the lack of marketing-trained staff further exacerbates this issue, as only a small fraction of nonprofit marketing personnel have formal training in marketing strategies (Dolnicar & Lazarevski, 2009). Effective outreach requires a comprehensive understanding of brand factors that enhance visibility and engagement, such as optimizing the timing of social media content to maximize reach (Chitra & Gokilavani, 2020). Moreover, developing culturally tailored community outreach programs, as demonstrated in the context of health studies, can significantly improve engagement with diverse populations (Oliveira et al., 2022). These programs emphasize the importance of adapting recruitment channels to target communities' specific needs and resources, which is a strategy that Rotary could adopt to enhance its membership growth (Oliveira et al., 2022). Overall, by integrating strategic marketing practices and leveraging digital platforms, Rotary International could overcome its current stagnation in membership growth and better serve its community service and development mission.

Despite being a well-established organization with a strong reputation for humanitarian work, Rotary International has failed to promote itself and attract new members effectively. The organization's failure to engage in proactive marketing strategies has resulted in limited visibility and awareness among potential members, decreasing interest and participation.

Moreover, the absence of targeted outreach initiatives has hindered Rotary International's ability to reach diverse communities and demographics. By not actively seeking out new members from different backgrounds and age groups, Rotary International has missed out on valuable opportunities for growth and innovation. This lack of inclusivity has contributed to a stagnant membership base that fails to reflect society's changing dynamics.

Additionally, Rotary International's reluctance or inability to adapt its marketing strategies to suit modern trends and technologies has further impeded its efforts to attract new members. In an increasingly digital world where social media platforms are crucial in reaching audiences, Rotary International's reliance on traditional promotion methods, such as word-of-mouth referrals or print advertisements, appears outdated and ineffective. The organization's failure to embrace innovative marketing techniques has left it struggling to compete for attention amidst a crowded marketplace of competing organizations.

Overall, Rotary International's lack of outreach and marketing efforts represents a significant barrier to its growth and sustainability. Without a concerted effort to revamp its promotional strategies and engage with potential members more effectively, the organization risks falling further behind in membership recruitment and retention. Rotary International must recognize the importance of proactive outreach and marketing initiatives to reverse this trend and ensure its relevance in today's rapidly evolving world.

### 4. Competition From Other Service Organizations

One major challenge that Rotary International has faced in the past 25 years is the increasing competition from other service organizations. In the past two decades, there has been a shift toward decentralization and voluntary action in international aid. The number of relief and development non-governmental organizations (NGOs) registered with the IRS increased from approximately 1,000 in 1990 to more than 11,000 in 2010, with most of these



organizations being tiny and operated voluntarily (Schnable, 2015). As the landscape of volunteerism and philanthropy has evolved, Rotary has competed for members, with these organizations offering similar community service and networking opportunities. This increased competition has made it difficult for Rotary to attract and retain new members, as individuals have more options for giving back to their communities. This competition from other service organizations can contribute to the stagnation of membership growth in Rotary International, as evidenced by various studies on organizational dynamics and competition. Non-profit sports clubs, for instance, face increased competition from commercial providers, which drives them to invest in paid staff and professionalization. However, it does not necessarily lead to strategic growth or increased membership (Rossi et al., 2023). Similarly, international organizations like the European Union experience pressures to expand and adapt due to competition, which can alter the nature of membership and necessitate reforms to manage resources effectively (Anghel & Jones, 2024). In professional service organizations, increased competition, such as that between auditors and tax agents in Taiwan, has enhanced performance and sustainability, suggesting that competition can have positive effects if managed well (Chen et al., 2019). However, the competitive environment for international organizations is often weak, and proposals for strengthening competition include introducing new regulatory frameworks and participation rights (Frey, 2008). Finally, the recruitment and retention of members are crucial for organizational growth, and competition can impact these processes by altering the social networks and strategies organizations use to attract and keep members (Shi et al., 2017). Thus, competition can stimulate specific organizational capacities but challenge membership growth if not strategically managed.

Furthermore, the rise of social media and online platforms has allowed these competing organizations to reach a wider audience and engage with potential members in ways that Rotary may not have been able to do effectively. This has created a challenge for Rotary regarding visibility and recruitment, as it struggles to compete with organizations with a stronger online presence and marketing strategy.

Additionally, some newer service organizations have been able to adapt more quickly to changing societal trends and preferences, offering more flexible membership options and innovative service projects that appeal to a younger demographic. This has put pressure on Rotary to modernize its approach and appeal to a new generation of volunteers who may be looking for different types of opportunities for community engagement.

The increasing competition from other service organizations has presented significant challenges for Rotary International in increasing membership. To address this issue, Rotary will need to continue evolving its recruitment strategies, engaging with potential members through digital platforms, and staying attuned to changing trends in volunteerism. By adapting to these challenges, Rotary hopes to reverse the stagnant membership growth trend in recent years.

## 5. Shift in Priorities Among Younger Generations

One significant factor contributing to the stagnation in membership growth within Rotary International is the shift in priorities among the younger generations. As societal values and norms evolve, so too do the aspirations and interests of young individuals. In today's fast-paced and digital world, younger generations are often drawn to more immediate gratification and tangible results. The traditional values of service, community involvement, and philanthropy that Rotary embodies may not hold the same appeal for younger individuals who are seeking instant validation and recognition.

The stagnation of membership growth in Rotary International can be attributed to a shift in priorities among the younger generations, as evidenced by several factors highlighted in the provided papers. Millennials and Generation Y, often called the Nexters, are characterized by their resilience, technological savviness, and civic-mindedness. However, they also prefer flexible work environments and a desire for meaningful engagement, which traditional organizations like Rotary may not fully accommodate (Gardner, 2006). Additionally, younger generations often experience a disconnect with traditional organizational structures as they seek autonomy and voice and may feel alienated by established cliques and leadership styles that do not align with their values (Milbourn et al., 2019). While millennials are not necessarily less committed to organizations than previous generations, their commitment is influenced by factors such as work-life balance and organizational culture, which may not be prioritized by older institutions (Zarwi et al., 2022). Furthermore, generational conflicts within organizations can lead to factional disputes, as younger members may challenge the status

quo and seek more progressive and inclusive practices (Gusfield, 1957). Finally, the changing nature of participation among young people, increasingly disenchanted with traditional political and social structures, suggests a preference for informal and individualized forms of engagement over conventional membership in organizations like Rotary (Harris et al., 2010). These generational shifts in priorities and expectations contribute to the challenges Rotary International faces in attracting and retaining younger members. Younger generations face many competing demands on their time and resources. The rise of social media, online entertainment platforms, and other forms of digital engagement have created a culture of instant gratification where attention spans are shorter than ever. This constant bombardment of information can make it challenging for organizations like Rotary International to capture the attention and commitment of young people who may be more focused on personal growth, career advancement, or leisure activities.

Additionally, there has been a noticeable shift towards individualism among younger generations, emphasizing self-expression and personal fulfillment. While Rotary International promotes teamwork, collaboration, and collective impact through its service projects and initiatives, some young individuals may prioritize their individual goals over contributing to a more significant cause or organization. Even the way of service for the new generation is different from that of the old times. Service satisfaction is essential at the level of a Rotary Club (Chen & Chen, 2016). One interesting study showed that changes in meeting time, price, length of meeting time, atmosphere, gender, age, and type of activities can help Rotary leaders develop and keep younger people more involved (Biga et al., 2015).

The changing priorities among younger generations present a significant challenge for organizations like Rotary International that rely on recruiting new members to sustain their mission and impact. To address this issue effectively requires a deeper understanding of the motivations and aspirations of young people today, as well as innovative strategies to engage them in meaningful ways that resonate with their values and interests. Only by adapting to these shifting trends can organizations like Rotary International hope to attract new members and thrive in an increasingly complex world.

## 6. Ineffective Leadership Within the Organization

One of the primary factors contributing to Rotary International's stagnant growth is the presence of ineffective leadership within the organization. Ineffective leadership within organizations, such as Rotary International, can significantly contribute to the stagnation of membership growth. The lack of strong and visionary leaders at all levels of the organization, especially at the Club and District level, has resulted in a lack of direction and motivation for members to recruit new members and expand the organization's reach actively. Without inspiring leadership, members may feel disengaged and unmotivated to put in the effort required to attract new individuals to join their ranks. Ineffectual leadership is characterized by managerial incompetence, poor person/job fit, and a commitment to lost causes, leading to organizational stagnation and a lack of growth (Griffin et al., 2022). On the other hand, effective leadership is significant for organizational growth. It involves traits such as the ability to plan, organize, delegate, and motivate, which are essential for achieving organizational goals (Musaigwa, 2023). In not-for-profit, membership-based organizations, strategic leadership is vital for promoting growth, as it involves clear communication, flexible structures, and an outward growth-oriented focus (Andrews, 2023). Ineffective leaders often fail to provide clear objectives, adequate communication, and support, leading to mistrust and a lack of accountability within the organization (Kamara et al., 2024). The failure of leadership can result in organizational disasters, as strong leadership is essential for sustaining complex and globalized businesses (Moccia, 2018). Therefore, addressing ineffective leadership by fostering strategic, effective leadership practices is crucial for overcoming stagnation and promoting membership growth in organizations like Rotary International.

Furthermore, ineffective leadership can lead to poor decision-making processes within the organization. When leaders fail to make sound judgments or communicate effectively with their members, it can create confusion and discord among members. This lack of cohesion can hinder recruitment efforts as potential new members may be turned off by internal strife or disorganization within Rotary International.

Ineffective leadership can also result in a lack of innovation and adaptability within the organization. Leaders who are resistant to change or unable to think creatively about growing and evolving Rotary International may find themselves stuck in outdated practices that no longer resonate with modern audiences. It has been reported that the members of a Rotary



Club decided to elect a charter member 84 years old for President for 2025. It's a question of how to be attractive to new young members, this leadership. This failure to stay relevant can deter potential new members from joining an organization that appears stagnant or out-of-touch with current trends.

Overall, without strong and effective leadership guiding its members, it is unlikely that Rotary International will be able to increase its membership numbers meaningfully. Leaders must be able to inspire their followers, make sound decisions, foster unity among members, and drive innovation within the organization if they hope to attract new individuals who are eager to join a dynamic and forward-thinking global community like Rotary International.

## 7. Discussion

Service organizations have employed various strategies to increase membership, which Rotary International can learn from to enhance its membership growth. Reinforcement-based methods, such as contingent tokens, have effectively encouraged existing members to recruit new ones, as demonstrated in a chamber of commerce study where such interventions led to substantial increases in recruitment and dues collections (Herndon & Mikulas, 1996). Additionally, leveraging social networks plays a crucial role in recruitment and retention, suggesting that Rotary International could benefit from strengthening its members' social ties to facilitate growth (Shi et al., 2017). Strong organizational identification is also vital, as it enhances member retention and encourages donations, indicating that Rotary should focus on fostering a strong sense of belonging and identity among its members (Fang et al., 2021). Addressing diversity challenges through strategies that legitimize diversity initiatives and reflect a valuing of diversity can also help manage the paradox of inclusion and exclusion, thus broadening the membership base (Solebello et al., 2016). Furthermore, successful nonprofit organizations often maintain a diverse funding base and emphasize marketing, which suggests that Rotary could improve its financial strategies and marketing efforts to attract and retain members (Crittenden, 2000). Rotary International can enhance its membership growth and sustainability by integrating these strategies.

## 8. Conclusions

This study contributes to understanding Rotary International's membership growth stagnation by identifying and analyzing various internal and external factors. It introduces the concept of Responsible Stagnation, suggesting that organizations may intentionally or unintentionally shift away from growth-centric models, focusing instead on sustainability and responsibility, which can lead to stagnation in traditional metrics like membership numbers. The paper also highlights the impact of societal shifts, such as increased teleworking and changing economic conditions, on membership organizations. It emphasizes leveraging social networks and fostering strong organizational identification to enhance member retention and recruitment. Additionally, the paper discusses Rotary International's need to address diverse challenges and improve its outreach and marketing efforts, particularly by embracing modern digital marketing techniques to remain competitive in a crowded marketplace. Furthermore, it suggests that Rotary International can learn from successful strategies other service organizations employ, such as reinforcement-based recruitment methods and maintaining a diverse funding base.

In conclusion, the decline in membership within Rotary International can be attributed to various factors. Changing demographics in society have played a significant role, as younger generations may not see the value in joining traditional service organizations like Rotary. The lack of outreach and marketing efforts has also hindered recruitment efforts, as potential members may not be aware of the opportunities available within Rotary. Additionally, competition from other service organizations has presented a challenge for Rotary International, as individuals may join alternative groups that align more closely with their interests and priorities. The shift in priorities among younger generations towards causes such as environmental sustainability and social justice has further impacted membership numbers within Rotary. Furthermore, ineffective leadership within the organization has contributed to its stagnant growth, as a lack of clear direction and vision can deter potential members from joining. Moving forward, it will be crucial for Rotary International to address these issues to attract new members and ensure its continued success in serving communities worldwide. By adapting to changing demographics, improving outreach efforts, addressing competition from other organizations, aligning with shifting priorities among younger generations, and





fostering strong leadership within the organization, Rotary International can work towards increasing its membership and continuing its mission of positively impacting society.

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