

# The "Next Generation" Chamber: *Are You Ready?*

*Presented By:*

**Keith Woods**

***CEO, North Coast Builders Exchange***

***Senior Advisor on Chamber Trends,  
California Chamber of Commerce***

***(707) 542-9502***

# Desirable Employees

■ Smart & Energetic

■ Smart & Lazy

■ Dumb & Lazy

■ Dumb & Energetic

# “Perfect Storm” conditions facing Chambers:

- **Increasing demand for R.O.I.**  
(Return on Investment)
- **Declining revenues**
- **Continuing “time poverty” issues for volunteers and staff**

# Chamber Trends Across America:

1. Restructuring & new organizational models
2. Better communications with members
3. Creative new programs & directives
4. Uncharacteristic aggressiveness
5. Higher quality chief execs & staff
6. Continuing membership “flat-lining”
7. Serious introspection

# A Chamber Today Needs:

Strategic Vision: 'The ability to look  
*ahead*'

Peripheral Vision: 'The ability to look  
*around*'

- Carly Fiorina

(Hewlett-Packard)

# My Favorite Business and Organizational Quotes:

**All success is built  
upon exceeding  
expectations.**

When the rate of change  
on the outside of your  
organization is greater than  
the rate of change on the  
inside, the end is in sight.

-Jack Welch

(General Electric)

Key to success:

***Sharpen your competitive edge.***

Your Members ought to be able to fill in this blank about your organization:

***“Oh yeah, that’s the place with the \_\_\_\_\_”***

# The 'Next Generation' Chamber

A 5 Point Strategy for Success:

1. Good product development
2. Adequate financing
3. Effective communication
4. Clear leadership and management roles
5. Strong marketing & membership programs

Good Product Development

Create a  
Clearly-Defined  
and Balanced  
Business Plan

# Critical components of a Chamber Business Plan:

- Small business help
- Legislative involvement
- Economic development (of some kind)
- Member services & benefits
- Community betterment programs

# "STAR" test for a Chamber Business Plan:

**S** – *Specific*

**T** – *Timely*

**A** – *Achievable*

**R** – *Results-oriented*

The 21<sup>st</sup> Century organization  
that succeeds will recognize  
the difference between  
*“doing things”* and *“getting  
things done.”*

## Adequate Financing

Understand that  
“Non-Profit” is a  
tax status, not a  
business plan!

# Financing Goal /Trend:

**50% dues income**

***50% non-dues income***

Any event or project should:

- *Make us money*
  - *Make us friends*
    - *Make us famous*

Effective Communications

Create a Total ,  
High-Impact  
Communications  
Program

**Bad communications is  
almost always the problem.**

**Good communications is  
almost always the solution.**

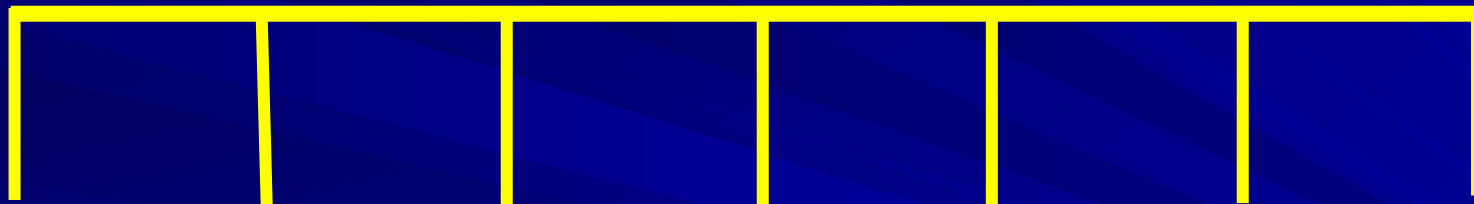
# Communications Strategy:

1. Know your audience
2. Realize that “you are what you mail”
3. Make communications a two-way street
4. Recognize the power of personal communications on your part
5. Get professional help

# Contact Continuum:

Personal

Less Personal



*Face  
to  
Face*

*Phone*

*Note*

*E-mail*

*Fax*

*Mail*

*Publications*

Clear Leadership and Management Roles

Understand the  
Different Roles of  
Volunteers &  
Staff

## Basic Job Descriptions:

Board: *Should be responsible for the “ends”*

Staff: *Should be responsible for the “means”*

# Key to Job Security for a Chief Exec:

**Keep the five Directors who  
hate your guts away from the  
five who are undecided  
about you.**

Nothing ever gets done  
until there's a  
*“Maniac on a Mission.”*

There's no limit to what  
can be accomplished if  
you don't care who gets  
the credit.

The attitude of a leader is contagious and will infect everyone around him or her

## Strong Marketing and Membership Programs

Members aren't  
Joining; They're  
Buying

What Motivates People to Join:

*“Have To”*

*“Ought To”*

*“Want To”*

# R.O.I.

Members want to know:

What's their

***“RETURN ON INVESTMENT?”***

# 7 Magic Words of Chamber Marketing:

Now here's what it means to you.

# Our Biggest Challenge in Chambers:

How to explain to members that  
there are benefits to belonging,  
even when they're not around

# Why People Buy (or Join)

Point out that it's like giving yourself a RAISE:

**R – *Representation***

**A – *Access***

**I – *Information***

**S – *Solutions***

**E – *Economic Development***

*Always Remember:*

The members we've already got  
are far more important than  
any members we might get.

Our Darkest Secret:

In most Chambers, long-term members are better off dropping and re-joining to get some attention.

# Reward Membership Longevity!

- Special plaque
- Recognition at events and in publications
- Permanent name badge
- Preferential seating
- Date they joined listed in the membership directory
- ???...Anything else you can do

“Membership has its privileges”

An American Express slogan we  
should have created.

Great Slogan from  
San Antonio:

**“The Chamber: It’s doing the  
things that most people think  
just happen.”**

Two Words That Apply to  
the "Next Generation"  
Chamber:

***GUTS & GLITZ***

“You can’t talk your way  
out of problems that you  
behaved your way into.”

-Stephen Covey

Words of wisdom from a farmer, when  
describing the need for change:

**If the horse you're  
riding dies...**

***get off!***

# Five Categories of generations used by demographers:

■ **Traditionals** (60 and older)

■ **Baby Boomers**

- Early Boomers: (50-59)
- Late Boomers: (40-49)

■ **Generation X** (30-39)

■ **Generation Y** (20-29)

■ **Millennials** (1-19)

Three significant  
social trends in America:

- **A more demanding customer**
- **A desire for novelty and change**
- **A sharp increase in “Time Poverty”**

# Top Ten List

what people say they expect  
to do in the coming year:

1. *Have more fun*
2. *Lose weight*
3. *Get organized*
4. *Take a vacation*
5. *Redecorate the house*
6. *Landscape the yard*
7. *Send more letters & cards*
8. *Buy new furniture*
9. *Spend more time with children*
10. *Look for a new job*