



---

# Strategic & Business Planning 2013

---

## Business Planning Process

---

1. **Mission & Vision** – Remains the same

2. **Key metrics**

3. **Internal assessment**

- Meetings with leadership team
- Meetings with staff

4. **External assessment**

- Surveys, phone calls & focus groups

5. **Business planning**

- Determination of focus areas
- Draft business plans
- Assignments and execution

6. **Next steps**

- Monitoring
- Communication

### Planning Team Members

- Andy Doehrel
- Linda Woggon
- Julie Wagner Feasel
- Beau Euton
- Keith Lake
- Deborah Kullman

### Facilitators

- Craig Thornton
- Robert Shenton



The Mission & Vision remain the same.

## **Mission**

As the state's leading business advocate and resource, the Ohio Chamber of Commerce aggressively champions free enterprise, economic competitiveness and growth for the benefits of all Ohioans.

## **Vision**

To be recognized as the premier business association in the State of Ohio.



---

## Key Metrics

## Yesterday, Today, Future

- Revenue

	<u>2000</u>	<u>2012</u>	<u>2018</u>
Total Revenue excluding investment income	\$2,900,000	\$3,300,000	\$3,700,000
Membership dues	\$2,065,000	\$2,300,000	\$2,900,000
Workers comp	\$540,000	\$825,000	\$550,000

- Costs

Total expenses	\$2,400,000	\$2,900,000	\$3,700,000
Compensation and benefits	\$1,250,000	\$1,900,000	\$2,400,000

# Yesterday, Today, Future

- Staff

	<u>2000</u>	<u>2012</u>	<u>2018</u>
Total number	28	19	24
Government affairs	11	8	10
Membership	8	5	5
Administration	6	5	5
Communications	3	1	2
Foundation	0	0	2

**Ohio Chamber Outsourcing/Downsizing since the year 2000:**

Membership has outsourced a sales/marketing position in both Cleveland and Cincinnati and has downsized one support position

Communications has outsourced two positions to Smart Business for Oh Matters content and other written materials and graphic design services

Technology has been outsourced to Sansbox Consulting for general IT & to 501 CIO for the membership database (IMIS)

Government Affairs has downsized two support positions and has reorganized the lobbying positions to eliminate one position

# Yesterday, Today, Future

• Yesterday is 2000, today is 2012 and future is 2018

• Membership

	<u>2000</u>	<u>2012</u>	<u>2018</u>
# of Chamber Champions	0	15	38

Geography of members See Map of Ohio

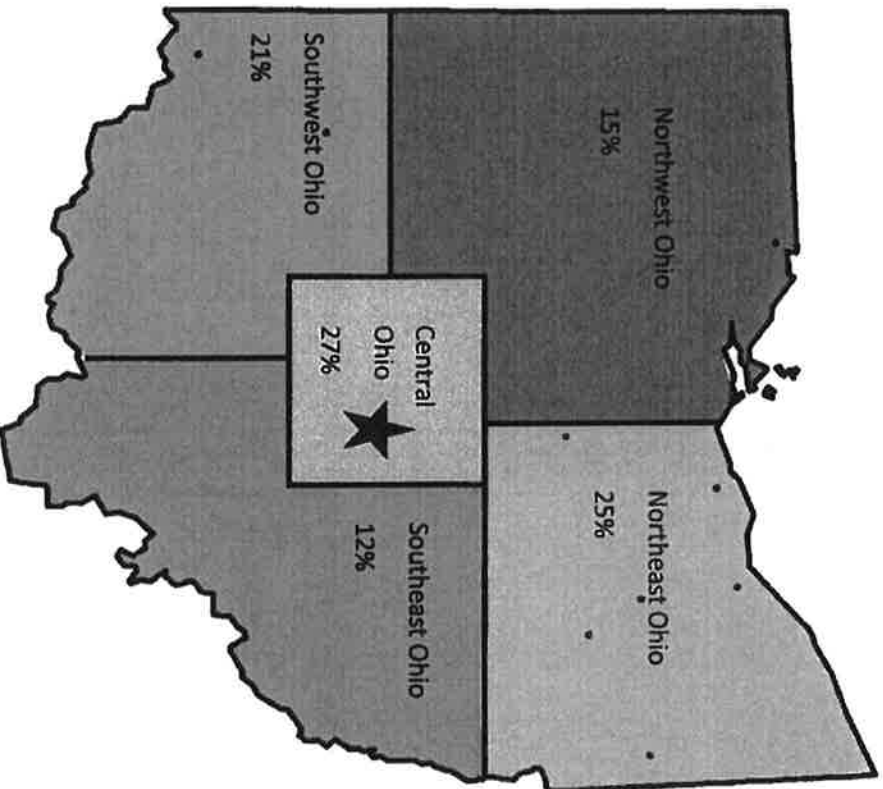
• Industry Representation (based on approximately 4,900 members in 2012)

Manufacturing	18%
Construction	10%
C of C/ Economic Development	8%
Business & Prof Svcs	6%
Transportation	4%
Industrial Svcs	4%
Healthcare/Medical	4%
Non-Profit	3%
Entertainment & Tourism	3%
Wholesale	3%

# Yesterday, Today, Future

Ohio Chamber of Commerce Membership

Percentages by Region







---

## Assessment

---

## Assessment

---

### Functions to Assess

- Internal assessment
  - Membership
  - Government Affairs
  - Programs/Services
  - Foundation
  - Communications
  - Staffing\Office Collaboration (recruitment, retention, development)
  - Technology
  - Facility
- External Assessment
  - Internet Surveys
  - Phone Interviews
  - Focus Groups

---

## Assessment

---

### Survey Response Data

- Current Members:
  - 3,376 surveys distributed
  - 172 completed – 5% response rate
- Prospects:
  - 550 surveys distributed
  - 21 completed – 4% response rate
- Former Members:
  - 325 surveys distributed
  - 15 completed – 5% completed



---

## Business Planning

# Study Overview



The Ohio Chamber of Commerce is seeking insight into membership growth opportunities in the Cleveland, Columbus and Cincinnati markets.

The objective of this proposed study is to identify and prioritize needs of the business community in major markets that will serve as a foundation to refine and focus marketing and communication strategies by the Chamber for the purposes of new member recruitment, and enhanced retention rates.

---

**Objective:** To solicit feedback from both current Chamber members and former members

**Project fielded:** May-June 2013

**Approach:** Step 1: Telephone interviews (N=21)

- 15 current members
- 6 former members

**Step 2: Focus Groups & In-depth telephone interviews**

- Cleveland: May 29<sup>th</sup> 2013 : n=5 participants
- Columbus: June 6<sup>th</sup> 2013: n=4 participants
- Cincinnati: (focus groups replaced with Executive interviews)

**Data reliability:** Due to the small sampling size, all data should be interpreted as directional or “trend data.” (Any percentages shown have been rounded to the nearest whole number.)

# Executive Summary



A recurring theme throughout the research process in both one to one interviews as well as the focus group process, was that the Ohio Chamber has 1.) A strong voice in the Ohio legislature 2.) Strong staff expertise in legislative matters and 3.) the perceived influence to represent the best interests of Ohio businesses at state and federal levels.

**When asked what the “role” of the Chamber is, Cleveland members were unanimous in their expectation of the role...**

- ✓ *Legislative watch dog*
- ✓ *Advocacy*
- ✓ *Provide cover for a company that doesn't want to be on the front line.*
- ✓ *They form positions and go advocate for it. They are very good at that.*
- ✓ *Policy analysis and implications*
- ✓ *Tax committee is very active. Excellent tax person on staff.*
- ✓ *I go there to get a synthesis of environmental rules.*

**Nearly all found “securing business products for business” not to be a priority, rating it lower on the scale.**

✓ *“When I look to the Chamber, I look to them for business issues such as tax codes.”*

Overall , there was a strong feeling that the Ohio Chamber’s focus should be on the following three areas:

- 1. Being an advocate for legislative issues impacting Ohio businesses**
- 2. Providing relevant legislation/regulation updates and interpretation back to concerned businesses; and**
- 3. Political involvement (to the extent of taking a proactive and public position on key issues that directly impact business)**

These three issues are considered by members to be the most important issues for the Chamber to focus on. Most members rated all three areas a “5” when asked how proactive the Chamber should be, and again when asked where they should focus their resources. (Note all respondents marked “lobbying” a high priority). *Providing assistance navigating government red tape and Attracting business to Ohio* were not considered to be a focus for Ohio Chamber resources. Similarly, providing group rate or discounted business service products was consistently rated a low priority by members, especially by large corporations. However, for many small /medium sized businesses interviewed this was the only reason they were members and the importance of this aspect was in direct correlation to “unawareness” for what the Ohio Chamber actually does. It was also clear that geographic proximity to “Columbus” directly impacts awareness levels for Chamber efforts and successes.

---

## Business Planning

---

- **Business Planning**
  - **Focus Areas**
    - Membership
    - Government Affairs
    - Programs / Services
    - Foundation
    - Technology
    - Facility
    - Communications
    - These additional areas will be addressed within the business plans
      - Staffing
      - Resources and investments
- **Draft Business Plan in each area**
- **Assignments & Execution**

# Business Planning

Recruitment, Retention & Development of Members				
Initiatives	Team	1yr	3yr	5yr
<ul style="list-style-type: none"> <li>Increase membership dues revenue by a minimum of \$100K annually over the next 5 years</li> </ul>	Beau and Keith	X	X	X
<ul style="list-style-type: none"> <li>Develop an integrated membership on-boarding program</li> </ul>	Beau and Keith	X		
<ul style="list-style-type: none"> <li>Increase number of Chamber Champions from 19 to 38 over a 5 year period                             <ul style="list-style-type: none"> <li>Approximately 4 per year</li> <li>Minimum membership dues for a Chamber Champion is \$25K annually</li> <li>Champions help support research, grassroots and ballot issues</li> </ul> </li> </ul>	Beau and Keith			
<ul style="list-style-type: none"> <li>Evaluate and update the Membership dues matrix and pricing models</li> </ul>	Beau and Keith		X	
<ul style="list-style-type: none"> <li>Develop a process to maximize revenue from special issue funding                             <ul style="list-style-type: none"> <li>Maintain high membership retention rate of 90%                                     <ul style="list-style-type: none"> <li>Membership retention is strong – want to maintain (goal) but not an initiative</li> </ul> </li> </ul> </li> </ul>	Beau and Keith	X		
	Beau and Keith	X	X	X



# Business Planning

## Advocacy and Political Engagement

Initiatives	Team	1yr	3yr	5yr
<ul style="list-style-type: none"> <li>Employ communication expertise to implement strategies for key policy issues</li> </ul>	Keith and Linda	X		
<ul style="list-style-type: none"> <li>Improve the ability to identify pro-business candidates and build their support for a pro-business agenda once elected</li> </ul>	Keith and Linda		X	
<ul style="list-style-type: none"> <li>Enhance research capabilities of the Foundation to support policy advocacy</li> </ul>	Keith and Linda		X	
<ul style="list-style-type: none"> <li>Develop strategy for building stronger relationships with key legislators, including networking and fundraisers.</li> </ul>	Keith and Linda	X		
<ul style="list-style-type: none"> <li>Evaluate the scope of issue engagement, realign policy committees with issue priorities, and determine staffing needs to implement</li> </ul>	Keith and Linda		X	
<ul style="list-style-type: none"> <li>Determine if the Partnership for Ohio's Future is the best vehicle for corporate political expenditures</li> </ul>	Keith and Linda	X		
<ul style="list-style-type: none"> <li>Build a stronger grass roots / grass tops program</li> </ul>	Keith and Linda		X	

# Business Planning

Programs / Services/Events				
Initiatives	Team	1Yr	3Yr	5Yr
<ul style="list-style-type: none"> <li>Establish criteria for reviewing new and existing Programs/Services</li> </ul>	Andy, Beau and Debi		X	
<ul style="list-style-type: none"> <li>Complete a thorough review of workers' comp group rating program and model future revenue impact of various policy/legal scenarios</li> </ul>	Andy, Beau and Debi		X	
<ul style="list-style-type: none"> <li>Develop a plan for formally evaluating OCC events to determine:                             <ul style="list-style-type: none"> <li>Value proposition</li> <li>Ways to improve quality</li> <li>Whether to continue</li> <li>Ability to meet attendance/financial goals</li> <li>Potential new events</li> </ul> </li> </ul>	Linda and Julie	X		
<ul style="list-style-type: none"> <li>Complete formal evaluation of member support for regional functions</li> </ul>	Linda and Julie		X	
<ul style="list-style-type: none"> <li>Complete evaluation of partnership with MEC as sole producer of Chamber education events and potential ways to update events</li> </ul>	Linda and Julie			X

# Business Planning

Foundation				
Initiatives	Team	1Yr	3Yr	5Yr
<ul style="list-style-type: none"> <li>• Develop a business case for the OCC Foundation, including:               <ul style="list-style-type: none"> <li>○ Mission / vision</li> <li>○ Staffing needs</li> </ul> </li> <li>• Governance structure</li> <li>• Financial pro forma</li> </ul>	Andy and Linda	x		
<ul style="list-style-type: none"> <li>• Evaluate resources needed for general business and economic trend analysis on a regular basis (assuming business case for Foundation exists)</li> </ul>	Andy and Linda	x		
<ul style="list-style-type: none"> <li>• If business case for the Foundation is positive, seed and staff the Foundation</li> </ul>	Andy and Linda		x	

# Business Planning

Technology				
Initiatives	Team	1yr	3yr	5yr
<ul style="list-style-type: none"> <li>• Create a technology plan for the entire organization including:                             <ul style="list-style-type: none"> <li>○ Key hardware and software platforms</li> <li>○ Staffing needs</li> <li>○ Identify super user(s)</li> <li>○ Staff training needs and plan for implementing</li> <li>○ Annual budget</li> <li>○ External interface with members</li> <li>○ Connections between technology and staff</li> </ul> </li> </ul>	Julie, Beau and Debi	X		
<ul style="list-style-type: none"> <li>• Integration and operation of CRM                             <ul style="list-style-type: none"> <li>○ Develop process and procedures for ensuring accuracy and completeness of CRM data</li> <li>○ Training</li> <li>○ Expectations for use by all staff</li> </ul> </li> </ul>	Julie, Beau and Debi		X	

# Business Planning

Facility					
Initiatives	Team	1Yr	3Yr	5Yr	
<ul style="list-style-type: none"> <li>• Determine facility needs based on membership, staff and activities, including possibility of new facility, satellite office(s), updated lobby and collaborative working spaces</li> </ul>	Andy and Debi		X		
<ul style="list-style-type: none"> <li>• Evaluate locations available on Capitol Square                             <ul style="list-style-type: none"> <li>○ Functionality</li> <li>○ Ability to host more members and elected officials</li> <li>○ Visibility</li> </ul> </li> </ul>	Andy and Debi			X	
<ul style="list-style-type: none"> <li>• Evaluation of current facility                             <ul style="list-style-type: none"> <li>○ If moving – what is marketability of building</li> <li>○ If staying – what are renovation costs</li> <li>○ Functionality – how can more collaboration/meeting space be integrated to encourage greater communication across the organization and with members</li> <li>○ Develop plan to update technology infrastructure and décor</li> </ul> </li> </ul>	Andy and Debi			X	
<ul style="list-style-type: none"> <li>• Resources necessary for renovation or new facility</li> </ul>	Andy and Debi			X	

# Business Planning

External & Internal Communications				
Initiatives	Team	1Yr	3Yr	5Yr
<ul style="list-style-type: none"> <li>• Evaluate leadership and staffing needed for communications                             <ul style="list-style-type: none"> <li>○ External communication with members</li> <li>○ Government affairs</li> <li>○ Internal communications with administration and staff</li> <li>○ Sales and marketing</li> </ul> </li> </ul>	Julie and Keith	X		
<ul style="list-style-type: none"> <li>• Technology platforms for communication w/ members                             <ul style="list-style-type: none"> <li>○ Website</li> <li>○ Social media / Web applications</li> </ul> </li> </ul>	Julie and Keith		X	
<ul style="list-style-type: none"> <li>• Define the OCC brand</li> </ul>	Julie and Keith	X		
<ul style="list-style-type: none"> <li>• Implement public relations strategy for building the Chamber's name, image, and reputation including consistent brand identification and promoting policy victories</li> </ul>	Julie and Keith		X	

## Organizational Development

Initiatives	Team	1yr	3yr	5yr
<ul style="list-style-type: none"> <li>Formal evaluation and development of integrated strategy regarding relationships, services and programming associated with local chambers of commerce. (Local Chamber Symposia, CCEO, Chamber Day at the Capital, Chamber Action Alliance, etc.)</li> </ul>	Linda and Beau		x	
<ul style="list-style-type: none"> <li>Develop and implement a plan for strengthening member relationships with Chamber staff</li> </ul>	Linda and Beau		x	
<ul style="list-style-type: none"> <li>Make membership everyone's responsibility and develop incentives for recognizing and rewarding achievements</li> </ul>	Linda and Beau	x		
<ul style="list-style-type: none"> <li>Implement training, development and performance management programs for staff</li> </ul>	Linda and Beau		x	
<ul style="list-style-type: none"> <li>Develop a strategy for collaboration and teamwork across functional areas (consider application related to all of the key initiatives and business plans)</li> </ul>	Linda and Beau	x		