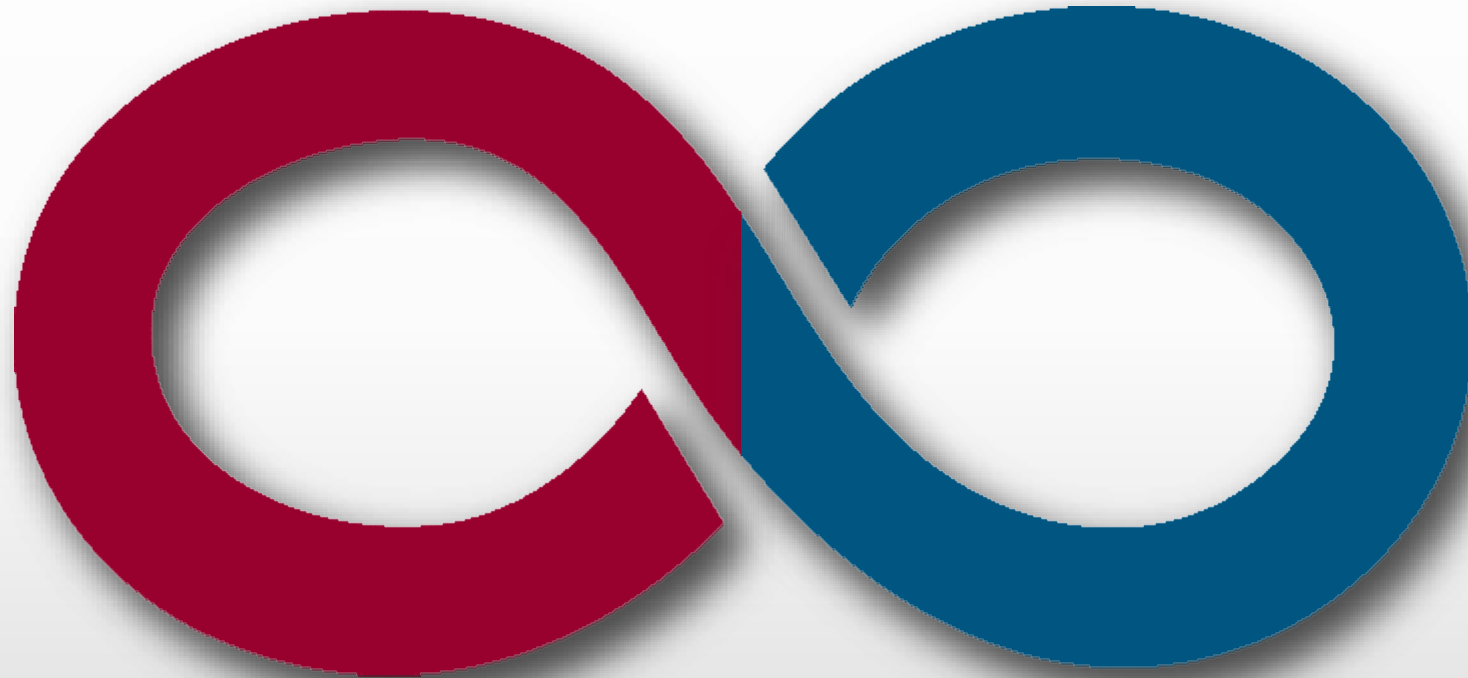


Our Second Century Begins



ACCE Strategic Plan 2014-17

Preamble

As ACCE's second century begins, we recognize that any plan we write is more likely to be about what *you* are doing than what *we* hope to do in coming years.

Chambers and the people who run them are experiencing revolutionary, not evolutionary, changes. Our predecessors coped with world wars disease and depression, but today's leader faces more turbulence in the entity we call 'chamber of commerce.' Yet our inspiring history has shown us that chambers can and must make the world a better place. The mission continues.

Pressures are affecting communities, economies, politics, demographics, services, business models and the very nature of belonging. You can't hold your breath until the context becomes more conducive. *ACCE* must adapt because *you* must adapt. We have and will shepherd the chamber movement through these transitions. This plan assumes that solid reliance on our *proven core* will be balanced with new strategies to move you toward an *envisioned future*.

In our Next Century, ACCE must prepare but remain nimble, be solid yet fluid as we assist those serving and leading chambers. We can plan for resource requirements, but we must expect that resources will be reallocated to meet unknowable future demands.

In short, this strategic plan must create the kind of organization that can handle whatever comes next. We must also try to shape what comes next. We're ready.



Why We Exist

ACCE's Purpose

Support those who lead & work in chambers of commerce to create a better world.

An association fostering excellence of these professionals enables chambers to succeed.

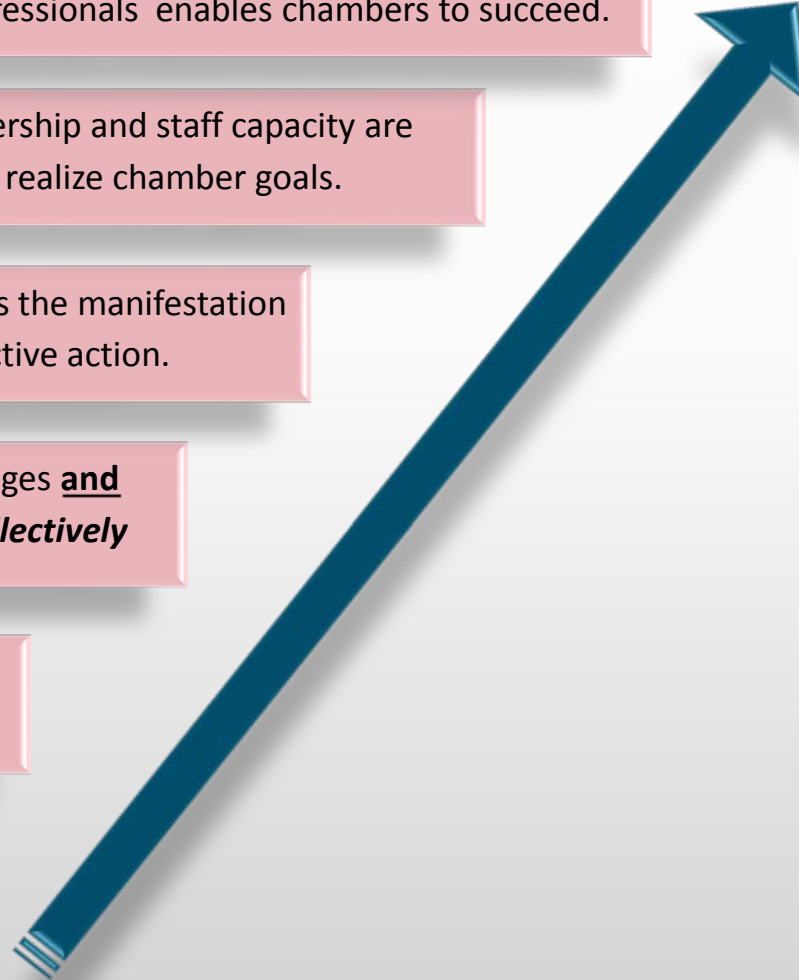
Effective leadership and staff capacity are critical to realize chamber goals.

A strong, effective chamber is the manifestation & agent of that collective action.

To address significant community challenges and business needs, employers must work **collectively**

Thriving private sector employers are essential to community prosperity and a strong community helps employers succeed

To create a better world, regions must thrive.



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The **Future** we envision relies upon and reinforces our strong proven **Core**

Reinforce our *Proven Core*

- Purpose
- Trust
- Value

Meet *your* demands in an *Envisioned Future*

- Challenges are unpredictable
- Opportunities are limitless
- Resources are required



Expand and Sustain

- Positioned to **Lead** while continuing to **Serve**
- Willing to **Challenge** but with unwavering **Support**
- Able to **Explore** while continuing to **Track**
- Taking **Risks** while maintaining **Trust**
- An eye to the **Horizon** and sharing the trenches **Today**



Sharpen the Saw*

To deliver on our **core purpose** *and* be poised to fulfill the **dreams** of the Second Century, ACCE must:

- 1) Refine and Strengthen Core Competencies
- 2) Align Resources
- 3) Leave No Member or Chamber Behind

* Stephen Covey's 7 Habits



1) Refine Core Competencies

Network Connectivity

- Redefine & repurpose subgroups
- Personalize networks
- Employ contemporary tech
- ***Support coalitions (public policy)***

Information & Teaching

- Focus on leadership
- Add next-gen software
- Adapt ACCE U platform
- Share foundation know-how
- ***Integrate HERO with training***

Advice and Guidance

- Build your capacity and confidence
- Expand the consulting menu
- Use vetted partners as consultants
- ***Monetize “exceptional” consulting***

Inspiration & Vision

- Evangelize re. excellence & leadership
- Invoke history re. power of movement
- Stress community advancement roles
- ***Complete Horizon Initiative***



2) Align Resources

Membership Investment

- Address inequities at top & bottom of dues schedule
- Create “All Access Pass,” tied to new *pay-to-play/pay-to-use pricing*
- ***Introduce Investor Level Tier***

Events & Education

- Convention re-validation for 2016
- ACCE University 2.0 via sponsors
- Acknowledge phases of “The Life”
- ***“Academies” support by foundations***

Unique Distribution Model

- CGEF makeover/integration
- Continue growth of foundation & partner investments
- Expectation of consulting revenue
- Expand 401(k) plan to small chambers
- Increase awareness of 401(k) program competitive advantages



3. Leave No Member or Chamber Behind

*“ACCE faces very few problems related to what we’ve got; the problem is that too few realize what we’ve got.”**

Take strategic steps to ensure awareness of support and opportunities for CEOs and staffs at every phase of chamber life.

- Online guidance and resources
- Employee benefits
- Learning via Convention & ACCE U
- Peer connectivity
- Brand and image enhancement
- Public policy & economic development tools
- Consulting & custom research

* 2012 member survey conclusion



1) ***Refine and Strengthen Core Competencies***

to meet the current needs & uncertain futures of members

2) ***Align Resources***

to sustain our strong financial condition in perpetuity

3) ***Leave No Member or Chamber Behind***

because potential *all* members is enhanced through awareness of ACCE resources

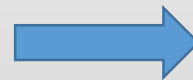
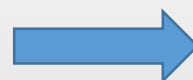
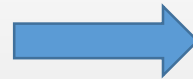
Purpose: Support those who lead & work in chambers to create a better world



Summary of Significant New/Changed Priorities, Policies and Processes

Changes

- Horizon Initiative
- Play-or-Pay-to-Play
- Consulting Culture
- Elite Memberships
- User-Driven Research
- Subgroups with Purpose
- Normalize Foundation Work

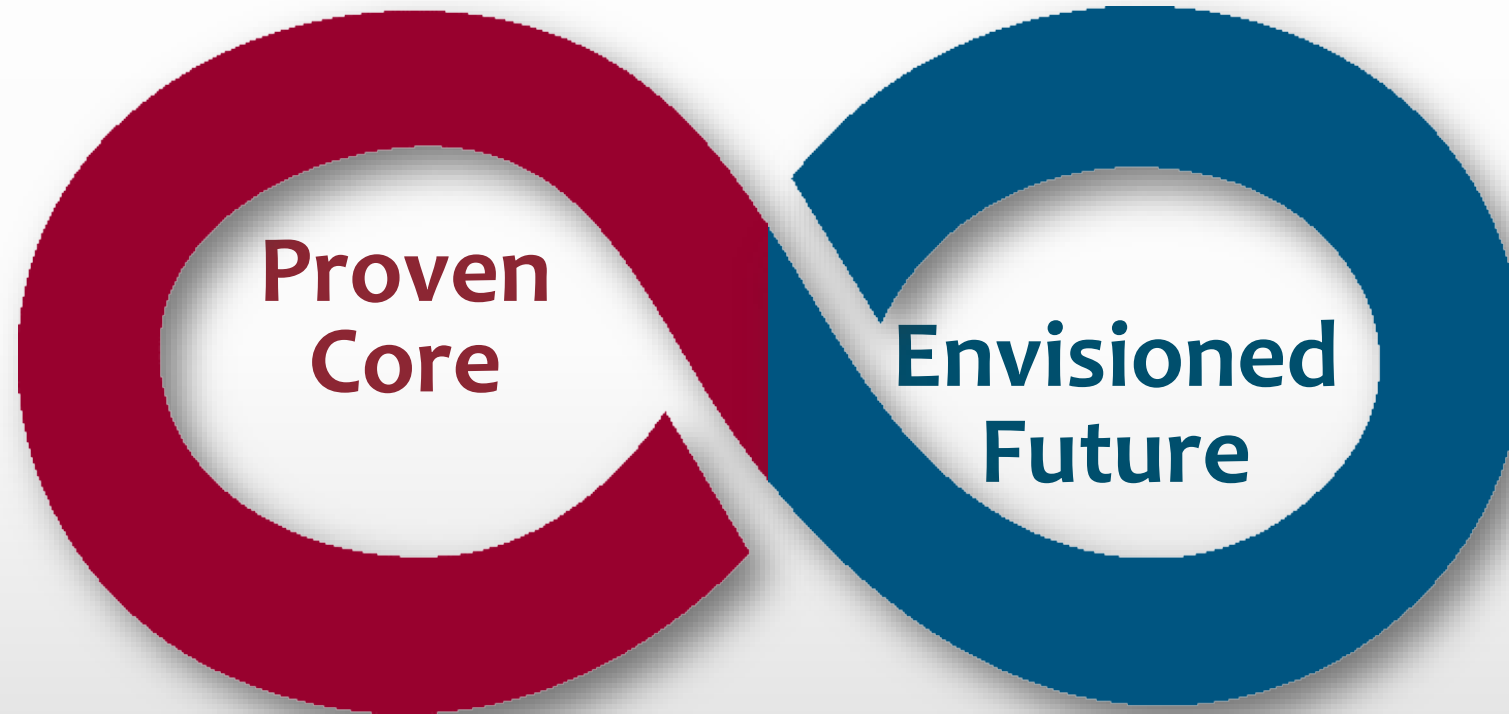


Keys to Success

- Robust & Broad Member Input
- Define “Participation”
- Drawing the Line (free v. pay)
- Board Outreach to Peers
- Clear, Ongoing User Instruction
- Trust and Independence
- Exceptional Accounting/Mngmt



Our Second Century Begins



ACCE Strategic Plan 2014-17

The Fine Print



BIG PICTURE

CORE COMPETENCY

NETWORK/CONNECTIVITY

Connect those who know with those who need to know.

Build camaraderie, sense of belonging, distribution channels, collective action

INFORMATION/TEACHING

Context, practice, analysis,

skill development, comparative data and opportunity awareness

CONSULTATIVE SERVICES

Guidance, solutions, advice and collective wisdom on pertinent topics (selective)

INSPIRATION & VISION

Define and publicize "best" and "excellent," motivate talent transformation, recognize org. & professional success. Future focus.

AREAS OF FOCUS

NETWORK

Peer & interest subgroups, matchmaking, mentorship, connections to knowledge of others, convening, relationships beyond chambers

INFORMATION/TEACHING

Convention. Push and pull instruction & info vehicles. Applicable research/trend analysis. Concierge ("my acce") approach to info.

CONSULTATIVE SERVICES

Benefits, career, talent acquisition, Board effectiveness, funding & finance.

INSPIRATION & VISION

Global awareness of quality via awards and CCE. Help monetize value of chambers. Urge advocacy at all levels

STRATEGIES

Define roles of peer groups as "product" & medium

Assist coalitions (fee based)

New technology for surveys & online learning experience

Macro look at how members learn – adjust programs to fit

"Normalize" recent FBI changes – add efficiencies

Align with partners for range and quality of advice

More resources for chambers to tell *their* story

Opportunities for recognition w/out application

PRIORITIES '14-'17

Foster *personal* networks

Tie network discussions to real data, trends, issues

Tap issue enthusiasm

Upgrade HERO & ACCE U re. content & ease of use.

Hit 2 extremes of CC education: newbies & veterans (inc. immersion-style for both)

Expand consulting into HR, board dev., demographics, coalition-building and other realms via partners

Utilize CGEF resources to support member goals

Help chambers fill the void in *center* of politics/policy

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Define & Publicize "best" in best practice

Hit 2 extremes of CC education – newbies and vets

	GOALS 2014	GOALS 2015-16	Measures
<u>NETWORK/CONNECTIVITY</u>	<p>Activists</p> <ul style="list-style-type: none"> - Adapt Divisions to Reality - Monthly "push" info <p>Others</p> <ul style="list-style-type: none"> - Orientation for all includes network connections 	<ul style="list-style-type: none"> - Winter "event" for each Sub. (\$\$) - 2 coalition launches - ACCE Social Media 2.0 - State assn. management model 	<ul style="list-style-type: none"> - Subgroups @ 50% - No orphans - ACCE in demand for issue coalitions (sponsors) - Social media self-driven - 1,500 mbrs/\$1.44m
<u>INFORMATION/TEACHING</u>	<p>Activists</p> <ul style="list-style-type: none"> - High-end leadership established - HERO info as learning modules - New Operations research tool <p>ID sponsors for all</p> <p>Others</p> <ul style="list-style-type: none"> - Complete phase 1 of Horizon 	<ul style="list-style-type: none"> - University 2.0 - Build instruction based upon Horizon outcomes - Utilize out-of-chambers info to further populate HERO - Grant fulfillment via info flow 	<ul style="list-style-type: none"> - User-controlled research participation at 33% - Sustained sponsorship of ACCE U - Horizon integrated
<u>CONSULTATIVE SERVICES</u>	<ul style="list-style-type: none"> - Identify high-demand and need - Establish rates for different kinds of consulting. - Market the service/volume goals - Contract with partners to provide when staff can't - seamless, rational connection to elite tiers model 	<ul style="list-style-type: none"> - Rapid response model for building new areas of consulting capacity - Two consulting specialists, based on Year-1 areas of high demand - Roll consulting Q&A into HERO product 	<ul style="list-style-type: none"> - Value established – driving 20% of members into Elite tiers - Contracts producing \$100,000 net income in addition to tier upsells
<u>INSPIRATION & VISION</u>	<ul style="list-style-type: none"> - Historical Power messaging - More CCs fill policy "middle" - Evangelical Mick 	<ul style="list-style-type: none"> - Utilize Horizon outcomes to drive behavior changes - Utilize connect to foundations to elevate the right causes 	<ul style="list-style-type: none"> - Examine member data to track revenue-per member and other loyalty trends

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MONEY IN-OUT

NETWORKS

PEER GROUPS

Metro & Major Cities Councils remain a benefit of membership, IF the chamber is active. *Play-or-pay-to-play* model.

DUES

- Scheduled dues increases and sked compliance.
- High-end tiers (10% opt-in)
- M2M sales & saves (board)

HERO

Establish tiers of access – from online-only to concierge. Price fairly.

LEADERSHIP TRAINING

Promote and price new high-end training w/ROI

CONSULTING CULTURE

Expectation that members will pay for specialized consulting services – build staff expertise and partner network to accomplish

ISSUE SPECIFIC NETWORKS

Division involvement included with dues. Eligibility for leadership requires fee, if no outside funders.

COALITION MANAGEMENT

Fee or grant-based/outside funding (if mission match)

PROGRAM MARKETING

Drive utilization of existing online courses – limited new development (all-profit – investment done. More a la carte days and pricing @ Convention

BOARD TRAIN/RETREATS

Build model, contract with consultants, market service

HERO CUSTOM RESEARCH

Charge for: salary comparison studies, case study research, etc.

COALITIONS/ACTION GROUPS

– staffing not provided unless fee-based or outside funding

MENTOR/MENTEE

Mentors can earn “credits” (details unclear)

BOARD COURSES

Develop 2 live webinars for CC trends & board training

SPONSORED ISSUE BRIEFS

Encourage advocate groups to pay for info distribution

HUMAN RESOURCES

Provide HR/Benefits consulting to plan participants at no cost. Charge others. Also, sponsor to fund service.

INFORMATION

CONSULTATIVE SERVICES

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BOARD COURSES

Develop 2 live webinars for CC training

Market HR Consulting/tie to FBI Benefits Plans

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ISSUE BRIEFS

Allocate groups to pay tion

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REQUIRED CHANGES

CAPACITY BUILDING

STAFF TRAINING

Time mgmnt, sales, writing, issue-based

NEW RESEARCH SOFTWARE

Contemporary user-controlled tools are too good to ignore

VOLUNTEERS ON PODIUM

Board to Speak
M2M sales and saves
Recognition/Rewards

ONLINE EDUCATION

Next Gen Platform –
Quasi-live instructors

FOUNDATION SUPPORT

Full utilization of grant resources to expand base member service staff

BUILD THE MIDDLE

Address mid-level generalist shortage on staff

EFFICIENCIES/ LEAN STRATEGIES

BOARD MEETING PROCESS

Leaner and communications improvements

VENDOR / PARTNER

-Review proposals/pitches
-e-commerce via Amazon

MEMBERSHIP PROCESSES

- Electronic and recurring bills
- Volunteers to sell

EDITING/REVIEW

Reduce # eyes on document

CORP. STRUCTURE

CGEF purpose statement tied to ACCE mission

AUDIT PROCESS

- Ben Trust via “review”
- Schedule of ACCE audits?

CONVENTION

GOALS

Clarity on “Why’s” for the conference – and ensure conference is the best way to accomplish goals

DURATION

Customize time-on-ground for attendee types

CUSTOMER

Who can benefit most and who do we need most in the rooms?

SITE SELECTION

Move away from geographic “fairness” (site marketability)

PRICING

Add flex for the participant who only wants part of the experience

MARKETING

Mass customization

OTHER STRUCTURAL CHANGES

MEMBER EXPECTATIONS

- Up the expectations of larger & active mbrs.
- Manage Expectations of small mbrs.
- Price accordingly

REALIGN STAFF

Fewer teams w/ more ees .per team

MARKET EVERYTHING

ACCE has challenges with member awareness and product utilization. Each element of our work requires indiv. marketing plan (IMP)

CULTURE OF NEW HQ

- Space utilization
- Noise v. Joy
- Visitors & use of space for outsiders
- Subleases

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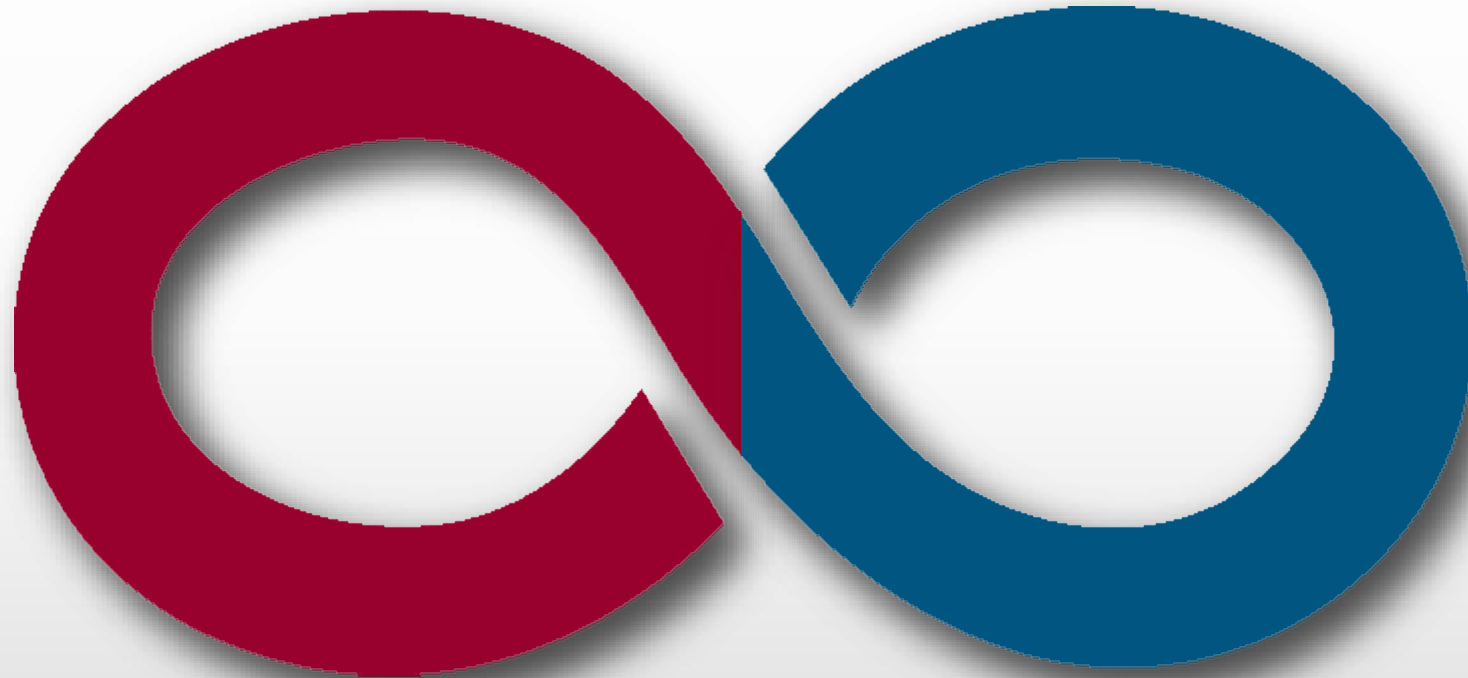
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Invest in user-controlled research platform

Create Ind. Mktg. Plans for major products

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