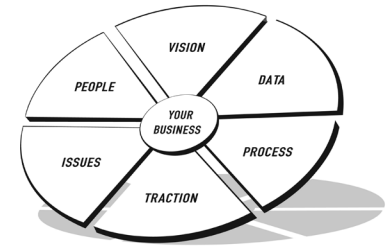


STRATEGIC PLAN



<p>CORE VALUES</p>	<ol style="list-style-type: none"> 1. Members-first Mindset 2. For the Love of Our Community 3. Collaboration is The Way 4. Continuously Improve ... Continuously 5. Be Humorously Human 	<p>3-YEAR PICTURE™ (2022)</p>
<p>CORE FOCUS™</p>	<p>Purpose/Cause/Passion: To make Johnson County the best place to live, work, and learn Our Niche: Serving our local business community</p> <p>CORE FOCUS: To make Johnson County the best place to live, work, and learn by serving our local business community</p>	<p>Future Date: 12/31/2022</p> <p>Measurables:</p> <ul style="list-style-type: none"> - 950 total members - 95% of members retained - 21% market penetration - Rated 6 (out of 7) for meeting our mission (currently 5.17) - Rated 6 (out of 7) for helping businesses to be successful (currently 4.59)
<p>10-YEAR TARGET™ (2030)</p>	<p>To build the best local business ecosystem in the world</p>	<p>What does it look like? – offering value-add services in an efficient, personalized, and trusted way through a strong operational model and strategic partnerships</p> <ol style="list-style-type: none"> 1. High Tech – using the latest technology platforms to allow for seamless interactions with and between members, as well as internal operating efficiencies 2. High Touch – delivering personalized customer service and membership packages; customer segmentation; continuous feedback and data-driven 3. High Trust – trusted source of information and thought leadership; we are considered to be balanced, fair, and collaborative in our advocacy work 4. High Impact – convening and facilitating coalitions to solve big problems; respected community leader; building public-private partnerships 5. High Performing Team – model for how a business should be run; operationally excellent with a strong workplace culture; living our values; strong collaboration with peer orgs (local and ICR IOWA) 6. Robust Set of Strategic Partnerships – partnering with public, private, and non-profit entities on delivery of value-add services 7. Strong Marketing – effectively communicating the value of membership; telling the story of our org, our members, and our business community; people know what we do <p>Outcome ...</p> <ol style="list-style-type: none"> 8. Highly Engaged Members – high level of participation in our events, programs, and services; our members are our advocates; high interest in being selected for our board, ambassadors, etc. 9. Strong Reputation Amongst Whole Community – viewed as progressive, transformational, inclusive, welcoming, diverse, dynamic, entrepreneurial, innovative; ICACC recognized nationally as Assoc. of Chamber Exec’s Chamber of the Year
<p>MARKETING STRATEGY</p>	<p>Target Market/“Our Sweet Spot”:</p> <ul style="list-style-type: none"> - Demographic <ul style="list-style-type: none"> o Established businesses that sell primarily to a local customer base o Industries: financial (banking, tax, accounting, advising, insurance), healthcare (chiropractic, wellness), hospitality, restaurants, retail, real estate, construction, architecture, professional services (legal, HR, IT, etc.), education (tech) - Geographic <ul style="list-style-type: none"> o Physical presence in Johnson County - Psychographic <ul style="list-style-type: none"> o Share our values <p>Three Uniques:</p> <ol style="list-style-type: none"> 1. Connect members with the resources they need to grow 2. Advocate on behalf of issues important to area businesses 3. Engage the business community to positively impact our community as a whole <p>Proven Process: Inform – On board – Fulfill Needs – Engage – Repeat (member journey)</p> <p>Promise: You will feel more connected to you community and better supported in your business. “This is where community happens.”</p>	

STRATEGIC OBJECTIVES

- 1) Refresh image of chamber and better tell our new story
- 2) Add more tangible value to membership
- 3) Improve the member experience from prospect to drop – “high tech and high touch”
- 4) Improve internal operating efficiencies – particularly around data and process
- 5) Amplify the voice of the Johnson County business community at state and local level

1 YEAR PLAN (2020)

Future Date: 12/31/2020

Measurables:

- Total # members: 850
- Retention: 92%
- New members: 100
- EOS Organizational Assessment Score: 85%

2020 Goals:

1.	Launch and Implement New Brand
2.	Design and Implement “High Touch” Sales/Retention Process
3.	Design and Implement “High Tech” Customer Support Services
4.	Launch New/Improved Events & Programs
5.	Lead/Support Initiatives to Improve the Business Environment
6.	Develop Design and Implementation Plan for New Revenue Model
7.	Operationalize EOS

QUARTERLY ROCKS (Q1 2020)

Future Date: 3/31/20

Q1 Rocks:

Who:

1.	Launch new brand at the Annual Banquet and to the community	Beth
2.	Launch and market 3 new programs with new brand packaging: partner perks, smart series, and business resource partner	Beth
3.	Conduct retention efforts to retain 92% of members billed by end of Q2	Felicia
4.	Design and begin development of new website to launch in Q2	Beth
5.	Contract new CRM provider and begin design/development to launch in Q2	Erin
6.	Advance Innovation in Education and Childcare workforce initiatives	Jennifer
7.	Communicate and integrate new mission/vision/values throughout organization	Kim