

2021- 2023

THREE-YEAR STRATEGIC PLAN



Gwinnett Chamber



Our Mission

(our reason for being, the difference we want to make in the world):

CHAMPION BUSINESS

Our Values

(our beliefs that shape our culture, guide our decision making and set expectations for the behaviors of our employees):

Innovation : To advance the new and the better

- Learning through active listening, collaboration and exploration
- Taking reasonable risks and trying new things
- Evaluating current practices and pivoting as necessary
- Maximizing return on investment

Inclusion: To foster an environment of understanding and collaboration

- Avoiding silo mentality
- Sharing information with others
- Giving grace and the benefit of the doubt during times of conflict
- Bridging interpersonal gaps through effective communication

Advocacy: To speak on behalf of business

- Listening to the voices of business
- Educating stakeholders on public policy
- Empowering others with information and speaking with a unified voice
- Representing the values of the business community

LONG TERM



Our Vision

(a clear and compelling picture of a desired future state that is meaningful, memorable, and measurable):

The Gwinnett Chamber will be the leading advocate and innovative resource for businesses to connect and thrive.

Our Strategic Objectives are focused on adding value to our members, employees and stakeholders:

1. Increase Revenue

Ensure the stability, sustainability and scalability of the Gwinnett Chamber through times of economic uncertainty by diversifying sources of revenue.

2. Increase Innovation

Building upon the nimbleness and agility exhibited by Chamber during the COVID pandemic, the Gwinnett Chamber will continually evaluate new and better ways of serving our members and the business community.

3. Improve External Marketing

In a desire to tell the story of the Gwinnett Chamber as the “champion of business” and the story of Gwinnett County as the premier place to do business (positioning Partnership Gwinnett), the charge is to improve external marketing to expand the reach of our current story-telling while retaining members and investors through personal digital engagement.

4. Improve Facilities

Champion business in a facility that is professional, comfortable, effective, and productive. Our facility should be balanced and designed to satisfy the needs of our members, our employees and our guests. The building revenue is an important ingredient in our diverse revenue mix.

MULTI-YEAR



Strategic Objective 1: **Increase Revenue**

Ensure the stability, sustainability and scalability of the Gwinnett Chamber through times of economic uncertainty by diversifying sources of revenue.

Major Project 1A: Launch and build the Gwinnett Chamber Foundation, a 501c3 organization

Project Lead



Adam Forrand

Project Plan

Focus on start-up, launch, management and governance activities.

Outcomes

**New equitable and inclusive business education and leadership development offerings to the community.
Grants and scholarships form the first line of support, followed by original programming and events.**

Metrics

Year 1 Goal: \$250,000 in initial donations

Year 2 Goal: \$500,000 in new donations

Year 3 Goal: \$750,000 in new donations



Gwinnett Chamber
FOUNDATION

Strategic Objective 1: **Increase Revenue**

Ensure the stability, sustainability and scalability of the Gwinnett Chamber through times of economic uncertainty by diversifying sources of revenue.

Major Project 1B: Membership growth and retention

Project Leads



Megan Lesko



Cally D'Angelo

Project Plan

Refreshing and evolving current membership growth programs while exploring new levels and definitions of Gwinnett Chamber membership.

Outcomes

Improve member retention while increasing organic member growth.

Metrics

Year 1 Goal: 2021 Budget of \$2,140,850

Year 2 Goal: +2% growth over 2021 = \$2,183,666

Year 3 Goal: +4% growth over 2022 = \$2,226,483



Strategic Objective 1: **Increase Revenue**

Ensure the stability, sustainability and scalability of the Gwinnett Chamber through times of economic uncertainty by diversifying sources of revenue.

Major Project 1C: Sponsorship growth and retention

Project Leads



Alicia Krogh



Cally D'Angelo

Project Plan

Focus on improving existing sponsor ROI through packaging and digital while exploring non-member sponsorship opportunities.

Outcomes

Improved sponsor retention while increasing organic sponsorship growth.

Metrics

Year 1 Goal: 2021 Budget of \$527,797

Year 2 Goal: +3% growth over 2021 = \$543,630

Year 3 Goal: +5% growth over 2022 = \$554,186



Strategic Objective 2: **Increase Innovation**

Building upon the nimbleness and agility exhibited by Chamber during the COVID pandemic, the Gwinnett Chamber will continually evaluate new and better ways of serving our members and the business community.

Major Project 2A: Market and monetize community data

Project Lead



Andrew Carnes

Project Plan

Research database options, structure organization, beta test service and launch publicly.

Outcomes

A full suite of salable data, insight and analysis products offered by PG that provides non-investor revenue.

Metrics

Year 1 Goal: Plan and organize

Year 2 Goal: Launch products and generate \$5k in revenue

Year 3 Goal: Generate \$10k in revenue

Strategic Objective 2: **Increase Innovation**

Building upon the nimbleness and agility exhibited by Chamber during the COVID pandemic, the Gwinnett Chamber will continually evaluate new and better ways of serving our members and the business community.

Major Project 2B: Capture new market segments through virtual events

Project Leads



Ken Rutherford



Alicia Krogh



Cally D'Angelo

Project Plan

Benchmark other organization's offerings, experiment with existing events and market to new customer segments that are outside our geographic location.

Outcomes

Increased event revenue associated with virtual events.

Metrics

Year 1 Goal: Identify new market segments to be captured, potentially as a new class of membership

Year 2 Goal: Generate identifiable new revenue from new "virtual" members



Strategic Objective 2: **Increase Innovation**

Building upon the nimbleness and agility exhibited by Chamber during the COVID pandemic, the Gwinnett Chamber will continually evaluate new and better ways of serving our members and the business community.

Major Project 2C: Evaluate and adopt new technology for member and investor data and accounting

Project Leads



Ken Rutherford



Megan Lesko



Patricia Sledge

Project Plan

Evaluate CRM and cloud-based accounting service options, select and implement.

Outcomes

Greater efficiencies in our member relations and communications and improved member satisfaction. Improved workflows in accounting.

Metrics

Year 1 Goal: Evaluate and determine if changing the Chamber's CRM is worthwhile. Evaluate accounting system options.

Year 2 Goal: Implementation of new CRM and Accounting systems



Strategic Objective 3: **Improve External Marketing**

In a desire to tell the story of the Gwinnett Chamber as the “champion of business” and the story of Gwinnett County as the premier place to do business (positioning Partnership Gwinnett), the charge is to improve external marketing to expand the reach of our current story-telling while retaining members and investors through personal digital engagement.

Major Project 3A: Evaluate and update marketing efforts (Gwinnett Chamber & Partnership Gwinnett)

Project Leads



Ken Rutherford

Project Plan

Leadership team to review current strategy. Creation of a stakeholder committee. Evaluate competition. Investigate Net Promoter Score. Become knowledgeable of Google ratings and Glass Door ratings.

Outcomes

Annualized, refreshed marketing strategies and tactics.

Metrics

Year 1 Goal: Begin to explore new measurement technologies

Year 2 Goal: Engage professional marketing consultant

Year 3 Goal: Implement new strategic marketing plan



Strategic Objective 3: **Improve External Marketing**

In a desire to tell the story of the Gwinnett Chamber as the “champion of business” and the story of Gwinnett County as the premier place to do business (positioning Partnership Gwinnett), the charge is to improve external marketing to expand the reach of our current story-telling while retaining members and investors through personal digital engagement.

Major Project 3B: Evaluate and adopt new technology for mobile member experience

Project Leads



Ken Rutherford

Project Plan

Explore and evaluate options.

Outcomes

Improved member/investor engagement.

Metrics

Year 1 Goal: Exploration of platform and feature options

Year 2 Goal: Develop and deploy new application



Strategic Objective 4: **Improve Facilities**

Champion business in a facility that is professional, comfortable, effective, and productive. Our facility should be balanced and designed to satisfy the needs of the company, the employees, our members, and our guests. The building revenue is an important ingredient in our diverse revenue mix.

Major Project 4A: Modernize Education Room

Project Leads



Ken Rutherford

Project Plan

Researching and budgeting for technical and physical improvements for member, community and staff experiences in the room.

Outcomes

An Education Room with high flexibility, utilization and satisfaction.

Metrics

Year 1 Goal: Plans made, vendors chosen

Year 2 Goal: Renovation completed



Strategic Objective 4: **Improve Facilities**

Champion business in a facility that is professional, comfortable, effective, and productive. Our facility should be balanced and designed to satisfy the needs of the company, the employees, our members, and our guests. The building revenue is an important ingredient in our diverse revenue mix.

Major Project 4B: Identify, evaluate and create options for member-use space

Project Leads



Nick Masino



Patricia Sledge



Megan Lesko

Project Plan

Identify and contract with an independent project manager. Identify funding sources and budget. Release RFP for space planning/architect. Confirm plans. Release RFP for general contractor. Begin/complete construction.

Outcomes

New space that can be activated for co-working, business incubation, business acceleration and member connection.

Metrics

Year 1 Goal: Project financing, planning and execution

Year 2 Goal: Updates completed and ribbon cutting celebration and open house



Strategic Objective 4: **Improve Facilities**

Champion business in a facility that is professional, comfortable, effective, and productive. Our facility should be balanced and designed to satisfy the needs of the company, the employees, our members, and our guests. The building revenue is an important ingredient in our diverse revenue mix.

Major Project 4C: Modernize staff space

Project Leads



Nick Masino



Patricia Sledge

Project Plan

Identify and contract with an independent project manager. Identify funding sources and budget. Release RFP for space planning/architect. Confirm plans. Release RFP for general contractor. Begin/complete construction.

Outcomes

Increased employee engagement, morale, and productivity. Improved collaboration between members/investors/sponsors and employees.

Metrics

Year 1 Goal: Project financing, planning and execution

Year 2 Goal: Updates completed and ribbon cutting celebration and open house

