



**WESTERN ASSOCIATION
OF CHAMBER EXECUTIVES**



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Membership Development

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The Marketing Umbrella

- Research
- Product Development
- Advertising
- Branding
- Publicity
- Communications
- Sales
- Customer Service
- Pricing
- Packaging
- Promotion



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The Marketing Umbrella

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Why Are You Here?

Your Chamber Wants:

- More new members
- To keep the ones you have
- More revenue per member
- New ideas for your membership development strategy
- Your board thought it might be a good idea



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Agenda

- Your brand affects your membership strategy
- Messaging: Words mean things
- Retention is not a medical condition
- Participation vs. Partnership
- Quantify the value of membership
- Creative advertising
- Membership Drive Intervention
- Using your web site to sell memberships
- Breaking down the “big boxes”



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Branding and Marketing

“Marketing is branding. The two concepts are so inextricably linked that it is impossible to separate them.

Furthermore, since everything a company does can contribute to the brand-building process, marketing is not a function that can be considered in isolation.”

22 Immutable Laws of Branding, Al Ries and Laura Ries



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What is a Brand?

It's more than a name

- Branding 'pre-sells' the product or service to the user
- Branding is simply a more efficient way to sell things
- A brand stands for something, a position in the mind

It's more than a logo

- A brand requires a visual vocabulary
 - Consistent use of a "look and feel"
 - A common "voice" and tone/style
 - Standardized color palette, typefaces, visual style
- Consistent use of wording, tag lines, theme lines



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Branding is Boring!

It requires consistency

- Repetition of key phrases (radio burn)
- Redundant visual identity
- Target your audience
- Focus on presentation
- Creative limitations



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Connecting to your customers

“Building brand awareness is not simply about throwing money at the moon. It’s about creating a consistent, emotional connection with your customers.”

- James Daly, Editor in Chief, Business 2.0

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2 Ways to choose your brand

(1) Be who you want to be

- Decide how you want the public to perceive you
- Communicate and act in support of it
 - Works for new companies, mergers, new markets
 - New brands often rejected by consumers

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2 Ways to choose your brand

Or (2) Be who you are

- Be who your audience/the public expects you to be
- Selectively reinforce what your existing customers feel and say about your product or service
- Run focus groups or surveys to find out why people buy initially, and why they return
- Collect testimonials to find common words, themes

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3 Steps to develop your brand

1. Who is your target audience?
 - End user, Influencer, Buyer, or Referrer
2. Find their “hot buttons”
3. Tailor message to audience



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1. Who is your target audience?

Do you know everyone you're selling to? Who buys? Who influences? Who refers? Who uses?

- Consider all audiences, their expectations
- Speak their language
- Appeal to their emotions



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Examine their job position

Business audiences: What is their responsibility to their company?

- Gatekeepers tend to protect decision makers
- Buyers tend to look for the best deal
- Salespeople seek new prospects, partnerships
- Managers tend to control costs
- Investors want bottom-line growth
- Owners are more holistic, but typically not “joiners”



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2. Find their “hot buttons”

- Unique Selling Proposition provides prospects with an emotional reason to buy
- Distinguishes your brand from the competition



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3. Tailor message to audience

For results, prioritize marketing tools by audiences and buying power

- Some audiences may drive repeat sales instead of just one time
- Consider “lifetime value”
- Invest in customer retention
- One tool for many uses, extend the life



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4 Considerations For Communicating Your Brand



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1. Consider learning styles

Different people take in information in different ways - appeal to as many senses as possible

- Visual images that touch and relate
- Wording that paints a picture
- Textures/paper that encourage touch
- Sounds (Intel's mnemonic)



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2. Review the competition

Competition may be direct or indirect

- We're competing for time and attention
- We're offering another choice in similar product or service
- Or another choice of use of time (if I don't do this, I can do that)
- What are the alternatives for your target audience?



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3. Referrals are Key

- Generate talk about your product or service amongst peer groups
- Some products/services will only be sold with referral
- Testimonials: People trust other people's opinions



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4. Buying and Justifying

- Businesses: People BUY emotionally, JUSTIFY intellectually
- Chambers: People JOIN emotionally and JUSTIFY upon renewal
 - Who MUST you reach in order to be successful?
 - Who will have the most impact over the long-term?



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Define Your Brand Character

Choose an Exercise:

1. If your chamber was a person, write 3 one-word adjectives to describe that person
2. If your chamber was a car, what brand would it be? Give 3 one-word adjectives to describe it.



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Brand vs. Audience

Is your audience willing to respond to your image?

- You may want to appear complex, intelligent and powerful
- Your audience might prefer simple, folksy...
A persona to which they can relate



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Who is your audience?

- How do they take in information?
- Age/generation affiliation
- Their likes and dislikes
- What/who do they relate to?



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Information versus Trust

Need A High Level Of Trust: Florist

"Don't give me the details and the names of the flowers, just give me something that's pretty, smells good and only costs about \$70."

Need Trust and Information: Appliance Retailer

"I need to know what features are included, how it works, as well as how reliable the brand is before I make a purchase decision."

Need A High Level Of Detail: Technical Product

"Give me all of the facts, details, charts and graphs. I want to understand how this thing works, what it does and how it's different from the other products like it."



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Understand your audience's expectations

- Makes each communication more effective
- You'll provide what your audience needs to make a decision
- Each point of contact will build on the last message - WACE Tool Kit!



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Build it!

- Branding is the foundation of any effective, ongoing marketing program.
- The success of every business relies on a strong brand identity implemented into all communications.



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Your Marketing Message

The Wrong Pitch

- The chamber is a private non-profit membership organization that works to ensure a healthy local economy.
- The chamber is a group of businesses that share common community goals.



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Your Marketing Message

The Right Pitch

- The chamber solves common business problems like not having enough time to lobby the government for less red tape and taxes.
- The Chamber connects businesses to consumers and each other, in order to help them grow.
- The Chamber helps people who are tired of doing business out of a phone book.



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Customer Service = Retention

- Member-focused
- Formal Customer Service Plans
- Customer Relation Management
- Managing our Information
- Don't just satisfy 'em... WOW 'EM
- Follow through with sale

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Set long term expectations: Participation vs. Partnership

- Membership does not require participation
- Prevent drops due to “no time to participate”
- Health club comparison
- Chamber Church Confessional

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Quantify your benefits

- How much does membership cost?
- How much is membership worth?
- Quantify it and sell it!
- Add to the value with media partners and give-aways

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Testimonials: Get them started!

“As a service business, membership in the Chamber is especially valuable because...”
“The Chamber helps me to...”
“The Chamber saves me time/trouble by...”



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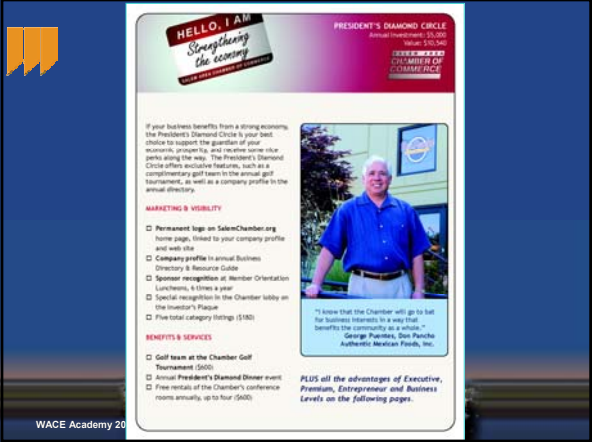
Segmenting Testimonials

Segment the sources of your testimonials for use in targeting like audiences

- Start-up, Emerging, or Mature
- Retailer, Restaurant, Manufacturer, Service, Professional, etc.
- Match prospects with corresponding testimonials



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HELLO, I AM
Strengthening the economy
with your Chamber membership

PRESIDENT'S DIAMOND CIRCLE
Annual Investment: \$2,000
Value: \$15,040

2007-2008 CHAMBER OF COMMERCE

If your business benefits from a strong economy, the President's Diamond Circle is your best choice to support the growth of your business, prosper in, and receive some of the perks along the way. The President's Diamond Circle offers exclusive features, such as a complimentary golf team to the annual golf tournament, as well as a company profile in the annual directory.


MARKETING & VISIBILITY

- Permanent logo on SalemChamber.org home page, linked to your company profile and web site
- Company profile in annual Business Directory & Resource Guide
- Sponsor recognition at Member Orientation Luncheon, 4 times a year
- Special recognition in the Chamber lobby on the Investor's Plaque
- Five total category listings (1500)

BENEFITS & SERVICES

- Golf team at the Chamber Golf Tournament (500)
- Annual President's Diamond Dinner event
- Free rental of the Chamber's conference rooms annually, up to four (500)

PLUS all the advantages of Executive, Premium, Entrepreneur and Business Levels on the following pages.



"I know that the Chamber will go to bat for business interests in a way that benefits the community as a whole."
— George Fuentes, CEO Authentic Mexican Foods, Inc.

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Trends

Chambers across the country face the following challenges:

- Defining the chamber value proposition
- Balancing dues & non-dues revenue
- Delivering, defining and communicating ROI
- Combining membership and sponsorship request into just one “ask”

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Trends

- Eliminating internal “communications silos”
- Restructuring dues
- Increasing relevance of products, programs and communications

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Trends

More and more staff people are being dedicated to retention and customer care.

- 26% of chambers had customer service specialists in 1996
- 50% had customer service specialists in 2002

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Trends

The “Want-To’s” are our future. Chambers are developing products and services to serve a segmented membership to increase relevance and perceived ROI.

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Trends

Members want:

- Easy, quick, nice
- Speed, convenience, choice (B of A)
- Creative new membership pricing and dues structures.

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Will Generation X-ers JOIN Chambers?

- 1965-76 birth years (now 31-42)
- Sponges for technology
- Crave constant stimulus
- Love fun, hate routine, loath hypocrisy
- Need mentors, constant growth
- Not likely to be “joiners”
- Not defined by their jobs

Cheryl O'Donovan, Writing in Communication World, 11/97

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Generation Y:

- 1977-2003 (3-29)
- AKA: Millennials, The Next Generation
- Grown up questioning everything
- Have financial savvy
- Want jobs with flexibility
- Change, change, change

Various samplings

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The Value Proposition

“At the Best Chamber, through the strong voice of more than 950 businesses, we work together to strengthen our local economy and promote the community. The Best Chamber also offers members networking opportunities to introduce your company to potential clients or customers and gain access to ideas or products that save your money or increase your bottom line. Simply put, the Best Chamber is dedicated to helping local companies grow their businesses so the economy will grow for all businesses.”

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Basic Research

- Why did you join? (What were your expectations?)
- How is the chamber performing against your expectations?
- What should the chamber be doing that we're not?

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Why Prospects Don't Join

- Don't have time to participate (68%)
- Don't see the value (49%)
- Corporate office policy (45%)
- Membership costs too much (18%)
- Don't do business locally (10%)

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Breaking Down the Big Boxes

- Profile: Big Box Managers
- College Educated? Not usually
 - Started at Entry Level
 - Motivation - Up and Out
(Wal-Mart interview)

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Chain Challenges

- Turn over in Management
- Financial Cutbacks
- Late renewals
- “Corporate policy”
- Decision maker at corporate level
- Don’t see the value
- Avoid the meeting, avoid the close

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Value Proposition: Improving the The Bottom Line

- **Develop and share unique intelligence**
 - Create opportunities for members to develop their own information
- **Direct Sales Promotion**
 - To community leadership
 - Accessing chamber businesses and employees
 - Exposure through chamber sponsorships & advertising
- **Public Policy**
 - As the region grows so do sales
 - Fighting for business at all levels
 - Personalizing legislative issues

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Strategies

- Define YOUR value propositions clearly (Tiers helpful)
- Involve them in the work of the chamber
- Develop and maintain relationships with store manager and employees
- Personal Visits
- Gift Certificate Programs
- Testimonials from Managers

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Survey Results

Highest Rates of Membership

Wal-Mart	94%
RE/Max	89%
Century 21	80%
Sam's Club	79%
Wells Fargo	76%
Office Depot	75%
Verizon	72%
Bank of America	70%
Staples	68%
McDonald's	66%

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Survey Results

Used to be Members

Sears	37%
K-Mart	32%
Albertson's	26%
JC Penney	26%
Pizza Hut	23%
Domino's Pizza	22%
Home Depot	22%
Krispy Kreme	22%
Target	22%
FedEx/Kinko's	20%

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Survey Results

Won't Join: Corporate Decision/Policy

CVS	35%
Barnes & Noble	33%
Kohl's	31%
Bed, Bath & Beyond	30%
Pier One Imports	27%
Circuit City	25%
Radio Shack	24%
Payless Shoes	24%
Dollar General	24%
Dollar Tree	23%

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Survey Results

Won't Join: Don't See Benefit

Big Lots	10%
Dollar Tree	9%
Home Depot	9%
AutoZone	8%
Ross	8%
Sonic Drive-In	8%
Dollar General	7%
Family Dollar	7%
Target	7%
Mervyn's	7%

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Survey Results

Not a Member - Don't Know Why

Tom Thumb	91%
Von's	90%
Sunglass Hut	90%
Robinson May	89%
Ralph's	89%
Peet's Coffee	89%
MasterCuts	86%
Sam Goody	86%
Long's Drug	86%
Super Valu	86%

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Survey Respondents

Membership Dues Based On:

Number of Employees	93%
Tiers or Packages	20%
Value of Assets	11%
Annual Revenues	7%
Other	13%

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Survey Respondents

Chambers' Total Income:

Under \$200,000	10%
\$200,000 - \$499,999	31%
\$500,000 - \$1,000,000	34%
More than \$1,000,000	25%



Survey Respondents

Chambers' Membership Totals:

Fewer than 500	12%
500-999	40%
1000-1499	26%
1500-2500	14%
More than 2500	8%



How to Use This Data

- Non-Members With a High Rate of Membership Nationally: New sales approach for membership
- Members With a High Drop Rate Nationally: Change your service approach NOW
- Members With Low Joining Rate Nationally: Get testimonial quotes and letters from them and SHARE



Common Dues Structures

- Fair Share (usually based on number of employees)
- Special Formulas (usually for certain industry categories)
- Tiered Dues Structures
- Negotiated Dues
- Dues/Non-Dues Package (such as Napa's President's Circle)

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Membership Tiers

- Offer something for everyone
- Create "upsell" opportunities
- Create a sense of privilege, recognition and exclusivity with upper tiers
- Create benefits that require little or no hard costs to the chamber

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Upper Tier Benefit Objectives

- Self-Segmentation
- Pro-active leadership role
- Above "Cost-per-member" benchmark
- Increased membership stature and personal/professional recognition
- Improved personal and professional skills and networking contacts

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Are These Your Sales Challenges?

- Information Overload
- The “Heisman” Rejection
- The Value of Discovery
- Sales Department Turn-Over
- Printed Materials Out-of-Date
- “Foul Language” of Volunteers

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Are These Your Band-Aids?

- Even MORE Information
- Hire More Sales Professionals
- Print New Brochures
- Sales Training for Staff and Volunteers
- Membership Drive!

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The Solution

- Never Complains
- Never Asks for a Raise
- Works 24-7-52
- Captures Your Web Traffic
- Standardizes Your Sales Language
- Accounts for 40% of New Memberships in Salem, Ore.

salemchamber.org

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The Service Advantage

- What is GoDaddy and why are they number 1?
- Selling Memberships just got FUN again!

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The Answer

Build an online sales presentation

OR get one from **FastChamber.com**

- Chamber SalesEngine V.3 released in 2007
- Rich Audio Feature
- Multiple Transaction Options & Partners
- Hosting & Updates Included

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Questions?

All resources for this presentation at

fastChamber.com

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