



2021

CHAMBER OF COMMERCE ANNUAL SURVEY RESULTS

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SURVEY

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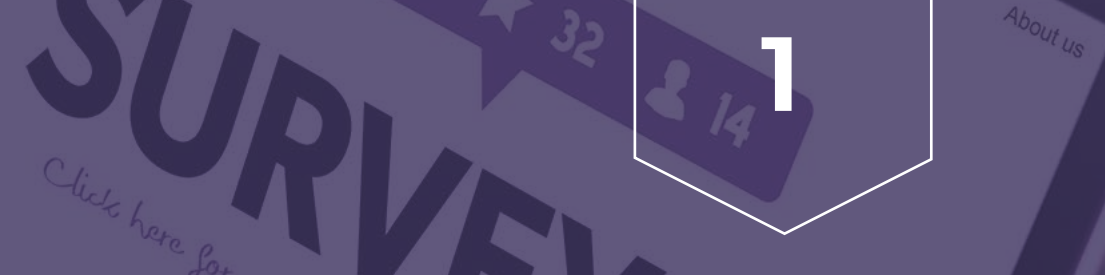


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2021 CHAMBER OF COMMERCE

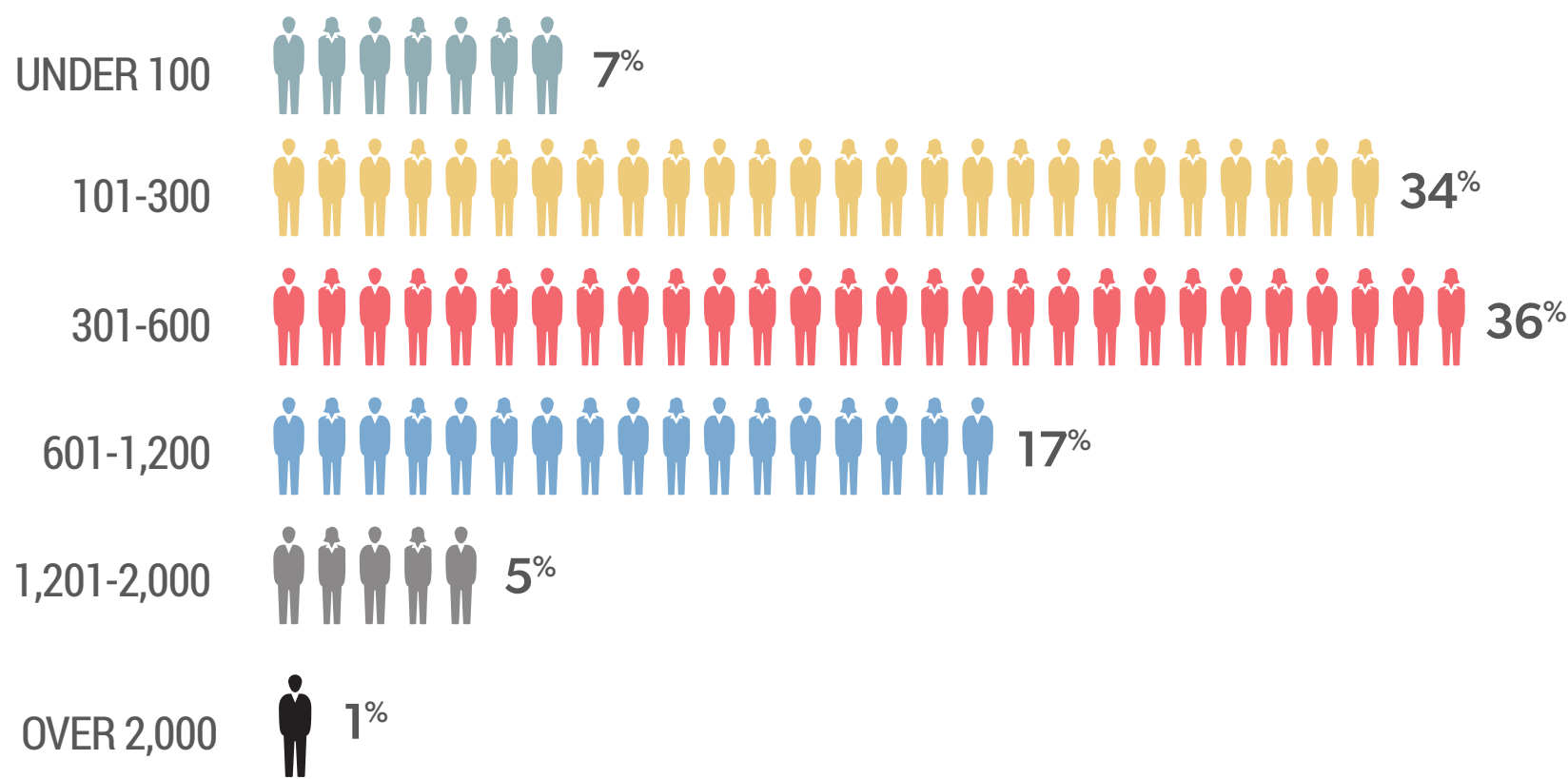
ANNUAL SURVEY RESULTS



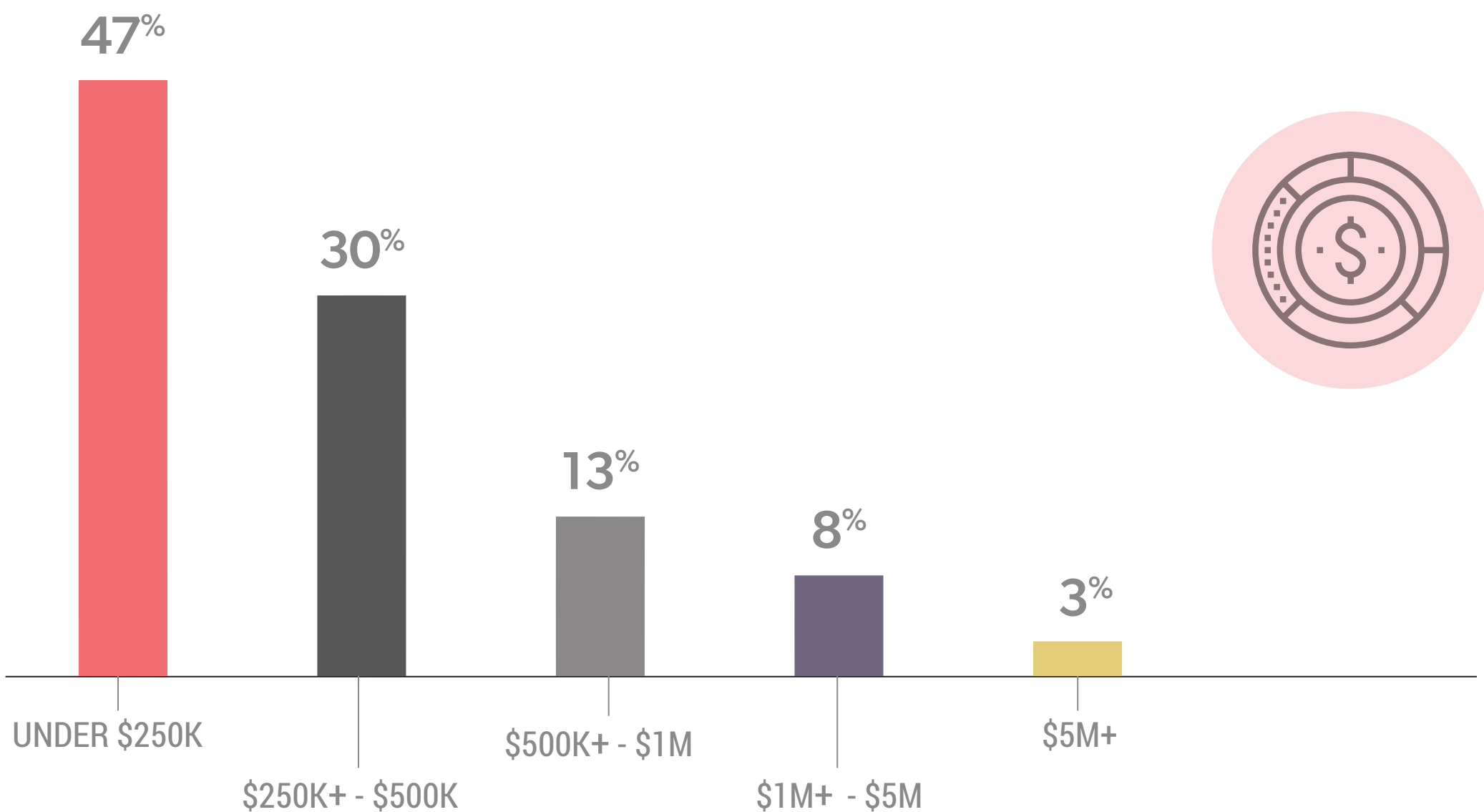
GrowthZone surveyed over 300 chamber of commerce professionals across the U.S. and Canada. Topics included everything from non-dues revenue sources and COVID relief funding, to remote working arrangements and diversity practices. The results showed a number of interesting trends impacting today's chambers.

ABOUT THE RESPONDENTS

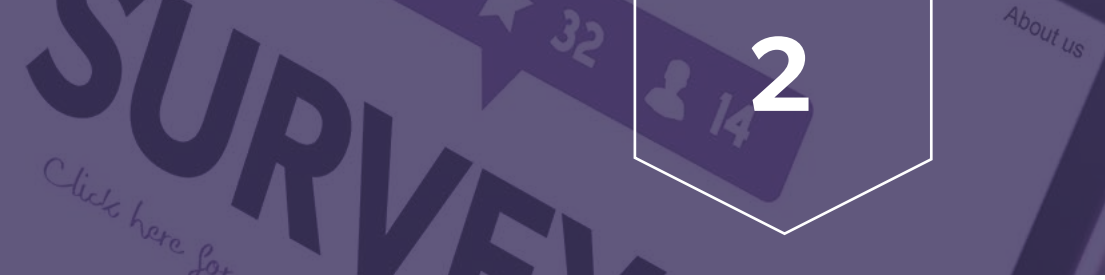
NUMBER OF MEMBERS | PREDICTED MEMBER COUNT ON 1/1/2021



ANNUAL OPERATING BUDGET | APPROXIMATE



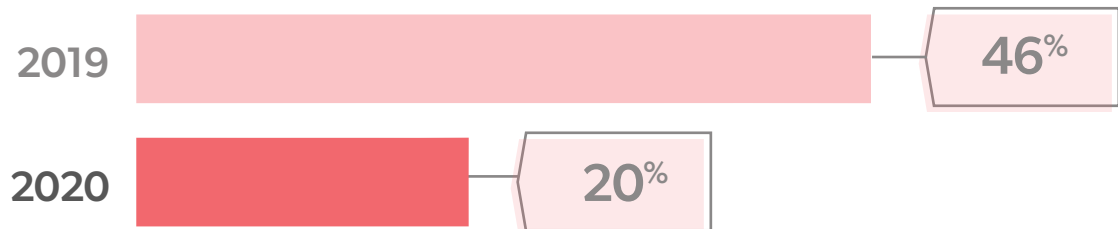
*Due to rounding and checkbox questions, percentages may exceed or not appear to add up to 100%



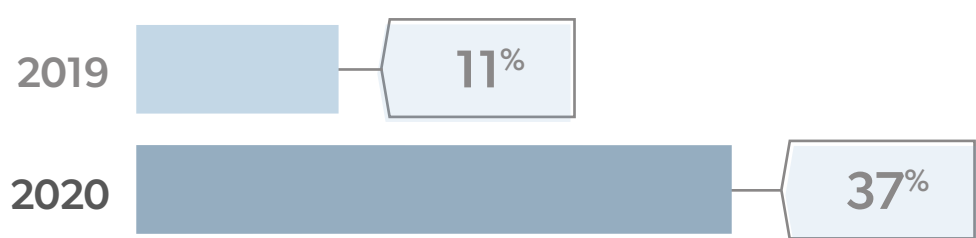
MEMBERSHIP GROWTH

ANNUAL OVERALL NET MEMBERSHIP | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS REPORTING A HIGHER OVERALL MEMBERSHIP COUNT



DECREASED | RESPONDENTS REPORTING A LOWER OVERALL MEMBERSHIP COUNT



UNCHANGED | RESPONDENTS INDICATING BASICALLY NO CHANGE IN OVERALL MEMBERSHIP COUNT



ANNUAL OVERALL NEW MEMBERSHIP | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS REPORTING A HIGHER NEW MEMBERSHIP COUNT



DECREASED | RESPONDENTS REPORTING A LOWER NEW MEMBERSHIP COUNT

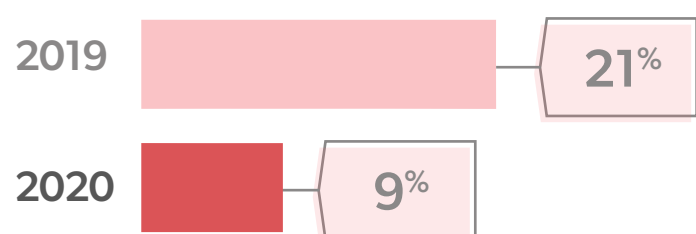


UNCHANGED | RESPONDENTS INDICATING BASICALLY NO CHANGE IN NEW MEMBERSHIP COUNT

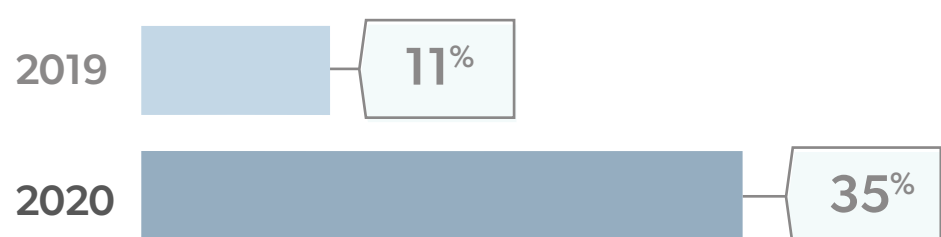


ANNUAL OVERALL RENEWAL RATE | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS INDICATING A HIGHER OVERALL MEMBER RENEWAL RATE



DECREASED | RESPONDENTS INDICATING A LOWER OVERALL MEMBERSHIP COUNT

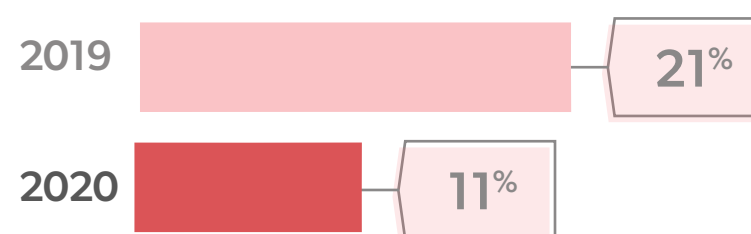


UNCHANGED | RESPONDENTS INDICATING NO CHANGE IN OVERALL RENEWAL RATE

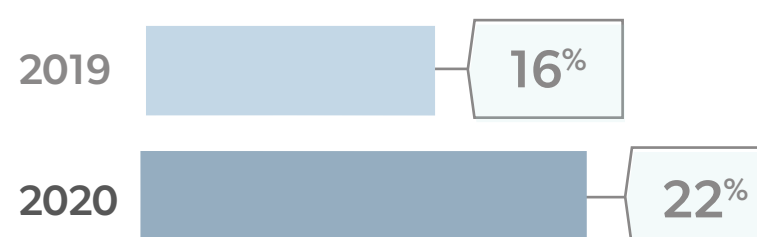


ANNUAL NEW-MEMBER RENEWAL RATE | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS INDICATING A HIGHER NEW-MEMBER RENEWAL RATE



DECREASED | RESPONDENTS INDICATING A LOWER NEW-MEMBER RENEWAL RATE



UNCHANGED | RESPONDENTS INDICATING NO CHANGE IN NEW-MEMBER RENEWAL RATE



Learn how to effectively onboard new members with the New-Member Onboarding Checklist and Schedule.

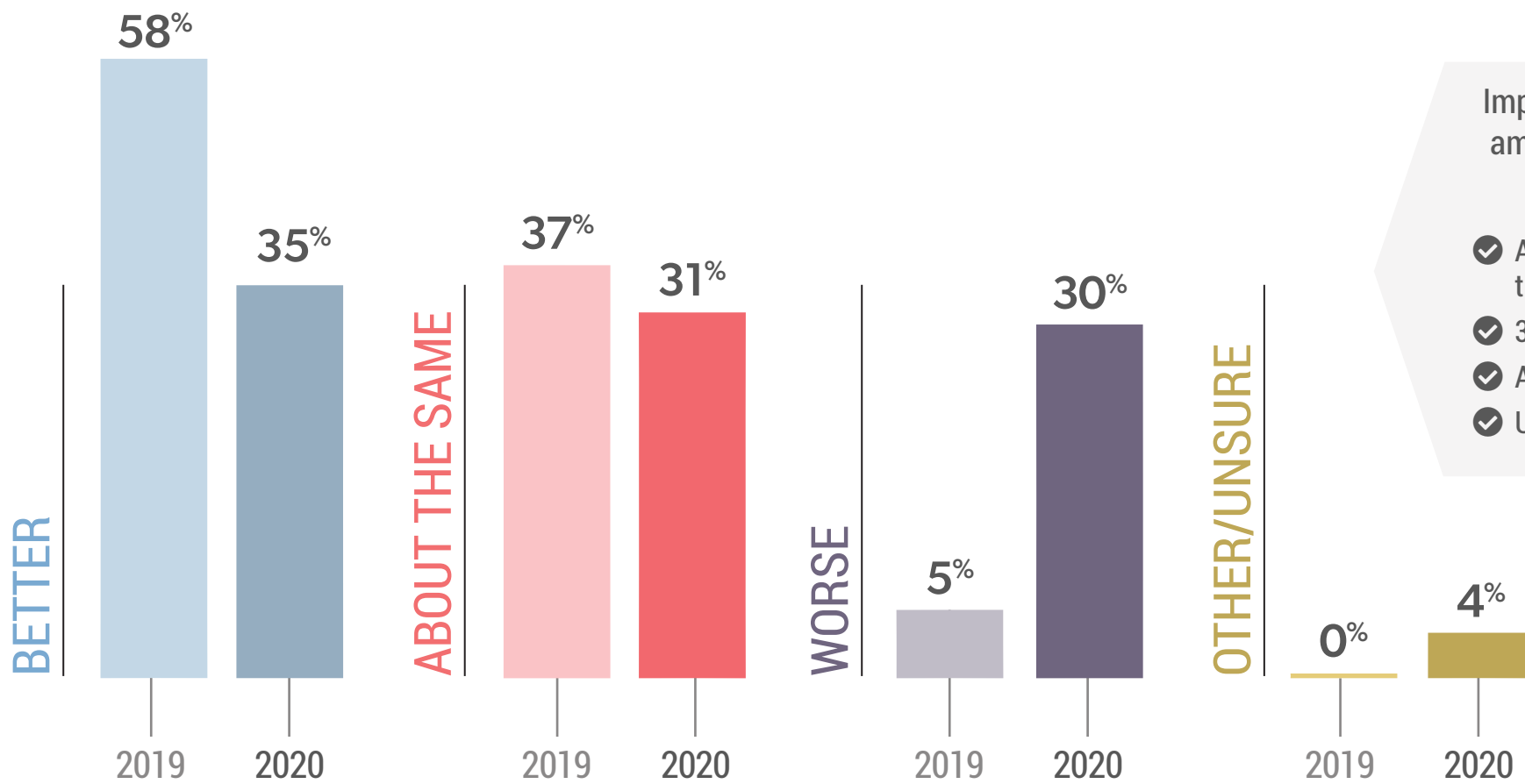
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MEMBER ENGAGEMENT

Of organizations indicating **improved engagement**, 97% reported **COVID had a positive impact** on their value proposition.

OVERALL MEMBER ENGAGEMENT | YEAR-OVER-YEAR CHANGE

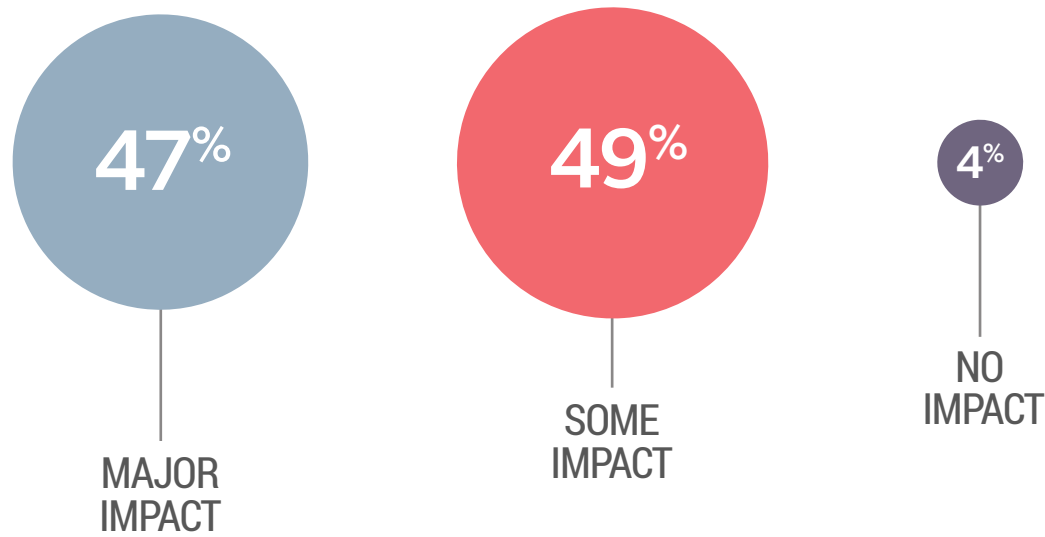


Improved engagement was most common among organizations with at least one of the following:

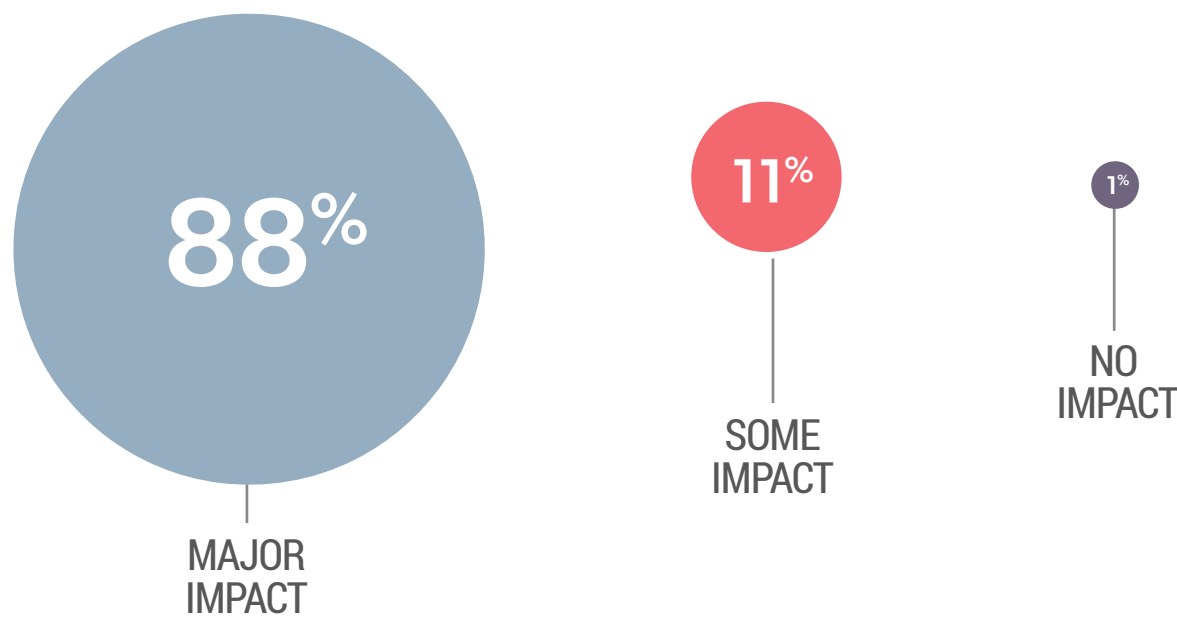
- ✓ An operating budget of less than \$250K
- ✓ 301-600 members
- ✓ An increase in overall growth
- ✓ Updated D&I practices

MEMBER ENGAGEMENT CHANGES | HOW MUCH HAS COVID CONTRIBUTED TO THIS CHANGE IN THE ENGAGEMENT RATE?

RESPONDENTS INDICATING **INCREASED** ENGAGEMENT SAID COVID HAS HAD:



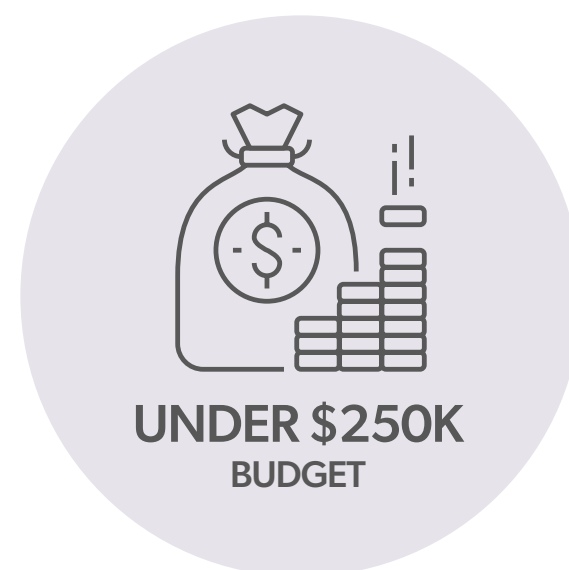
RESPONDENTS INDICATING **DECREASED** ENGAGEMENT SAID COVID HAS HAD:



VALUE PROPOSITION



Organizations with 301-600 members were most likely to report their members “definitely” recognize their value proposition.



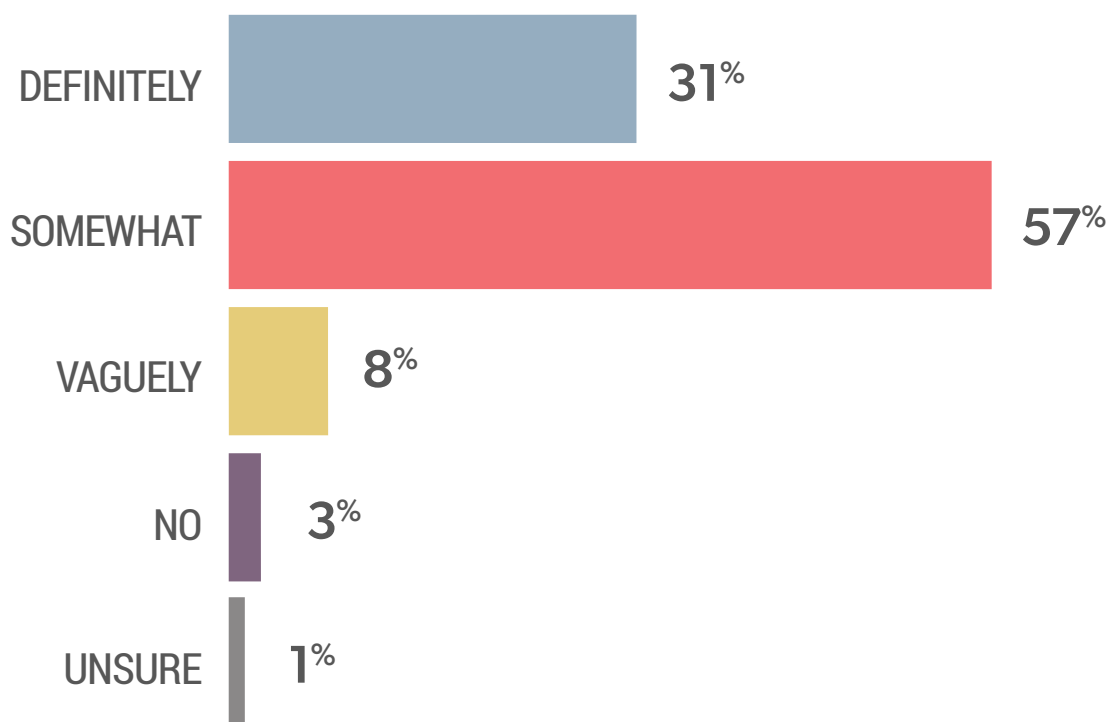
Those with an operating budget of under \$250K were most likely to report their members did not recognize their value proposition.



VALUE PROPOSITION

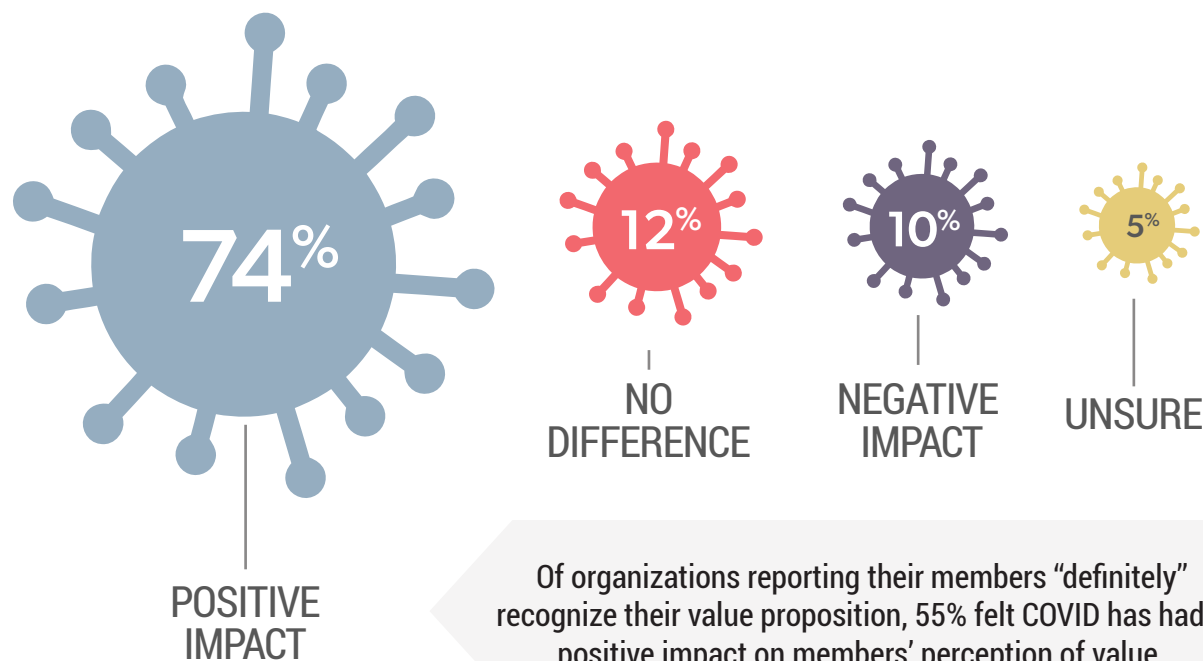
MEMBER RECOGNITION

Do you think members recognize your chamber's value proposition?



COVID IMPACT

In general, how would you say COVID has affected members' opinions of your organization's value proposition?



Of organizations indicating reduced operations, 82% have fewer than 600 members and 83% have an operating budget of less than \$500K.

Organizations indicating a reduced level of operations reported the fewest new memberships and lowest renewal rates.



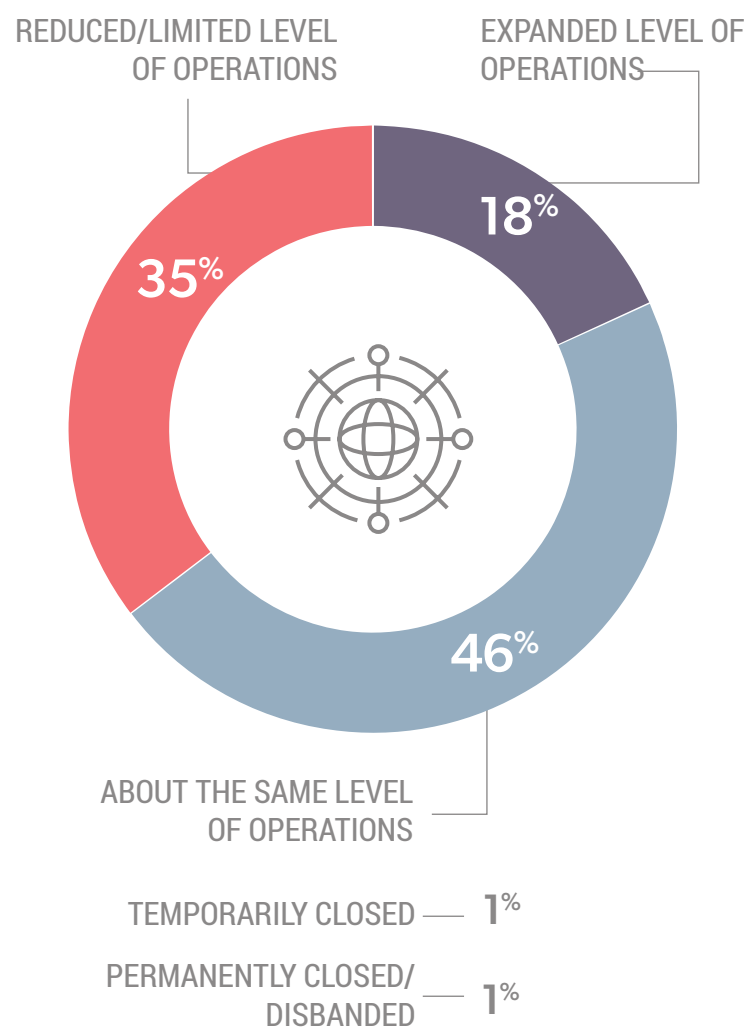
Visit [How to Thrive During and After a Crisis](#) for recovery tips in a COVID-19 world.

[Get it Here](#)

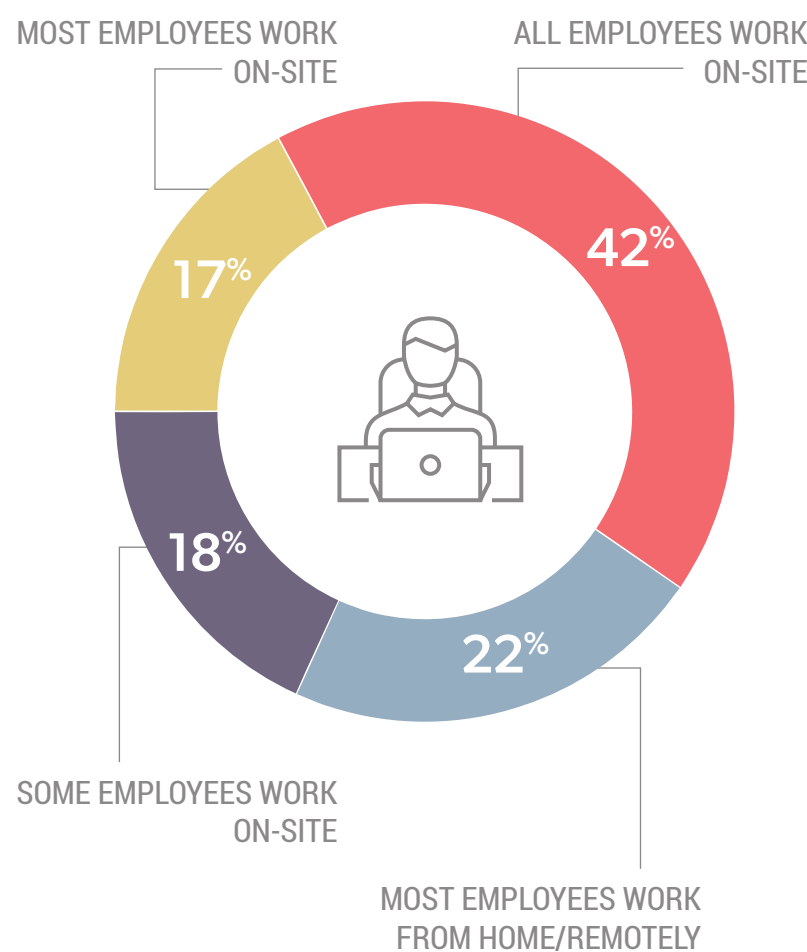
OPERATIONS

OPERATIONS STATUS

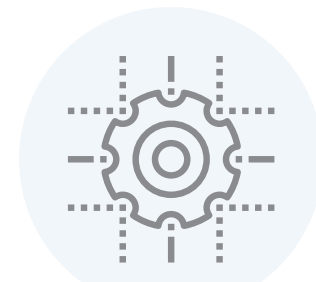
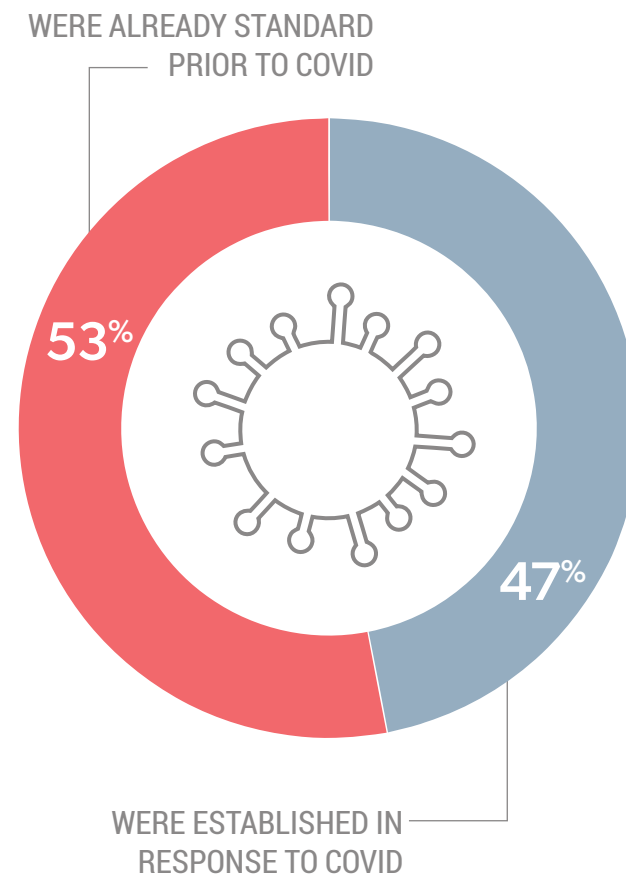
What is the current operational status of your organization?

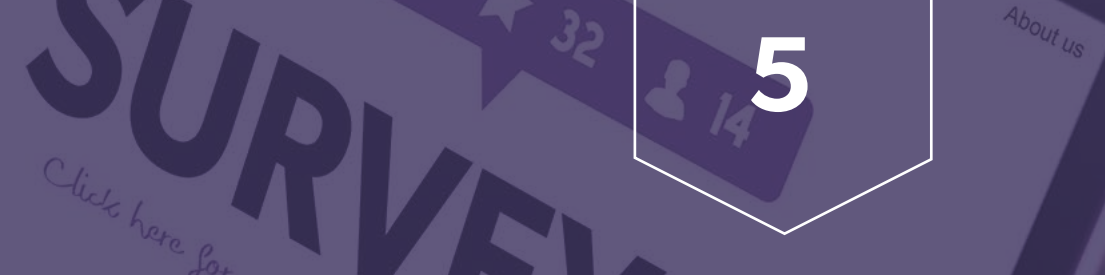


Which of the following best describes your organization's current remote/work-from-home arrangements?



The referenced work arrangements:

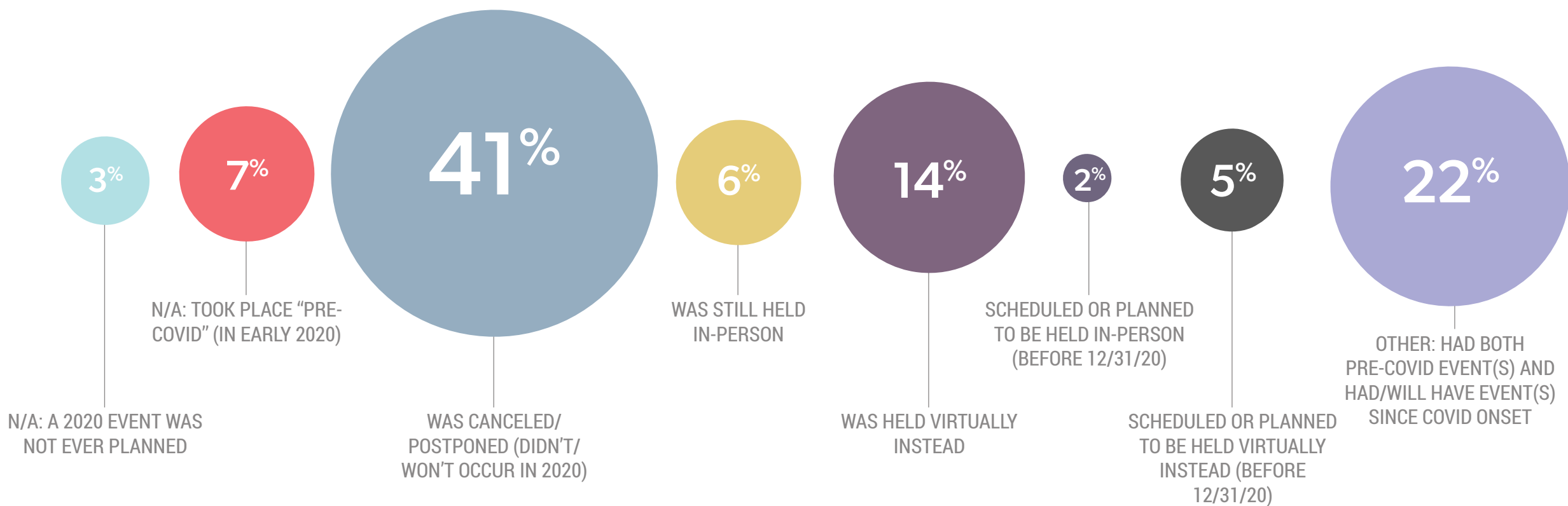




OPERATIONS | CONTINUED

EVENTS

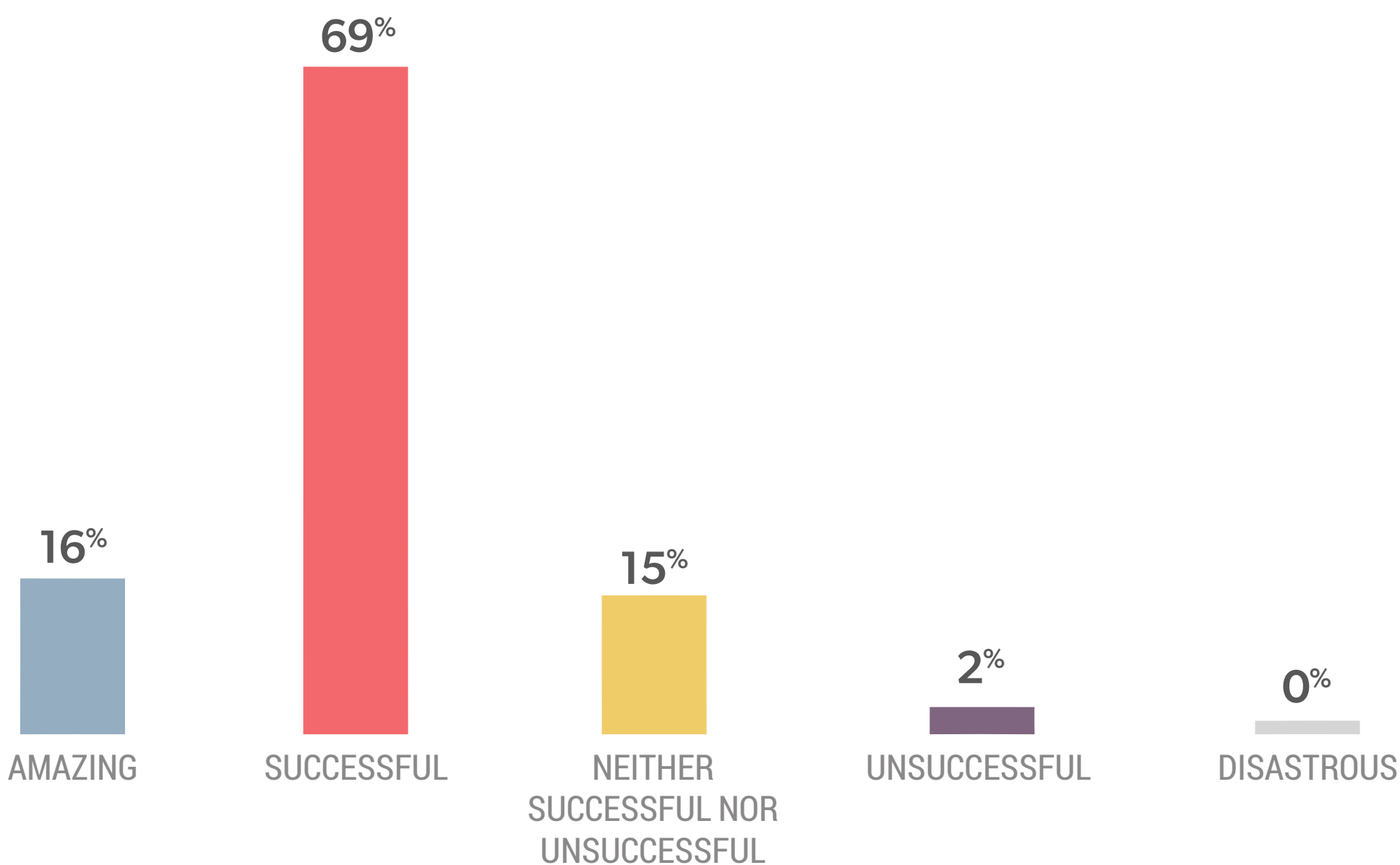
Since the onset of COVID in mid-March, how did/will your organization handle its 2020 MAJOR, in-person event(s)? (e.g., annual meeting/banquet, conference, trade show, etc.)

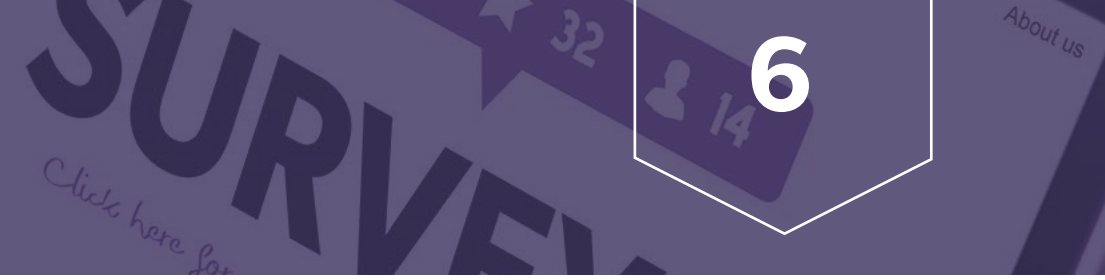


85% of organizations that canceled their major event(s) have operating budgets under \$500K and 50% have less than 300 members.

EVENT RESULTS | THOSE WHO HELD VIRTUAL EVENTS

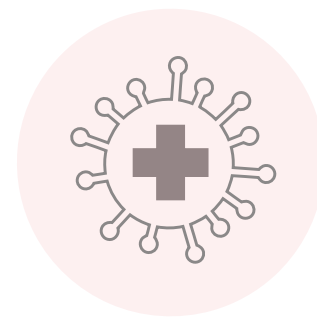
Overall, under current circumstances, how would you rate the success of the virtual event(s)? (Not in comparison to past years or in-person events.)



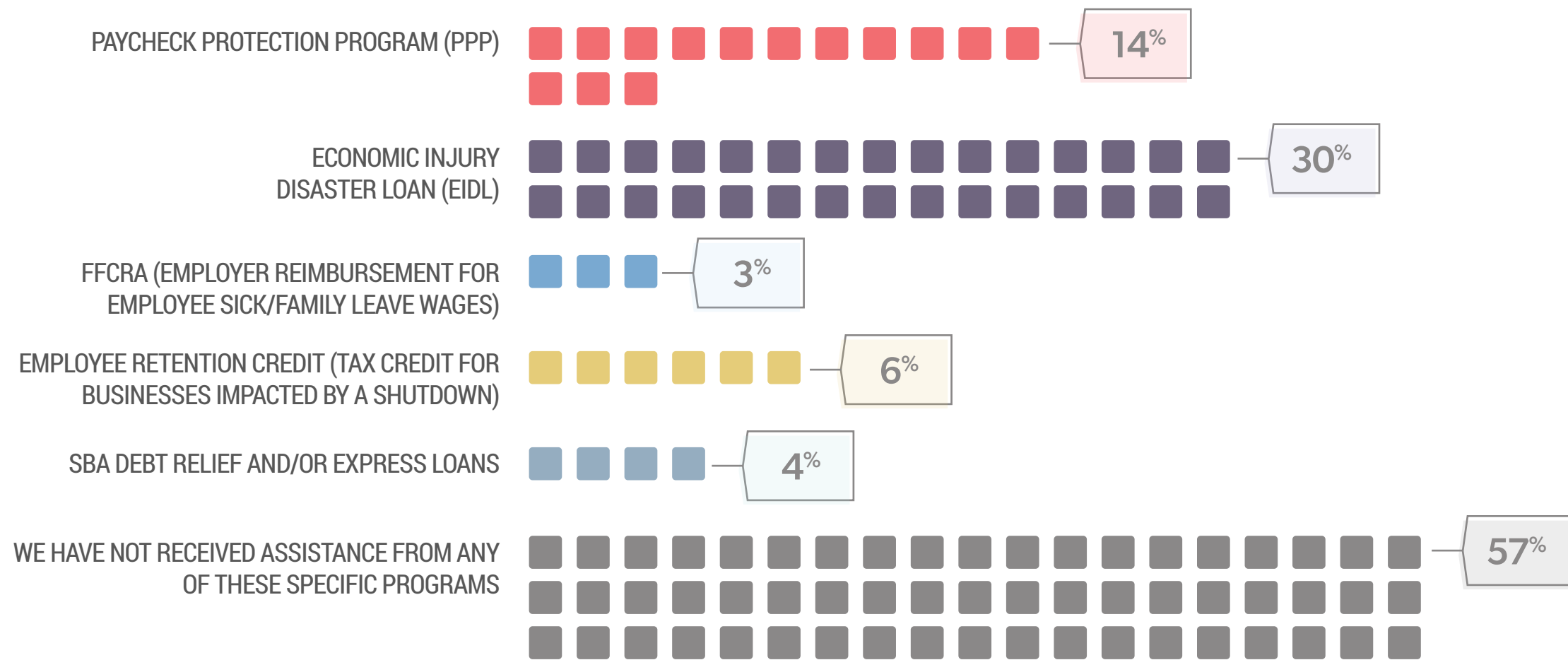


OPERATIONS | CONTINUED

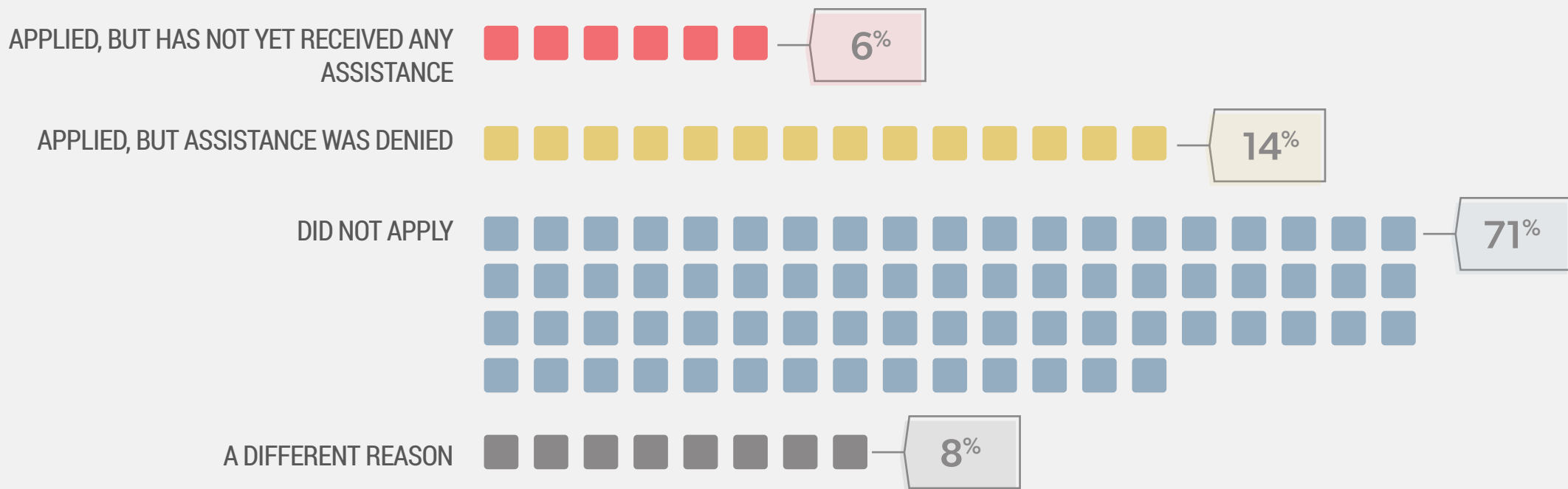
COVID RELIEF | GOVERNMENT PROGRAMS



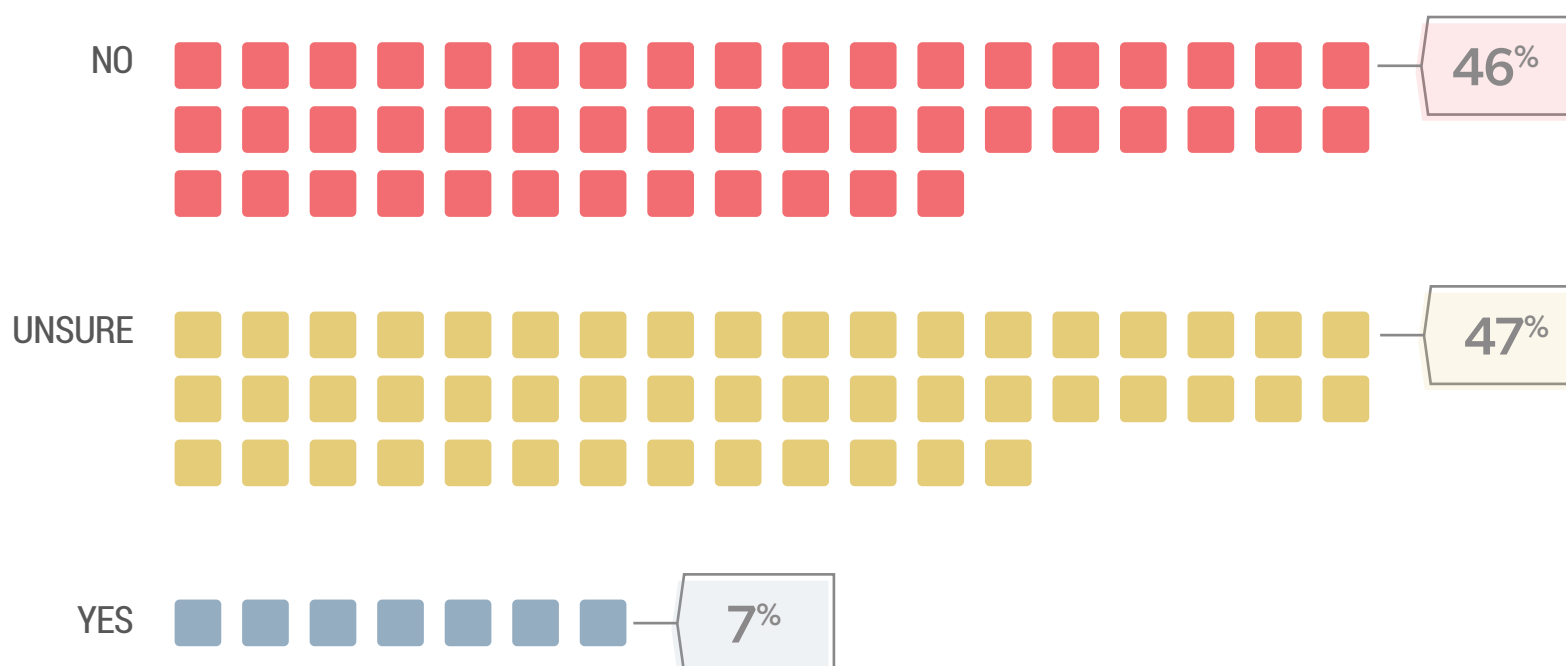
Please indicate if, since the emergence of COVID, your organization has received assistance from any of these SPECIFIC relief programs:



Respondents **not receiving** assistance from the programs listed above indicated their organization:



Since the onset of COVID, has your organization received any grants, loans, relief funding, assistance, etc. **from any sources OTHER than those listed above?**



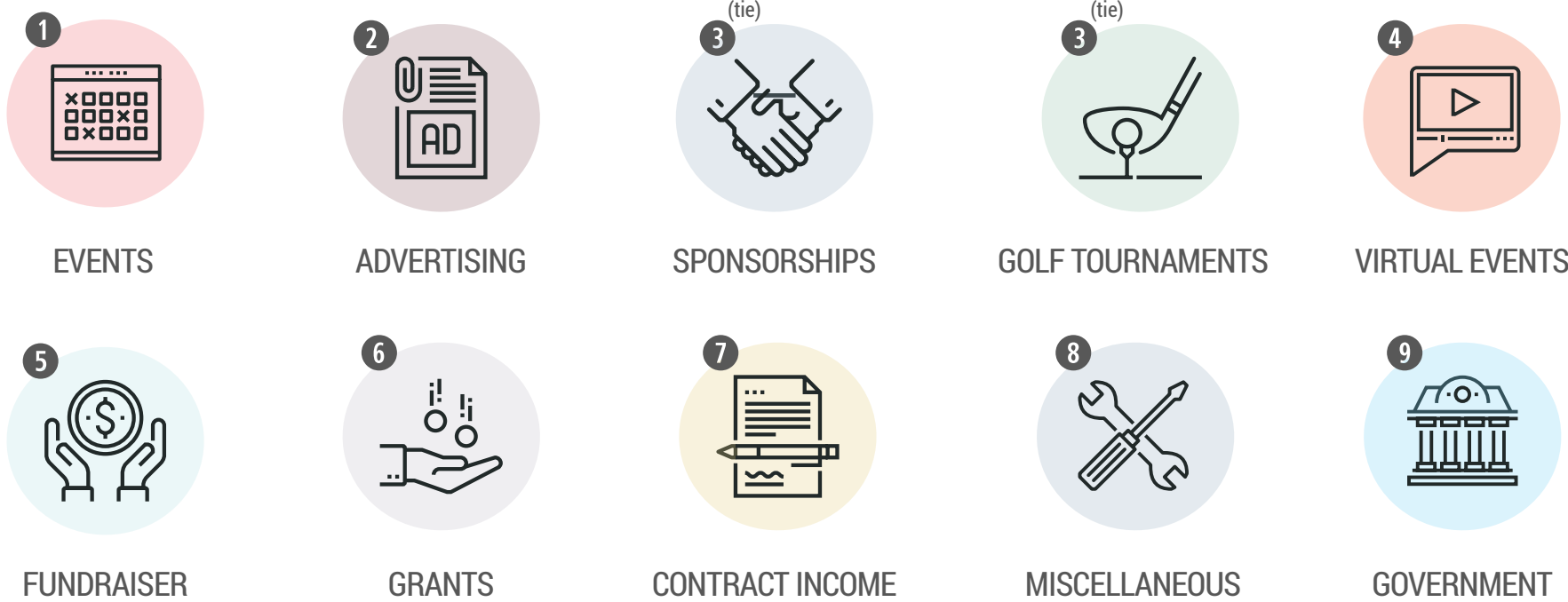


OPERATIONS | CONTINUED

Of those reporting golf tournaments as their top source of non-dues revenue, the majority specified the event was a summertime, "no-touch" golf tournament.

NON-DUES REVENUE | TOP 10 SOURCES

We asked: Since the onset of COVID, what has been your organization's most successful source of non-dues revenue?



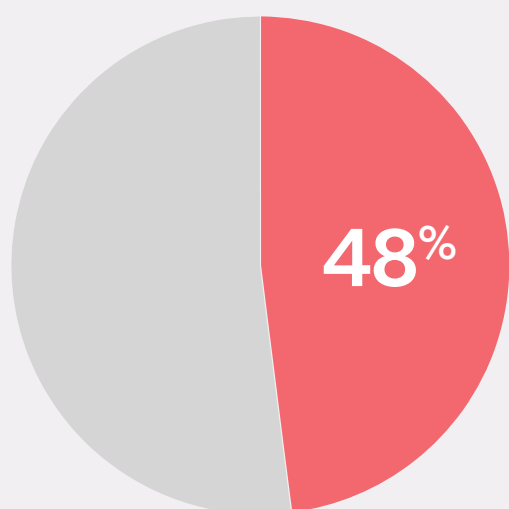
Download **Tips for Teeing Up a Low-Touch Golf Event** to get ideas for:

- ✓ Marketing the Event
- ✓ Online Registration
- ✓ The Check-In Process
- ✓ On the Course
- ✓ Meals/Banquet
- ✓ Awards & Prizes

[Get it Here](#)

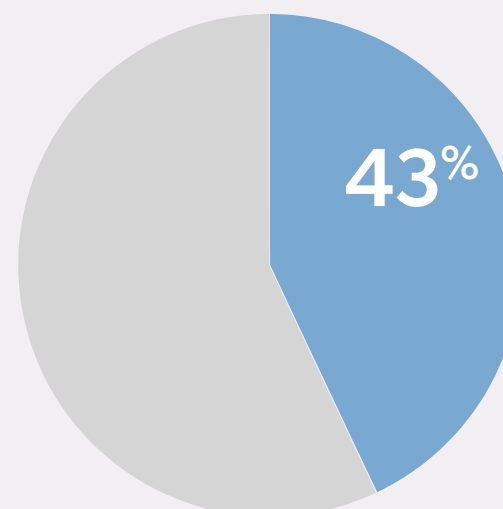
NON-DUES REVENUE | PRE- VS. POST-COVID PROJECTIONS

We asked: **In an average year**, approximately how much of your total revenue comes from non-dues sources?



Average of all responses

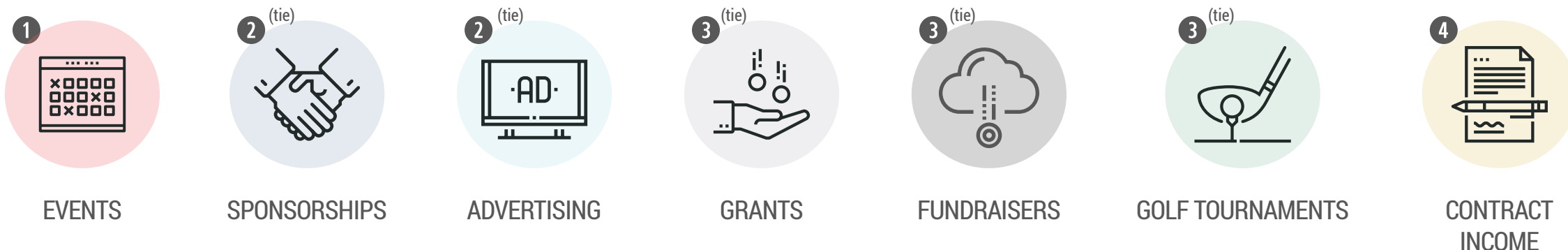
We asked: **This time next year**, how much of your total revenue will come from non-dues sources?



Respondents predicted

THOSE REPORTING OVER ½ OF THEIR INCOME COMES FROM NON-DUES REVENUE SAID:

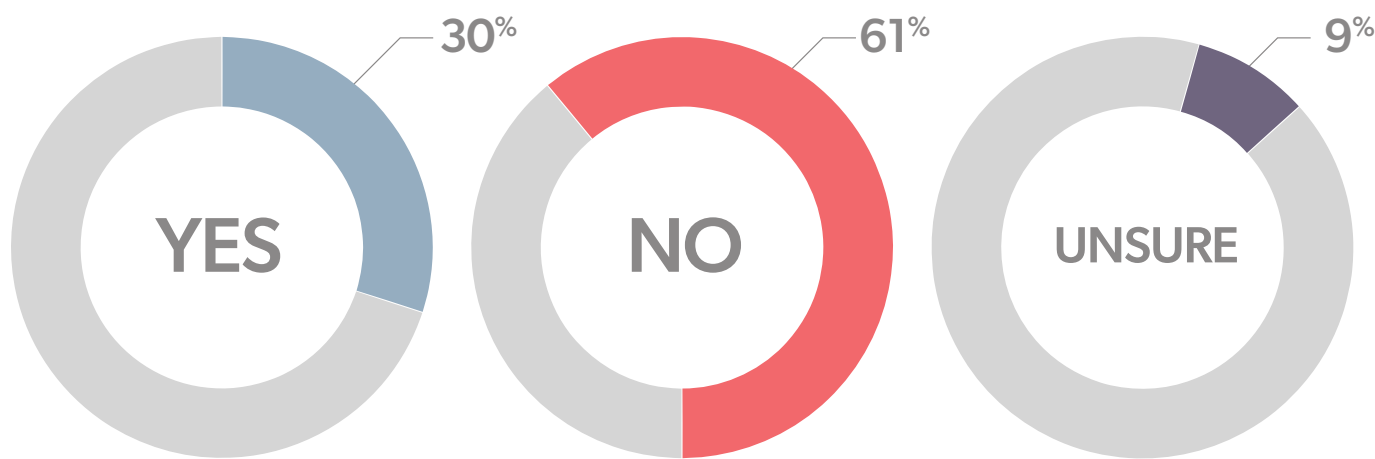
Since the onset of COVID, their most successful non-dues revenue sources are:



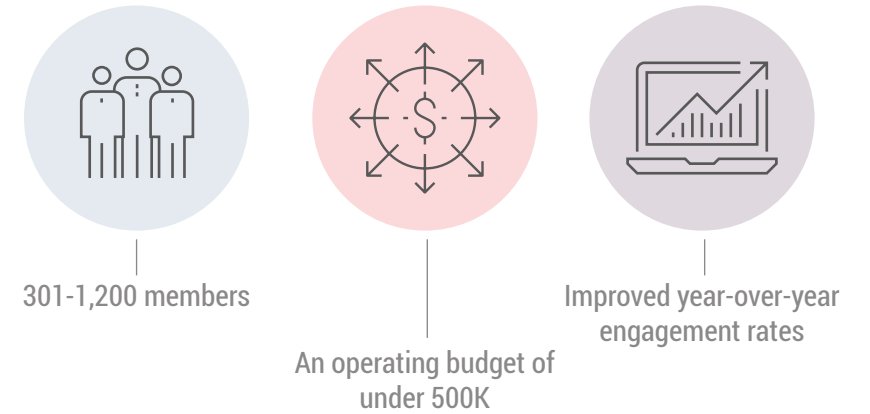


DIVERSITY

In the past 12 months, has your organization made changes to its Diversity & Inclusion policies/practices in an effort to improve equity and support for employees and/or members?



Updated D&I practices were most common among organizations falling into at least one of the following categories:



COMMENTS FROM SURVEY RESPONDENTS | DIVERSITY

✔ = What respondents said

- ✔ We are an inclusive organization, so this has been the standard the last 10+ years.
- ✔ Eliminated young professionals to have everyone at the table. No separation - we need everyone to carry on and forward.
- ✔ Have plans for 2021 to seek grants to enable us to hire a bilingual assistant.
- ✔ Forming a Diversity and Inclusion committee in Jan. 2021.
- ✔ In accordance with our 2020-2025 Strategic Plan, we reevaluated our existing Board composition and made a deliberate effort to make it look more like our community. Of 7 new directors coming in, 6 are minorities.
- ✔ Our community is regrettably homogenous.
- ✔ On target for 2021 discussions.
- ✔ We created a DI scholarship but used our foundation that already focused on that.
- ✔ No formal change, but have been involved in many conversations on the subject.
- ✔ Mainly confirmed the statement in the employee manual and bylaws.
- ✔ Planning on this for 2021.
- ✔ Created a DEI committee and DEI board subcommittee to create policies.
- ✔ Our policies were already pretty generic to not exclude or include certain demographics.
- ✔ All Board committees were charged to incorporate Diversity and Inclusion emphasis and practices in annual goal setting.
- ✔ Diversity and Inclusion is one of 4 priorities set this year.
- ✔ Created a Diversity Committee.
- ✔ No formal policy/practice (yet), but have been actively pursuing strategic partnerships with other organizations in the diversity/inclusivity space.
- ✔ We are working with other Chambers to have a regional educational series and have begun discussions on making sure our board is diverse.
- ✔ We have started to track diversity in our membership.
- ✔ Providing Hispanic membership benefits printed materials.
- ✔ Spotlighting diverse businesses in our area.
- ✔ We're working on it and hired a VP for this department.
- ✔ Not yet. No official change in our bylaws, but we're making a stronger effort for more inclusion in recruitment of new board members.
- ✔ We've had a DEI Council since 2016 that sponsors annual minority certification workshops and networking events. This year's council established a DEI virtual educational series covering one DEI related topic a month. We plan to bring a DEI consultant in to evaluate our internal policies as well.

Organizations that made a change to D&I policies/practices reported a higher or steady renewal rate than those that did not.



ENCOURAGEMENT

We asked: Any words of wisdom you'd like to share with your colleagues or peers?

COMMENTS FROM SURVEY RESPONDENTS | WORDS OF WISDOM

✔ = What respondents said

- ✔ Explore alternative alliances with other chambers.
- ✔ Always do what's best for the majority of the membership. You can't please everyone.
- ✔ Instead of canceling, be the leader in successfully providing/hosting safe events (and alter/pivot when needed).
- ✔ Be flexible. Understand that what works today may not work tomorrow (and sustain a sense of humor).
- ✔ Don't be afraid to blow something up and start over.
- ✔ Being present and accessible is the single most important measure for many people right now - even if you can't help them.
- ✔ Be current, credible, and concise...focus on the mission.
- ✔ Be persistent, let the members know you are here with them. Stop by, take pictures, do Facebook live, or just listen.
- ✔ Be the driving force behind your organization. Don't wait for others to forge a path.
- ✔ Don't take it to heart if your members are struggling to succeed after you've done everything in your power to help them. At the end of the day, it's their decisions and their business.
- ✔ "Don't give them any more than 40 hours/week." Although I don't follow this advice from another chamber director, it reminds me to take care of myself, too.
- ✔ BREATHE ...
- ✔ Get creative and show your members how to adapt and evolve! The innovation and ability to change within the chamber sets the tone... be a positive example!
- ✔ Be flexible -- like Gummy!
- ✔ Crisis breeds creativity! This has been an incredibly challenging time, but it's also an opportunity to think outside of the box and do things differently.
- ✔ Connecting our members to public and elected officials has been seen as very helpful.
- ✔ Don't be afraid to reach out and ask for money. We received 30K from the county just by sending an email to the County Commissioners. They had no idea we were not funded by the City.
- ✔ Call every member to check in on them. Have board members help if you like. The members appreciate hearing from you.
- ✔ Everyone expects everything all of the time! You can only do what you can do.
- ✔ Don't rely on your volunteers to do your job. Appreciate that they are wonderful volunteers, but you and your staff are the ones getting paid.
- ✔ Don't remain sedentary. Hold the interviews, get comfortable with technology, ask the hard questions.
- ✔ Build your relationships one prospect/member/investor at a time and cultivate them to the max.
- ✔ Get paid what you are worth.
- ✔ Listen to your members and give them what they are looking for. It isn't about you and what you value, it is about them and what they need.
- ✔ Go hybrid! Have events in person and with a live stream through a platform like Zoom - sell tickets for BOTH.
- ✔ Find a mentor or two, connect with peers, be a source of information for your community.
- ✔ Have faith, keep on plugging along, and never give up. Go to work early, give 100%, and stay late - it is worth it.
- ✔ Human connection, even if by phone, is more critical than ever.
- ✔ It's time to change. Chambers are notorious for doing the same things, same programs, same services year after year (changing the speaker/venue at the annual dinner is not change). It's time to rethink what we do and how we do it.
- ✔ Give the people what they want and get back to life, including in person events (with precautions). That and focus on bringing true tangible value to your members.
- ✔ I'd like to meet whoever said this would be easy.
- ✔ Have a vision, move forward, make it happen. Operating out of FEAR gets you nowhere.
- ✔ Thanks so much for the Chamber of Commerce Professionals Facebook page, it has been a great resource for us new chamber directors, and also been great during the pandemic.
- ✔ It's okay to say no.
- ✔ In this new world, the value of things has changed; getting back to basics as a chamber is key to future success.
- ✔ You ARE making a difference.
- ✔ In our chamber, we found that you just have to have fun with all of this and laugh. If not you will go crazy. Do fun days in the chamber and share it on social media.
- ✔ Make sure you have 1 or 2 close contacts you can reach out and talk to on the phone at least monthly. Never stop having a mentor and being a mentor.
- ✔ Wake up every morning with a smile on your face and make every day a great day!
- ✔ Invest time in building relationships with your members, it makes all the difference in the world.
- ✔ Marketing & PR! Keep your name out there.
- ✔ It's time to get creative! Always look for ways to get something done vs. reasons why it can't be done. Listen to your members - they will tell you what they are ready for (and not ready for). Believe them and go with it!
- ✔ Get involved with profit trending companies.
- ✔ Join the Chamber Professionals Group on Facebook. The support and sharing of information has been phenomenal.
- ✔ We were designed to do this.
- ✔ Please continue advocating for 501c6 organizations to be included in any potential future PPP opportunities. It could be a lifeline for many Chambers during this difficult time.
- ✔ Take it one step at a time - make a list and check it off.
- ✔ Make the changes you are contemplating - don't wait.
- ✔ Showcase your relevance and members will follow. If you aren't sure of your relevance, you need to define it.
- ✔ Stay focused and true to your organization's mission. There are plenty of well-intended proposed activities and ideas, but they don't fit the Chamber's purpose or goals.
- ✔ Network, network, network....
- ✔ Open your gates beyond your members to show value and make a local impact.
- ✔ Your chamber is critical to rebuilding the local economy - more than you realize. Don't give up despite these extra challenges. You have the strength, knowledge, and resources to make things work. You are not alone.
- ✔ Take time for yourself, even though it feels like a 24/7 job.
- ✔ This is the time for chambers to shine. Be the essential resource for your businesses and communities, answer questions, share information, and be the cheerleader.
- ✔ Stay connected with your local/regional chamber association as a resource.
- ✔ Restructure your day and time to make sure you carve out specific time daily for your projects. Otherwise you get caught up in the "hamster wheel" and won't get to your projects.
- ✔ Collaboration and cooperation are gold.
- ✔ Small businesses need us more than ever. They're exhausted, scared, and not always receptive to information we share in the manner we share it. A phone call will raise both of your spirits.
- ✔ The breakout rooms on Zoom are terrific for members to interact and engage.
- ✔ The more personal connections you can make with members, the more members you will retain!
- ✔ The shift has given us the opportunity to self evaluate and make changes we knew we should make, but stayed in our comfort zone. Sometimes being on the edge is what we need to propel forward.
- ✔ Take frequent breaks to just breathe. Take weekends off.
- ✔ There is a silver lining. This pandemic has made the importance of chambers more visible to our communities.
- ✔ We will never go back to 100% the way we were before, so plan on a mix of virtual and in-person events moving forward.
- ✔ We are good at what we do and we will get through this working together.
- ✔ Use this opportunity to show your value to your community without expecting anything in return. You are planting the seeds and will start to see a return from the business community.
- ✔ Think outside of the box, listen to your members, and review your financial plans to include preparation for a rainy day.
- ✔ Partnerships can save you.
- ✔ Re-examine why your organization exists and pare away anything that's not directly related to that why. Unless those other things are funding your operations, they're expendable, regardless of past expectations.
- ✔ Use COVID as the excuse to kill the sacred cows, and try new events or campaigns.



CHALLENGES

What would you say is the #1 impediment to doing your job?

COMMON CHALLENGES

- 🚩 COVID
- 🚩 Staff
- 🚩 Time
- 🚩 Face-to-face interaction
- 🚩 Money
- 🚩 Board of Directors
- 🚩 Other/Miscellaneous
- 🚩 Uncertainty
- 🚩 Member Engagement
- 🚩 Marketing/Communications
- 🚩 Value Proposition
- 🚩 Politics
- 🚩 Mindset

COVID, Staff, and Time were the top 3 impediments regardless of organization size or operating budget.

COMMENTS FROM SURVEY RESPONDENTS | CHALLENGES

💬 = What respondents said

BOARD OF DIRECTORS

- 💬 Lack of respect, backing from Board members.
- 💬 Board in-fighting - some won't stick with what was voted to be done.
- 💬 Board knowledge and training.
- 💬 Board waiting to make decisions.
- 💬 Lack of involvement and help from the Board.
- 💬 Board members not understanding their roles and responsibilities vs. staff roles and responsibilities.
- 💬 Board member engagement even after candid conversations and new board member orientation. (This may not be a fair comment during C-19 as the onboarding has been slower with canceled programming.)
- 💬 Micromanagement by Board.
- 💬 The Board needs to be in-person to drive more involvement. They were busy before, but now with everything else, they're very busy.

VALUE PROPOSITION

- 💬 Portraying the value proposition of the chamber.
- 💬 Shifting what we do in the members' eyes from transactional to transformational.
- 💬 Having small businesses see the value in membership.
- 💬 Not knowing what it is that local area businesses need and want from their chamber.

UNCERTAINTY

- 💬 Not knowing when we will be able to have in-person events. How do you budget for 2021 and plan when you don't know if we will be restricted or not?
- 💬 Uncertainty - not knowing day to day what is going to happen next.
- 💬 Not knowing what the conditions will be like in early 2021 to plan events.
- 💬 Not knowing what to plan for in regards to restrictions, shut down, impact on businesses, etc.
- 💬 Constantly changing COVID statistics and regulations.
- 💬 Daily cancelations and the unknown future of government shut downs and restrictions.

LEADERSHIP

- 💬 Quality leadership.
- 💬 My superior's lack of knowledge of our systems and operations and a lack of board support.

TIME

- 💬 Too much volume, which means that I can't bring my "A game" to all of my responsibilities.
- 💬 Being the only employee, I can be pulled in multiple directions at once. It is easy for directors and or members to tell you what you should be doing, but often times they don't give you the help or resources to get those items done.
- 💬 It often feels like everything is urgent and we are just reacting to it all. We want to get back to when we had a plan and measured steps to expand our value to the community.
- 💬 Having to devote more time than necessary to the minutiae of membership management and event planning.
- 💬 Too much administrative work.
- 💬 Having too many tasks to do that all feel important, but not enough hours to do them.
- 💬 Too much to do. Members require too much attention for the small amount of dues they are paying.

STAFFING

- 💬 Lack of resources. I had to lay off my events and membership staff and I'm beginning to feel burned out.
- 💬 Not enough resources. We are a three person team doing the job of 6-8 people.
- 💬 Not enough hands. Our office is now at one staff member and we have not reduced our community involvement.
- 💬 I am a staff of one with 1-2 interns, so TURNOVER every semester is a problem. They're fantastic while I have them, though!
- 💬 Staff turnover and a lack of qualified applicants.
- 💬 We have reduced staff as part of our cost containment measures. Until we bring everyone back, we have limited bandwidth.
- 💬 Short-staffed and big expectations.
- 💬 No staff to support/brainstorm. I am now the only employee.
- 💬 Hiring and training an assistant when working remotely is the only option for said hire.
- 💬 Too often, I get caught up with personally performing administrative tasks as opposed to having staff to handle same.

ENGAGEMENT

- 💬 Members unable to find time for involvement.
- 💬 Membership engagement is so low, no one responds to anything anymore.
- 💬 Getting members to participate in Zoom events.
- 💬 Members not checking their emails.



COMMENTS FROM SURVEY RESPONDENTS | CHALLENGES

🗨️ = What respondents said

MONEY

- 🗨️ Not enough budget to have enough staff to do all the work a chamber does daily.
- 🗨️ Cashflow.
- 🗨️ Funding.
- 🗨️ Lost income.
- 🗨️ Lack of funding - We spend too much time trying to raise funds.
- 🗨️ No money. Members can't pay dues; we haven't received any grants; no Board or member support for virtual events/fundraising.
- 🗨️ Time and money.

PERSONAL INTERACTION

- 🗨️ Not being able to meet people organically.
- 🗨️ Lack of face-to-face interaction.
- 🗨️ Restrictions preventing face-to-face contact with members and potential new members.
- 🗨️ Difficulty connecting with members who are working from home or off-site.
- 🗨️ In-person contact.
- 🗨️ Relationship building.
- 🗨️ In-person interaction is essential for relationships and networking.

MISCELLANEOUS

- 🗨️ Easily attainable Information - figuring out some of the KPIs.
- 🗨️ Constant interruption.
- 🗨️ The limits we set on ourselves are the only impediments we have in doing our job.
- 🗨️ Getting pulled in too many directions at once.
- 🗨️ Complete and total burnout.
- 🗨️ We don't really have any. Probably ourselves, because we want to do EVERYTHING!
- 🗨️ Love what you do or move out of the way - somebody else would love to do it....
- 🗨️ It is the nature of our job - but constant interruptions and emails.
- 🗨️ Our rural location.
- 🗨️ Lack of volunteer support.
- 🗨️ Lack of funding, divided community, lack of leadership among Board.

TECHNOLOGY

- 🗨️ Lack of adequate equipment to work remotely.
- 🗨️ Money to purchase appropriate technology.
- 🗨️ Outdated equipment at work and home.
- 🗨️ Website - we went the "cheap" route and it shows. Working on fixing that problem!

POLITICS

- 🗨️ Polarized opinions within the community regarding health and safety guidelines.
- 🗨️ Politics.
- 🗨️ Government.

COVID

- 🗨️ Access to school/childcare for my children. Being home with my children makes it impossible to get out to businesses, host Zoom calls, have phone calls with members, etc.
- 🗨️ Business owners' fears of potential shutdowns.
- 🗨️ Covid restrictions related to shelter-in-place have limited our ability to celebrate community achievements.
- 🗨️ Making sure people feel safe.
- 🗨️ Limited access to businesses.
- 🗨️ Virtual event Zoom fatigue and losing in-person network event opportunities.
- 🗨️ People WANTING in-person events. Our virtual format is somewhat successful, but people want to get together!
- 🗨️ Loss of motivation due to working without physical interaction.
- 🗨️ No strategic planning. It feels like we're always in pandemic mode communicating and keeping in touch with businesses.
- 🗨️ People not feeling comfortable.
- 🗨️ Inability to help members who are going through furlough.
- 🗨️ Time allocation for COVID response has certainly been an impediment to other chamber functions.
- 🗨️ Lack of work - no events due to COVID.
- 🗨️ We are reactionary rather than strategic due to COVID.
- 🗨️ Due to COVID, we have fewer staff and greater member and community needs.
- 🗨️ Anxiety. The chamber is not allowing us to work off-site.

MARKETING

- 🗨️ Lack of marketing.
- 🗨️ Getting the word out as to who we are and what we do.
- 🗨️ Effective communication and connection with our membership is compromised by information overload.
- 🗨️ Just getting the word out.
- 🗨️ Getting members to respond to promotional ideas. They eventually do, but it takes multiple attempts.

MINDSET

- 🗨️ Changing the mindset of longtime members and the community.
- 🗨️ Anyone who struggles to see, and therefore, support the vision.
- 🗨️ The "we've always done it this way" attitude.
- 🗨️ Negativity.
- 🗨️ People who don't want to change or can't see the need to change.



IMPROVEMENTS

We asked: In the past 12 months, what (if any) change(s) has your organization made that improved your job efficiency, productivity, satisfaction, etc.?

TOP 10 COMMON IMPROVEMENTS:

- | | | |
|-------------------------|-----------------------|--------------------------------|
| 1. Technology | 5. Virtual Events | 9. Money |
| 2. Working remotely | 6. Miscellaneous | 10. Member interaction/support |
| 3. Videoconferencing | 7. Staffing changes | |
| 4. Processes/Operations | 8. Board of Directors | |

COMMENTS FROM SURVEY RESPONDENTS | WORK IMPROVEMENTS

= What respondents said

BOARD OF DIRECTORS

- Just my board's general support of my activities.
- Relying on Board Members more.
- Relying more on Board members to step up and take an active role in running the chamber. Taking a look at all areas and focusing on messaging and reaching beyond our members.
- The simplest "thank you" goes a long way for me. Now that I'm showing our board what a chamber SHOULD be doing to support its members and act as a business not a non-profit, I'm receiving less push-back when I suggest changes (i.e. new website).
- I'm now a "one-man-band," and it has proven NOT to be a hindrance. I'm busy, but that's how I love it. My Board has been gracious enough to allow me latitude to do what needs to be done to get the job done. So far we have lost fewer than 5 members due to COVID.
- The situation has forced us to have weekly staff meetings (Zoom) and our Board was much more engaged this year.

MEMBERSHIP

- We have been able to spend more time with individual members, which has proven our relevance.
- We are doing more for our members than we had done in the past.

MISCELLANEOUS

- We stay as positive as we can.
- Team work. We all help each other.
- Celebrating successes.

STAFF

- We hired a part-time membership coordinator.
- After two years of not having an Executive Director, one was finally hired.
- We have had to cut 20% of our workforce (4-5 employees), so we are being forced to be more efficient.
- Increased pay in order to hire better quality candidates.
- We went through a full change of staff and are implementing tasks and procedures for each staff member.
- We have become more flexible with remote work and have contracted out marketing projects to save money on hourly employees.

PROCESSES

- Weekly emails instead of monthly newsletters.
- New technology has helped some, but mostly we've been able to drop tasks that don't serve our core mission.
- It's been a good opportunity to shed events that were time-sucks - and that might not come back (fingers crossed). It's allowed more time to focus on larger collaborative community initiatives.
- We didn't replace our assistant and I have worked the chamber by myself. The silver lining is we let sacred cow events go and saved money by downsizing office space.
- I asked a member (Professional Coach) to assist me in beefing up our leadership program; it worked, and helped me improve, too. And we're doing more planning before execution.
- Have used free time to work on reorganizing and restructuring.
- We set up automation and systems to reduce work inefficiencies.
- I am new to my position and re-evaluating everything we do. We were straying from our Mission & Values Statement and have used this time to get us back on track.
- We are reviewing all of our business lines and determining what we can let go of and what we can focus more on.
- We've focused less on planning for the future and more on planning for what's right in front of us.
- Expanded advocacy efforts.
- Totally revamped our business model.

MONEY

- Reduced expenses.
- Gifted funds for the sole purpose of hiring a director of events.
- Sponsorships.

Download:

How to Get Your Board On Board for tips to justify new technology.

Regardless of organization size, respondents indicated the #1 most helpful change has been the shift to remote work arrangements.



COMMENTS FROM SURVEY RESPONDENTS | WORK IMPROVEMENTS

🗨️ = What respondents said

TECHNOLOGY

- 🗨️ Upgraded IT to cloud-based platform and purchased a laptop for business use.
- 🗨️ Purchased laptops for the purpose of remote working, allowing employees to be engaged with those that are working from the office.
- 🗨️ Technology upgrades and training.
- 🗨️ Investment in technology and upgrading our website.
- 🗨️ Technology, virtual platforms, changing our database, and improving our communication platforms and strategies.
- 🗨️ ZOOM.
- 🗨️ We finally got ChamberMaster/Growthzone!
- 🗨️ Utilizing more online tools for our tasks - which is saving us time and money.
- 🗨️ Getting a database management system!
- 🗨️ New website/software system.
- 🗨️ Cloud computing.
- 🗨️ Getting GrowthZone/ChamberMaster.
- 🗨️ Purchased a CRM solution.
- 🗨️ We launched a new website that pulls content (through an API key) from our ChamberMaster database, and also integrates several CM modules - which has saved me time.
- 🗨️ We budgeted for and actually bought a new computer and QuickBooks upgrade - which have improved my job efficiency. Working on the website piece now which should help with higher satisfaction by the users.
- 🗨️ Some overdue IT upgrades.
- 🗨️ Software updates and open source implementation.

VIDEO CONFERENCING

- 🗨️ Less driving around to members or prospective members.
- 🗨️ Virtual meetings provide more time in the office, less drive time, and downtime.
- 🗨️ Virtual meetings have enabled us to attend to more since we don't have travel time now.
- 🗨️ More flexibility in mode of meetings - less drive time.
- 🗨️ Zoom and other virtual calls save us lots of time and travel expense.
- 🗨️ Zoom meetings vs in person meetings have bought me time (not having to commute), but I'm finding that I have even more meetings than I used to.

VIRTUAL EVENTS

- 🗨️ The adjustments regarding events have saved numerous hours of staff time.
- 🗨️ No events to distract us from more important things.
- 🗨️ Switching to exclusively prepaid options for events.
- 🗨️ Not the time suck of in person events.
- 🗨️ Stopped scheduled networking events just because we've always had them. Looked at mission based programs to showcase our value.
- 🗨️ Since we canceled all our events, we have had time to work on back burner stuff.
- 🗨️ With the onset of COVID, we realized that minor networking events take away a lot of staff time. We are actually in a much better position since some of that was canceled.
- 🗨️ The move to online meetings has added flexibility and time savings. The move to online events has greatly reduced cost and increased participation by 500%.
- 🗨️ We have made many changes to adapt to virtual and hybrid style meetings. Our chamber president is extremely efficient in making sure we have the tools to keep moving forward.
- 🗨️ Being able to work remotely and the purchase of a laptop in order to do so. Being given more trust and flexibility to do the work that needs to be done in a way that also fits my family's changing needs with remote school, etc. has been helpful. NOT having huge events was hard financially, but it was nice to step away from them and provided an opportunity to see how it might be to move away from them in the future (a discussion that we've had before).
- 🗨️ Become better at operating virtually with various platforms and have been creative in offering services and an event virtually.
- 🗨️ As much as there has been way too many virtual meetings associated with this crisis, if these are managed more efficiently, you are able to get more work done, spending less time preparing minutes (you get to the point quickly and spend less time in a meeting) and less time preparing your office/conference room/etc. for a crowd of people. Also, virtual conferences have been cut in half, getting to the meat of the information more quickly and efficiently. The networking aspects associated with conferences can also be more efficient using the virtual format.
- 🗨️ No conference or drive time.

REMOTE

- 🗨️ Ability to work remotely. Instead of having to take time off for something like letting in a repairman, I can still get work done.
- 🗨️ There are fewer distractions and I can get my work done in a more timely manner.
- 🗨️ Working from home provided fewer distractions.
- 🗨️ I can work remote or at the office. I spend way less time in my car.
- 🗨️ Ability to work from home allowed me, and others, to maintain work responsibilities while managing home life struggles as a result of COVID (e.g., home schooling).
- 🗨️ Most days, working from home was more productive than being in the office.
- 🗨️ When working from home, I'm actually more productive.



GrowthZone
smarter association software

chambermaster

ABOUT GROWTHZONE

The GrowthZone mission is to empower organizations with the tools they need to grow membership, keep members engaged, keep members longer, and do more in less time.

GrowthZone ChamberMaster Edition is a full Membership Management System with **built-in payment processing, e-commerce, fundraising, marketing automation, member prospecting**, and more.

Schedule a quick, no-pressure demo to see GrowthZone in action.

SCHEDULE DEMO

GrowthZone ChamberMaster Edition features a comprehensive suite of productivity modules for membership organizations, including:

- ✓ Website Content Management
- ✓ Email Marketing Automation
- ✓ Fundraising
- ✓ Billing
- ✓ Event Registration
- ✓ Event Exhibitor/Session Management
- ✓ Membership Prospecting
- ✓ Payment Processing
- ✓ Certification Tracking
- ✓ Chapter Management
- ✓ Mobile Staff App
- ✓ Website Hosting
- ✓ Advertising/Sponsorship
- ✓ Online Store
- ✓ Project Management
- ✓ Form Builder
- ✓ Job Boards
- ✓ Contacts
- ✓ Communication
- ✓ Lists/Committees
- ✓ Fundraising