



Greater  
Madison  
Chamber of  
Commerce

# GMCC

## 2004 & 2005

# STRATEGIC PLAN

Approval February 2004



Dear Valued GMCC Member:

During the months of December and January, the GMCC Board and its President have conducted an intense strategic planning process. GMCC President Jennifer Alexander met individually with each Board Member. A survey of the entire membership was conducted and the results analyzed. Effective practices of other Chambers were also researched. A sub group of the Board participated in a visioning session and several focus groups were conducted. The thoughts and ideas of both small and large businesses as well as businesses that are not members of the Chamber were gathered. Ideas and thoughts of minority business owners, women business owners and government officials were also sought. At the January Board meeting, Board members worked in small groups refining the priority areas of the plan. This comprehensive process resulted in a relatively consistent message from the membership as to the direction for the future of the GMCC.

Three areas of priority were identified:

- Public Policy
- Economic Development
- Membership Services

Some themes also emerged. The membership's desire for the GMCC to be more:

- Proactive
- Relevant
- Inclusive

Based on what we learned from the GMCC membership, this two year Strategic Plan was developed and approved by the GMCC Board at the February Board of Directors meeting.

We will be seeking your involvement in its accomplishments. There are a number of ways GMCC members can help:

- Volunteer your time to work on the priorities.
- Offer personnel to work on specific projects.
- Contribute services your company offers.
- Share your ideas, suggestions and thoughts with us.

We look forward to a positive and productive 2004. Together we can accomplish a great deal.

Sincerely,

Gary Wolter  
Chair

Jennifer Alexander  
President



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# MISSION

Our mission is a statement of the purpose of the GMCC.

**MISSION STATEMENT:**

**The role of the GMCC is to lead enlightened economic growth, positioning the Greater Madison area as a globally competitive place to live, work, play and do business.**



# PRINCIPLES

Our principles are a statement of shared values, a description of what the GMCC stands for as an organization. They provide a foundation to measure activities resolve conflicts, set priorities and guide our decision making process.

## **PRINCIPLES:**

- We believe the private sector needs to be involved in issues that promote the needs and views of the business community, and create a positive business climate for GMCC members.
- We believe it is our responsibility to look toward the future and provide leadership for creative solutions.
- We believe the GMCC should take a broad business view rather than a narrow view in addressing issues and create ad hoc partnerships to strengthen our voice.
- We believe the Chamber should be actively involved in the political process in support of issues important to the business community but not endorse individual candidates.



# PUBLIC POLICY

## GOAL STATEMENT:

*To foster policies that lead to enlightened economic development by developing and employing an effective and strategic public affairs program that will enable the GMCC to pro-actively monitor, analyze, anticipate, influence, shape, and promote public policies, at the city, county and state level, that are relevant to member and community interests.*

## STRATEGIES:

**1. Create an infrastructure and employ a strategic system within the GMCC to effectively anticipate, monitor, analyze, and respond to state and local public policy initiatives.**

- **Ensure** the GMCC is a pro-active and anticipatory entity in the public affairs arena.
- **Monitor** local and state legislative and administrative developments, by attending public meetings, reviewing proposals, reading key journals, interviewing public officials, and reading minutes of meetings.
- **Analyze** key local and state proposals to determine impact on business climate and economic growth and determine the effect on GMCC large and small business members in various sectors.
- **Determine** a few key strategic issues that influence the community's business environment by following GMCC principles and priorities, develop positions on them through the Public Policy Committee and the Board of Directors, and allocate GMCC resources accordingly.
- **Promote** pro-business public policies that encourage enlightened economic growth and job creation in the community.

**2. Set short-term goals, focusing on the immediate and upcoming issues facing the business community, and long-term goals, focusing on the promotion or discouragement of policies in order to further a common future vision for the community.**

**3. Be a visible leader and effective advocate for local business interests by communicating the GMCC position on key issues through a comprehensive grassroots political communication system, the local media, and public speaking engagements.**



**4. Employ an effective education campaign that reaches GMCC members, the board of directors, staff, public officials, young people and the general public.**

- **Inform** the public about the benefits of business, economic growth, and enlightened economic development for the quality of life in the Greater Madison community.
- **Raise awareness** about relevant public policy developments through public affairs and political seminars, e-mails, special alert bulletins, phone calls, and newsletters.
- **Shape** the ideas of public officials rather than react to their positions by delivering political messages in an inclusionary and educational manner, encouraging a collaborative tone rather than a tone of opposition.
- **Encourage** and provide a structured and continuous dialogue between the business community and public officials (city and county) to foster a mutual understanding of each other's positions, challenges, and needs.

**5. Encourage GMCC members to create a business culture that promotes civic service and mobilizes members and their employees to serve on local boards, commissions, and to participate in other local public affairs.**

**6. Offer constituent services to aid members in their interactions with city, county, or state government (i.e. research and identify the most common challenges businesses face in regard to regulation and serve as a source of information and guidance).**

**7. Establish widespread coalitions and strategic partnerships with other local, state, and national organizations to encourage cooperation and coordination among organizations with similar goals and priorities.**

**8. Work in cooperation with other entities (e.g. UW-Madison School of Business, La Follette School of Public Affairs, Communication Experts, etc.) to establish a public policy "think tank" to develop policy alternatives and public policy initiatives supportive of a strong business climate and economic growth.**



# ECONOMIC DEVELOPMENT

## GOAL STATEMENT:

*To promote local and regional economic development. Strategic economic development issues include but are not limited to:*

- *Business retention and expansion*
- *New business recruitment*
- *Entrepreneurship*
- *High Tech development*
- *Reliable energy*
- *Public economic literacy*
- *Quality workforce*
- *Health care costs, quality and availability*
- *Cost-efficient transportation system*
- *Effective “branding” for Madison area*
- *“Regional” economic development*
- *Growth oriented public policies*

## STRATEGIES:

**1. Act as a catalyst to bring diversified regional economic development actors together (i.e. government, business, education and non-profit sectors) to accomplish the goal.**

- **Create** a unified economic development plan for Dane County in which barriers to economic development and unique strengths are identified.
- **Promote** the accomplishment of the plan’s high priority objectives by getting these key organizations to work together on strategies to overcome barriers and leverage unique strengths.



- 2. Sponsor individual economic development projects designed to address specific issues of major importance to GMCC members. The projects will be consistent with the unified plan and will address gaps in economic development activity, avoiding overlaps (e.g. a young professionals organization and health care).**
- 3. The GMCC will determine in advance their role in economic development projects within the unified plan (i.e. support, partner, lead).**



# MEMBERSHIP/MARKETING

## GOAL STATEMENT:

*To expand the GMCC by a net revenue increase of 5% and increase the net member businesses by 3% each year through raising the real and perceived value of the GMCC membership.*

## STRATEGIES:

### 1. Recruit new members and retain existing members through a systematic and targeted approach.

- **Utilize** Board member companies' relevant departments to help segment the Dane County business market.
- **Develop** value propositions relevant to these segments, making them specific to small (1-25 employees), medium (26-49 employees) and large (50+employees) companies.
- **Formalize** follow-up procedures securing new members.
- **Engage** existing GMCC Board and member companies who have pre-existing relationships with targeted companies as customers, clients and friends to make contacts.
- **Analyze** the most cost-effective methods of communicating with identified target companies (e.g. phone calls, e-mails, letters, personal contacts, advertising, etc.).

### 2. Expand and improve member services.

- **Seek** advice from the GMCC members by conducting ongoing review sessions with large, medium and small member companies in order to ensure the services provided by the GMCC are up-to-date, effective and meet the needs of the membership. These sessions will identify new services the GMCC could provide, as new opportunities to serve members arise.
- **Communicate** the value of GMCC membership to the public and to the members.
- **Replace** less valued services with more valued services.



**3. Conduct a public relations campaign designed to communicate an image consistent with the GMCC mission, principles and goals.**

- **Utilize** Board member companies relevant departments to help develop a public relations campaign.
- **Promote** GMCC accomplishments, civic involvement and new image (e.g. enlightened economic development).



# INTERNAL OPERATIONS

## GOAL STATEMENT:

*To increase the efficiency and the effectiveness of the operational system to accomplish the priorities established within the public policy, economic development, and membership and marketing teams.*

## STRATEGIES:

### 1. Develop systems, policies and procedures.

- **Organize** a Workload Calendar. The calendar will forecast upcoming events or mailings and the preparations needed. Increases awareness and helps organize resources wisely to accomplish the tasks in a timely manner.
- **Assess** the need for in-house produced publications. Avoid duplication of already produced publications. Contribute to already published materials and distribute.
- **Provide** employees with training options to optimize their efficiency and expand their skills.
- **Shift** from an information dispensing model to an information referral center. Hire and train an information coordinator for the front desk. Reduces if not eliminates the need for back-up staff on the phone.
- **Implement** office procedures related to everyday office functions (Board room reservations, mail, phone calls, and reports). Reduces mismanagement of items.
- **Update** the employee handbook. Clarify benefits, policies and accountabilities.
- **Research** alternative income sources. Diversifies our revenue sources reducing the reliance on Membership Revenue.
- **Implement** a schedule to upgrade our equipment (mail machine, telephone system, and computers).
- **Organize** alternative resources to accomplish big tasks that are considered time drains.



## **2. Increase the involvement of member volunteers in the accomplishment of the Strategic Plan.**

- **Seek** member volunteers.
- **Seek** resource contributions from members.
- **Recognize** volunteer contributions in a variety of ways (e.g. letters, *Business Beat* newsletter and e-bulletin).



# 2004 SUCCESS INDICATORS

The success indicators are measures to determine if we are achieving the Strategic Plan.

## **PUBLIC POLICY**

- A well defined system designed to anticipate, monitor, analyze and respond to issues in place
- Board members report a perception shift regarding GMCC involvement in Public Policy issues
- 3-5 coalitions formed of which GMCC is a member
- Increased evidence of involvement of GMCC members and their employees in civic service (e.g. local boards, councils and commissions)
- Evidence of involvement of Public Policy development (e.g. guest columns, letters, testimonies, etc.)

## **ECONOMIC DEVELOPMENT**

- Complete unified plan
- 1-2 projects underway

## **MEMBERSHIP/MARKETING**

- New revenue increase of 5%
- New number of businesses increase of 3%
- Well-defined value propositions
- Established long term membership targets

## **INTERNAL OPERATIONS**

- Complete employee handbook
- 1 new alternative funding source
- Evidence of increased membership involvement in accomplishment of the plan



# 2004 TIMELINE

The timeline indicated the targeted month for completion of parts of the Strategic Plan.

## **JANUARY**

## **FEBRUARY**

- Strategic Plan approved
- Board organization approved

## **MARCH**

- Recruitment and retention campaign strategies defined
- Well-defined value propositions
- Public relations campaign defined
- New staff hired

## **APRIL**

- Public policy strategic system in place
- Public policy short-term goals determined
- Internal operations systems in place
- By-law changes approved

## **MAY**

- Unified economic development plan developed



## **JUNE**

- Alternative funding sources research completed
- GMCC economic development projects determined
- Employee handbook completed

## **JULY**

- Membership services revisions identified

## **AUGUST**

- Constituent services to aid members with their interaction with the City, County and State Government available

## **SEPTEMBER**

- Established long term membership targets

## **OCTOBER**

- Board Members report a perception shift regarding GMCC involvement in Public Policy issues

## **NOVEMBER**

- 3-5 coalitions formed of which GMCC is a member

## **DECEMBER**

- Increase involvement of GMCC members and their employees in civic service (e.g. local boards, councils and commissions)
- Evidence of involvement of Public Policy development (e.g. guest columns, letters, testimonies, etc.)