



U.S. Chamber of Commerce
Institute for Organization
Management

C441 Industry Forecast

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[Agreements]

Organization = Chamber and/or Association

Community = Member and Non-member



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[Objectives]

- Discover essential industry **trends**;
- Understand how the changing complexities of the global market **affect your members**;
and
- Prepare to **manage workforce trends** and demographic shifts.



[Seth Godin]

A trend gains power over time,
because it's not merely part of a moment,
it's a tool,
a connector that will become more valuable as other people commit to engaging in it.



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[Trend or Fad?]

Trend

Fad



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[Group Discussion]

Numerous industries are being disrupted by regulation, technology, public trust, volunteerism, and a host of other issues.

What are some examples you can think of?



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[ACCE's Horizon Initiative]

Nature of Belonging & Gathering

Population Shift

Communications & Technology

Political & Social Fragmentation

Scarcity & Abundance

Resource Alignment

Global Impacts

Catalytic Leadership

Limitations of Government



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[Belonging & Gathering]

Defined by... **who engages and how.**

How do your mission-supporting members measure ROI?

How have their ROI expectations changed over the years?

What new demands will you face due to change?

What measures or indicators could you develop to articulate your value — on behalf of business, the community, and the economy?



[Communications & Technology]

Defined by... **customized, targeted communications and feedback loops.**

Other than annual surveys, how can you collect and use feedback?

How could you be more deliberate in using feedback to enhance the member experience?

Other than members, what other publics from whom can you gather information to improve your organization?



[Scarcity & Abundance]

Defined by... **unforeseen abundance** (education, location, transportation) **can also see scarcity** (water, land, workforce, leadership).

How can you break the traditional model of SWOT analysis?

Not all resources are natural. What manmade abundance does your community have?

How do you reposition scarcities to highlight an abundance?



[Global Impacts]

Defined by... **exports will drive growth** (small and medium businesses will need exposure and connections to global opportunities).

How can you better quantify and understand the international connections of your members?

What countries are most connected to your members?

What questions can you include in your member “loops” to better know the climate?



[Population Shift]

Defined by... **population diversification continues on a national scale** (bring inclusive core values that challenge traditional perceptions).

Is your organization addressing workplace equity, minority marketplace opportunities, and workforce development?

How many programs do you offer to diverse groups created with input and ownership from those groups?

Is your organization interested in issues of fairness and quality of life?



[Political & Social Fragmentation]

Defined by... **extreme polarization but (organizations) have an opportunity in the “sane center.”**

Does your organization act as a convener – one that can find workable solutions, resources, political will?

Does your organization nurture avenues for understanding?

Does your organization consider the “larger context” on issues?



[Resource Alignment]

Defined by... **aligning money to the mission** (investors want progress more than engagement).

How could you better evaluate and track motivations of your members?

In the future, will you distinguish sponsorship revenues as “mission supporting” or “direct investor benefits?”

What ROI will be expected of you from your members?



[Catalytic Leadership]

Defined by... **leading through change and challenge** – don't just cope with change.

Do your board nominations look for change agents or caretakers?

Are you dealing with the most important issue – or the most urgent?

Does your strategic plan give a roadmap for three to five years?

Are you intentional and deliberate in building horizontal leadership rather than traditional vertical leadership?



[Limitations of Government]

Defined by... **inefficiency and ineffectiveness of existing systems.**

Can you count on existing government contracts or grants?

Are government rules contradictory for business?

Do you have “one issue” elected officials?

Do you push for meaningful business or trade legislation?



[Activity]

Take one card from the deck.

Gather with others with similar topic/issue.

Discuss how your organization is (or will be impacted) by the influence.

Identify how your organization can leverage that trend to stay ahead of the curve while delivering value.

Be prepared to share with the large group.



[Industry Trends]

Internal Challenges

Difficulty communicating value, benefits	32%
Insufficient staff	28%
Diverse membership is difficult to meet needs	23%
Difficulty in proving ROI	21%



[Industry Trends]

External Challenges

Lack of brand awareness	32%
Competitive associations or information sources	29%
Economy/Membership cost	29%
Declining budgets	27%
Perception of organization	26%
Industry consolidation/shrinkage	15%



[Industry Trends]

Renewal Challenges

Lack of engagement	35%
Corporate/Leadership didn't approve	33%
Left employment/profession	31%
Budget cuts/economic hardships	26%
Lack of value	25%
Cannot justify costs/no ROI	21%



[Industry Trends]

- Your organization is a business; not-for-profit is simply your tax status.
- We must define ourselves before others define us.
- Pursue quality over quantity (programs, membership, services).
- Solve issues over politics — government relations and political action.
- Events ≠ engagement; participation should not be a requirement.
- Resources are limited; prioritize around your strategic plan.
- Relevancy is a constant goal; you can't stop.



[ASAE Foresight Works]

Content, Learning, and Knowledge

Data and Technology

Demographics and Membership

Economic Conditions

Society and Politics

Workforce and Workplace



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[Activity Two]

Break into small groups,

Given the group topic, identify what you can do as an organization or department to address the industry challenge.

What resources or partnerships can you identify to reduce the challenge?

Be prepared to share with the large group.



[Strategic Planning]



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[Industry Forecast]

What are we doing today?

What are we not doing today?



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[Activity]

Break into small groups.

Discuss how the influences, trends, and topics discussed today can be incorporated into your organization's strategic plan.

Be prepared to discuss with the large group.



[Resources for Innovation]

ACCE Horizon Initiative

Zogby International

State Association

Census Data

World Economic Forum

ASAE ForesightWorks

Gallup Polls

U.S. Chamber of Commerce

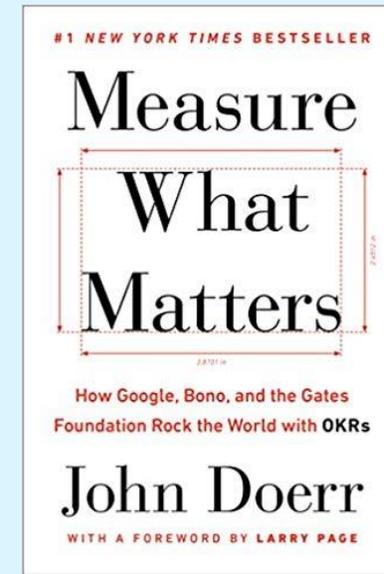
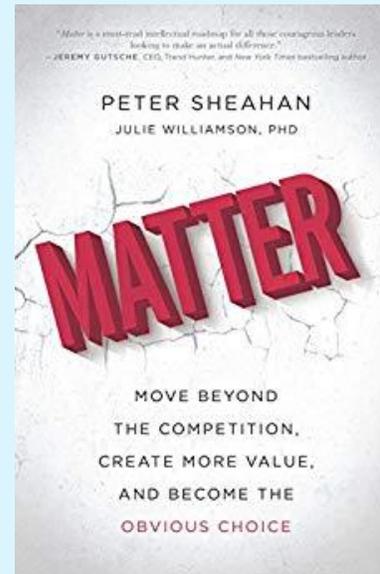
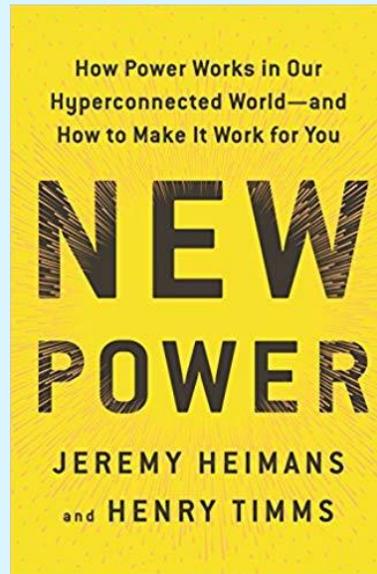
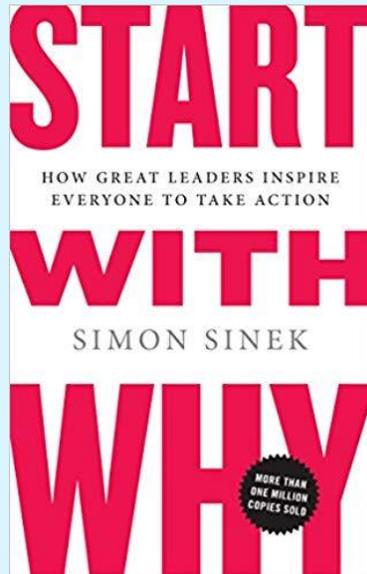
Peer Groups

Your Organization's Data



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[Resources for Inspiration]



[Conclusion]

Is there anything we left out?

What is one idea, program that you got from this course that you will implement at your chamber?



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Thank you.

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