



U.S. Chamber of Commerce
Institute for Organization
Management



E380 - Delivering Value

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Disclaimer:

The presentation material covered in the actual class on-site may be slightly different from the version uploaded here.

In an effort to keep the material current and up-to-date, and due to the early submission due date requirement, the material may change slightly prior to class time.

I will provide you with the class-presented version.



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HI, I'M JEREMY

I work at the Government & Economic Development
Institute at Auburn University.

Our office helps to improve the quality of life for the State
of Alabama and its communities!

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Brief Bio: Jeremy L. Arthur, IOM, CCE

- *5th generation Alabamian (from Decatur)
- *Executive Director, Government & Economic Development Institute, Auburn University
- *Chair, U.S. Chamber of Commerce Foundation Board of Trustees
- *Past Chair, VOICES for Alabama's Children
- *Trustee, Business Education Alliance of Alabama
- *Board Member, Alabama Communities of Excellence
- *Alabama Small Business Commission
- *Past Executive Board Member, Main Street Alabama
- *Past:
President & CEO, Chamber of Commerce Association of Alabama
President, Prattville Area Chamber of Commerce
Research Associate, Economic Development Institute, Auburn University
- *Two-time Auburn University graduate, current Ph.D. candidate
- *Certified Chamber Executive (obtained by < 4% of chamber leaders in the country)
- *Rotarian, Paul Harris Fellow



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Course Description

- Nonprofit organizations face an increasingly competitive market for members and customers.
- Learn how to develop your organization's value proposition and convey the significance of your services to current and prospective members and customers.





Learning Objectives

- Identifying your value proposition
- Communicating your value proposition
- Measuring your value proposition





Topics at a Glance

- Introductions
- Elevator Speech
- Value & Relevancy
- Respect or Irrelevance
- Value Proposition
- Reasons to Join and/or Renew
- Generational Differences
- Success Strategies





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Before We Get Started..

Outside of the “Topics at a Glance”

What do you want to know from this session?





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Before We Get Started..

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Let's Get Started....

Answer the question....(anonymously)

Q: My organization IS delivering value to our members....

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Topics At a Glance

- ✓ ● Introductions
- Elevator Speech
- Value & Relevancy
- Respect or Irrelevance
- Value Proposition
- Reasons to Join and/or Renew
- Generational Differences
- Success Strategies

In the time it takes you to make an introduction, you have a finite amount of time to concisely make a point....

Your Elevator Speech



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Your name

Your organization

What is your organization known for?

What makes you.....you?

Your
Elevator
Speech

Professional

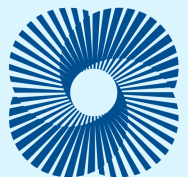


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Our chamber provides a one-stop-shop in our community to effect positive change! We are the office of “community building.” By partnering together, our chamber is a group of business and professional people, just like you, that are building a healthy economy and improving our community!

My Elevator Speech

Local Chamber



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Our chamber association is dedicated to the goal that local chambers of commerce are the premier local business advocate in the State of Alabama. Through the partnership between the Chamber of Commerce Association of Alabama the Business Council of Alabama, we represent the interests and concerns of over 1 million working Alabamians every day.



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My Elevator Speech

State Association

At GEDI, our mission is to partner with communities, government, businesses, nonprofits, and schools to engage, instruct, assist, and serve to help people meet their educational goals and to improve the quality of life all across the great State of Alabama.



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My Elevator Speech

Public University Institute



Topics At a Glance

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- Success Strategies

Value = Relevancy

Q: My organization is RELEVANT....

Yes

No

Sometimes

Undecided

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If we are **relevant** we are **authentic**.

If we are **authentic** we are **original**.

If we are **original**, we are **genuine**.

If we are **genuine**, *then we are what we were meant to be..*

Courtesy of Pat McGaughey – Chamber Mentor

**Value =
Relevancy**



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Now the tough part; do we remember what we were meant to be? Originally?

If relevancy is in fact a question for us, we've got to evaluate what we actually do compared to what we were originally meant to be.

The question of relevancy usually comes up when an organization becomes distracted from its **original purpose** so by examining the word (relevancy) itself, we may just find it and return to it.

Value =
Relevancy



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Q: Most chamber/association staffers and board members are downright uncomfortable (if not scared) to ask their members how they *honestly* feel about the value of their chamber/association membership. Why?...

A: Because they already know what they will hear and, sadly, they usually don't have any satisfactory responses ready.

“Today’s”
Problem...



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“So, what have you done for me lately so I can justify my chamber/association dues?”

Do you truly have a “rock-solid, high-value” answer to this question?

Therefore the tendency at this point is to get a little defensive....

Here are your choices:

[a] be defensive and offer the usual list of low-value “stuff” (networking mixers, member discounts, etc.)

[b] be honest and admit that you don’t really have satisfactory answers to this question and resolve to do something about it.

Choosing [b], though probably very difficult, will be a huge turning point for you.

That
dreaded
question...



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The greatest struggle is finding acceptable answers to some very basic questions:

“**Why** are we doing what we are doing – our reason for existence?”

“**What** is our function, mission, and plan for the future?”

“**How** successful are we so far at implementing this plan?”

Ask these
questions...



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Do you have answers to these questions and are they convincing?

If they aren't completely satisfactory, then are you at least moving forward with the process?

If not, your organization will fade away into irrelevance.

It has become more and more evident to those with a pulse that **the old ways of doing things aren't working as well any more.** Times have definitely changed.

Now it's imperative to reinvent the organization or, at a minimum, adjust to these changing times – a challenging but absolutely necessary process.



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RESPECT or IRRELEVANCE

Answer
these
questions...

Most business people want to see a ROI for their memberships when being asked to renew and, very definitely, when being asked to join.

With the growth of the Internet and the emergence of a myriad of networking groups, you are no longer the “only game in town”. You have competition.

You are expected to make your membership an economically attractive proposition.

Answer
these
questions...



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It's time for your board and staff to make a very important decision.

It has been suggested that there are three kinds of people and organizations:

1. Those that lead.
2. Those that follow.
3. Those that need to get out of the way!

**LEAD,
FOLLOW,
or....**



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MAKE A DECISION!

You tell me in ONE word.... Why Do Your Members Join?

Q: My organization is best known for...

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Business Assistance	Educational Programs	Networking Events
Affinity Programs	Advocacy	Credibility
Civic Responsibility	Recognition	Research

Why Do
Your
Members
Join?



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<u>Benefits</u> (all that the member sees valuable)	-	<u>Costs</u> (all perceived by the member)	=	<u>Value</u>
New Business		Dues		Retained Member
Networking		Time		
Knowledge		Lost Business		
Assistance				

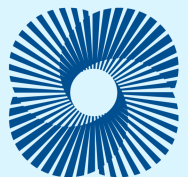
The Value Proposition



Here are the main reasons (not in any order):

1. They feel they should support their organization!!
2. They wish to take advantage of the organization's services and assistance.
3. They believe that membership will lead to increased business for them.
4. They want to participate in order to increase the visibility of their organization and/or executives in the community.

Main
Reasons to
Join...



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In terms of renewals, how rock-solid are these memberships?

#1 -Those who feel they should support the organization

#2 Those who utilize membership services and assistance

#3 Those who expect their business to increase as a result of membership

#4 Those who want to participate

#1 and #4 are the easiest ones to sign up and renew assuming that their business climate stays positive.

#2 are pretty good while they are taking advantage of what we offer. After that, their membership can be vulnerable.

#3 are the most vulnerable -- their expectations may be too high – and must be nurtured accordingly.



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Main Reasons to Renew...

MEETING PROSPECTIVE CLIENTS & CUSTOMERS

- Meeting new people/expand business relationships
- Increase marketing exposure and sales
- Generate new leads
- Boost SEO
- Access to unique opportunities to meet others
- Marketing my products/services to other members
- Create greater visibility
- Establish credibility and validity

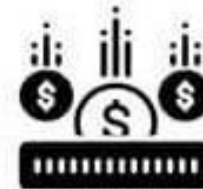
LONG-TERM COMMUNITY INFLUENCE

- Have a voice in the public policy decisions
- Address the region's challenges & opportunities
- Support an organization that makes a difference
- Talent development for community
- Contribution to collective impact
- Access to influence/leaders
- Assist in economic development
- Protecting community assets



VISIBILITY for my business

INVESTING in my community



I CARE ABOUT...



GROWING my business

BUILDING a better business climate



ACCESSING EXPERTS & BEST PRACTICES

- Learn from subject matter experts
- Grow and become more profitable
- Attract quality employees
- Show community you are investing in it
- Build a stronger and more resilient business
- Tap into networks of peer professional
- Have strategic conversations around common business issues

IMPROVING OUR BUSINESS ENVIRONMENT

- Help craft a pro-business agenda
- Build our talent pipeline
- Position your business as a market leader
- Access to influencers/leaders
- Develop relationships with policy decision-makers
- Develop key talent and get them involved in organization
- Give back to community

Examples:

- *Visibility for my business
- *Investing in my community
- *Growing my business
- *Building a better business climate
- *Etc.

Do we ask... I Care About...*



Relationships matter...

In summary, those members with whom we have active, on-going relationships are much more solid in terms of renewal probability than those where a relationship has not been cultivated.





Relationship building...

Interestingly, the perceived value of a membership will almost always be directly proportional to the amount of utilization and participation by the member.

i.e. the more he/she becomes involved and participates in member functions, educational offerings, and/or uses membership services, the greater the perceived value of membership will be to that member.





Relationship building...

Said another way...

If all we do is take their membership dues and leave them to figure things out for themselves, then the more difficult it will be to secure their membership renewal at invoicing time.

It's a simple business axiom that if we sell somebody something and they don't use it, then why on earth would they pay for it again?





The answer...

Therefore, we must think like the good business people we are and...

[A] provide the appropriate “perceived” value for dues received

AND

[B] cultivate an active, on-going relationship with each member



Questions?

Are organizations relevant?

Are all organizations relevant?

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Questions?

Are members important/valuable?

Are all members important/valuable?

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Answer

Yes

Organizations are relevant

Members are important/valuable

But

Some organizations ARE more relevant than others

Some members ARE more important/valuable than others



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Summary to Determine Value

Delivering – name a program, product or service...

Communicating – what venues, tools are you using...

Measure – revenue, retention, satisfaction, etc.

Scorecards – do you have one?



It's time to decide....

Do you have an event/program that would never be missed if it does not fully come back after COVID?

Yes

No

Possibly

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Time to share...

How are you delivering value?

How are you communicating that value?

How do you measure success?

Tell your colleagues your success story!





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Your Elevator Speech

In the time it takes you to make an introduction, you have a finite amount of time to concisely make a point....

REVISITED





Topics At a Glance

- ✓ ● Introductions
- ✓ ● Elevator Speech
- ✓ ● Value & Relevancy
- ✓ ● Respect or Irrelevance
- ✓ ● Value Proposition
- ✓ ● Reasons to Join and/or Renew
- Generational Differences
- Success Strategies

Value to the Generations...

Q: Identify your generation... (anonymously)

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“Traditionalists” / “Veterans” - 1922-1945

“Baby Boomers” - 1946-1964

“Generation X” / “Xers” - 1965-1980

“Generation Y” / “Millennials” - 1981-1999

“Generation Z” / New Silent / “Gamers” – 2000 -2010

“Generation Alpha / Glass” – 2010 – today – (2025)

**Generational
Differences
What is “valued”...**



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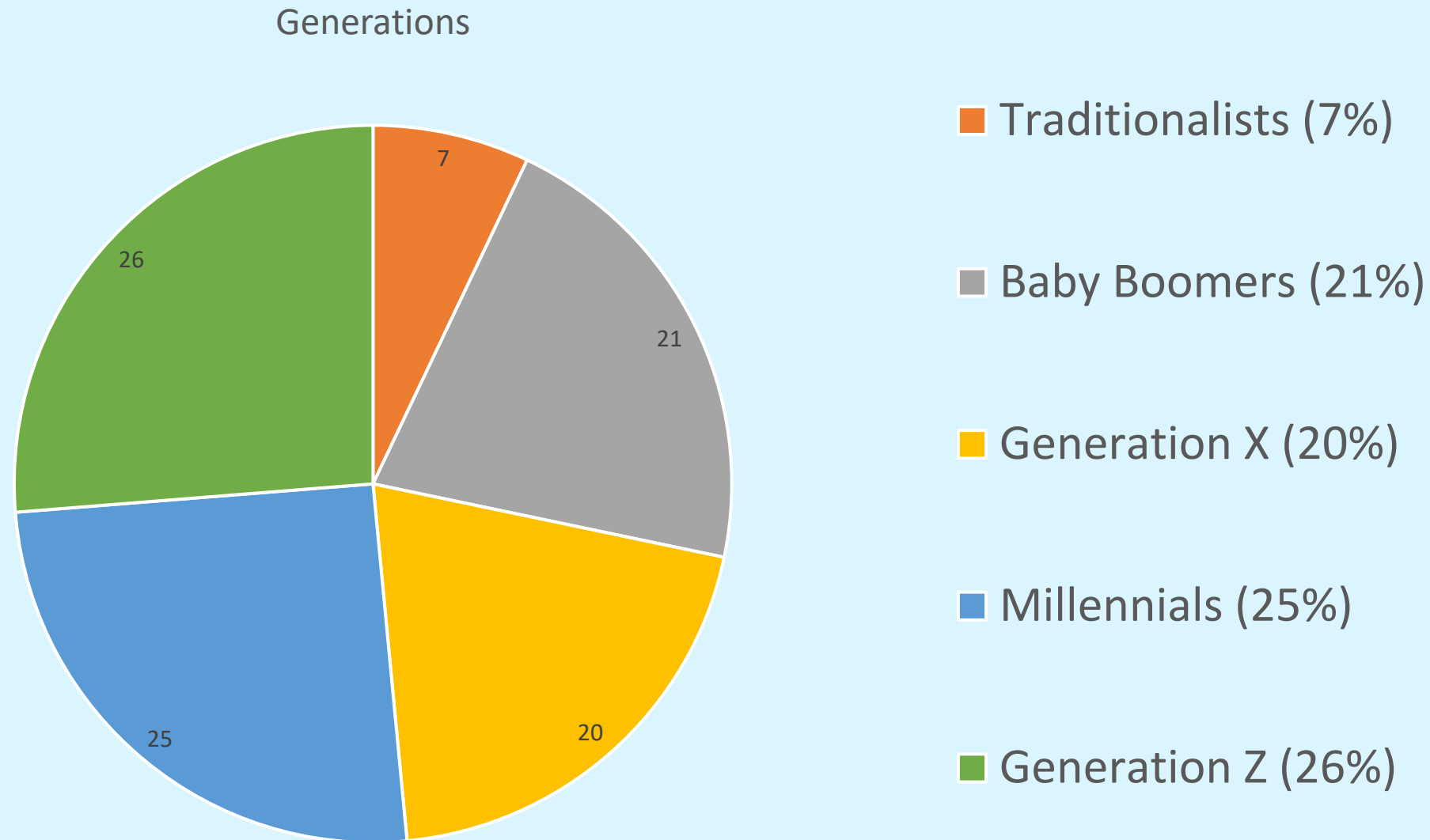
Generational Differences

What is “valued”...

Generations	Births	Current Number in US
Traditionalists	47 million	20 million
Baby Boomers	76 million	70 million
Generation X	55 million	65 million
Generation Y/Millennials	66 million	72 million
Generation Z	61 million	66 million
Generation Alpha	40 million	45 million



2020 U.S. Adult Population Breakdown



Generational Differences

What is “valued”...in the U.S. Congress

Generations	U.S. Percentage	Congressional Percentage
Traditionalists (1922-45)	7%	7%
Baby Boomers (1946-64)	21%	58%
Generation X (1965-80)	20%	21%
Generation Y/Millennials (1981-99)	25%	14%
Generation Z (2000-2010)	26%	0%

Greatest Generation and Generation Alpha not represented

Source: Pew Research



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In case you wondered...

From Alaska, all the way to Alabama, the oldest members of the 117th Congress (took office January 2021) were all born in the early 1930s. Most of them are members of the Senate.

Specifically, the five oldest members of congress are:

Don Young, age 88, is the Republican U.S. Representative for Alaska's at-large congressional district. He has served for 25 terms since 1973 and is the current longest-serving member in Congress. (passed away 3/18/22)

Dianne Feinstein, age 88, is a Democratic Senator from California (unannounced)

Chuck Grassley, age 87, is a Republican Senator from Iowa (running again)

Richard Shelby, age 88, is a Republican Senator from Alabama (retiring)

Jim Inhofe, age 87, is a Republican Senator from Oklahoma (retiring)

HOW DO THEY DELIVER VALUE?



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In case you wondered...

As for the youngest members of the 117th Congress, they are all part of the House of Representatives. Most were born in the 1980s with the exception of the youngest member of them all.

Here are the five youngest members of Congress:

Madison Cawthorn, age 26, is the Republican U.S. Representative for North Carolina's 11th congressional district. He is the first member of Congress born in the 1990s.
(defeated in GOP Primary, May 2022)

Alexandria Ocasio-Cortez, age 32, is the Democratic U.S. Representative for New York's 14th congressional district

Sara Jacobs, age 33, is the Democratic U.S. Representative for California's 53rd congressional district

Ritchie Torres, age 34, is the Democratic U.S. Representative for New York's 15th congressional district

Jake LaTurner, age 34, is the Republican U.S. Representative for Kansas's 2nd congressional district

HOW DO THEY DELIVER VALUE?



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Traditionalists 1922-45

Major events

War

WWII

Korea

Vietnam

Great Depression

Characteristics

Huge military influence

Rules and Regulations

Punctuality

Top-down management

Hardworking

Loyal

Thrifty

**HOW DO
WE
DELIVER
VALUE?**



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Traditionalists 1922-45

Work Style

By the book; “How” is as important as “what” gets done.

Authority/Leadership

Command & control; Rarely question authority

Communication

Formal yet personal; Through proper channels

Recognition/Reward

Personal acknowledgment & satisfaction for work well done

Work/Family

Work & family should be kept separate

Loyalty

To the ORGANIZATION

Technology

Complex & challenging; “If it ain’t broke, don’t fix it.”

HOW DO
WE
DELIVER
VALUE?



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Baby Boomers 1946-64

Major Events

Civil Rights

Sexual Revolution

Space Race

Cuban Missile Crisis

Assassinations

JFK

MLK

RFK

Characteristics

Competitive

Like “face-to-face”

Live to work

Teamwork

Don't underestimate their
knowledge of technology

Work-a-holics

Last ones to use land lines

Thorough and expect questions

**HOW DO
WE
DELIVER
VALUE?**



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Baby Boomers 1946-64

Work Style

Get it done; Whatever it takes (nights/weekends)

Authority/Leadership

Respect for power and accomplishment

Communication

Somewhat formal through structured network; mix of electronic / face-to-face

Recognition/Reward

Public acknowledgment & career advancement

Work/Family

Work comes first

Loyalty

To the importance & meaning of work; To the function or profession

Technology

Necessary for progress and achievement

HOW DO
WE
DELIVER
VALUE?



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Generation X 1965-80

Major Events

Challenger Disaster

Watergate

Iran hostage

Exxon Valdez oil spill

Operation Desert Storm

Rise of the personal
computer

Rodney King beating

Characteristics

Middle child syndrome

Latchkey kids

Know how “to play the game”

Go with the flow

Work to live

Don't micro-manage

Individualistic

**HOW DO
WE
DELIVER
VALUE?**



Generation X 1965-80

Work Style

Take fastest route to results; Protocol is secondary

Authority/Leadership

Egalitarian; Rules are flexible; Collaboration is important

Communication

Casual, direct & electronic; Sometimes skeptical

Recognition/Reward

A balance of fair compensation and ample time off

Work/Family

Value a work / life balance

Loyalty

To individual career goals

Technology

Practical tools for getting things done

HOW DO
WE
DELIVER
VALUE?



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Generation Y 1981-99

Major Events

Rise of social media

MySpace

Friendster

Facebook

Founding of Google

Video games

TV talk shows

Oklahoma City bombing

School violence

Columbine

Characteristics

Achievement oriented

Skeptical

Lack of role models

Intelligence vs. Wisdom

Often need to be “spoon-fed”

**HOW DO
WE
DELIVER
VALUE?**



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Generation Y 1981-99

Work Style

Work to deadlines & goals – not necessarily to schedules

Authority/Leadership

Value freedom & autonomy; Less inclined to pursue leadership positions

Communication

Fast, casual, direct & high tech

Recognition/Reward

Individual & public praise (exposure); Opportunities for broadening skills

Work/Family

Value blending personal life into work

Loyalty

To the people involved with the project

Technology

What else is there?

HOW DO
WE
DELIVER
VALUE?



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Generation Z 2000-10

Generation Alpha 2010 - 25

Major Events

- YouTube
- No Child Left Behind
- Reality Television
- Text messaging
- Family share plans

Characteristics

- Nothing like Millennials
- Prefer “cool products” to “experiences”
- Technology is an extension of who they are
- Independent
- Diverse
- Accepting

**HOW DO
WE
DELIVER
VALUE?**

Generation Z 2000-10

Work Style

“Idea economy”; will remain gamers for a long time and want school /work to be fun.

Authority/Leadership

“Will look for jobs where bosses “have their backs”

Communication

Have less need for direction because they have access to all the answers, especially for things they are passionate about.

Recognition/Reward

Expect quick results (promotions); will keep their resumes handy and up-to-date.

Work/Family

Home schooling has made this group closer to their families.; closer to their parents than the previous generation because they watch the same TV shows, listen to the same music, and play the same video games

Loyalty

Wary of long-term plans; No 30-year career at one place.

Technology

Always connected in a seamless cloud-based world of friends, data, and entertainment.

HOW DO
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VALUE?



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Generation Alpha 2010 - 25

Work Style

“Screen-agers,” try & see approach/most formally educated generation ever

Authority/Leadership

Collaboration and Contribution, open-book /screen world

Communication

Exposure to electronic media vs. face-to-face interaction

Global communication (India, China as most populous countries)

Recognition/Reward

Does everyone get a trophy?

Work/Family

When older, more likely to outsource aspect of parenting, etc. (ex: childcare, etc.)

Predict family size: smaller, older when parents, slightly wealthier (dual income)

Loyalty

Predicted to have 5 careers, 15 homes, and 17 jobs in a lifetime

Technology

Logged on and linked up – known as the “digital natives”

Also called Generation Glass – all they know is an iPad

HOW DO
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Topics At a Glance

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- ✓ ● Generational Differences
- Success Strategies

To reinvigorate your organization and ensure that it is the most dynamic, respected, center of influence in your community, let's look at the following:

Success
Strategies...



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Be The “Information Gateway”

Are your technology platforms the “go to” place for relevant information?

Do you list key resources and provide info your members can use?

Is your organization the *automatic* starting point when your members are looking for information?

Success
Strategies...



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Value is both “macro” and “micro”

Promote “connection” rather than participation

With constant online connections and virtual “everything” – maybe go “old-school” and set a phone call or face-to-face meeting with a member...it can be a welcome interaction

Often members simply do not have time to participate on committees, attend events....so ask them if they are comfortable with their level of connection...instead of telling them to “get involved.”



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Success Strategies...

Show and Tell

Offer no-cost ways for your members to “share and tell their own story” (i.e. new staff, new products, awards, promotions, special discounts, offers, etc.)

Your members will WANT to come to you.

Give your members something they can identify with!



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Success Strategies...

Can You HEAR Me Now? = Listen

Are you “in-sync” with your members?

You must listen carefully to the issues and concerns of your members (and non-members) – and must be perceived by them as being empathetic, proactive and involved in addressing those matters.

Ask them and then LISTEN to their concerns, challenges and successes!



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Success Strategies...

Are You “Meaningful?”

Your members are looking for ways to increase their business so “meaningful” means offering seminars, workshops and educational programs that deal with what the members want.

You have to ask! Tailor your programs accordingly!

Utilize technology to track, monitor and communicate value that is specific to each member.

Can you demonstrate to each member what you specifically did for them?



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Success Strategies...

Can You SEE Me Now?

Make sure your organization is seen everywhere advocating for your members!

Speak specifics! Use real life examples that affect your members.

Be Visible. Be everywhere! It's an excellent strategy.

Success Strategies...



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Build Solid Relationships

Effective relationships:

- Demand conversation

- Mandate participation

- Require commitment

Establish various committees, advisory groups and panels dealing with relevant issues and regularly ask members to participate.

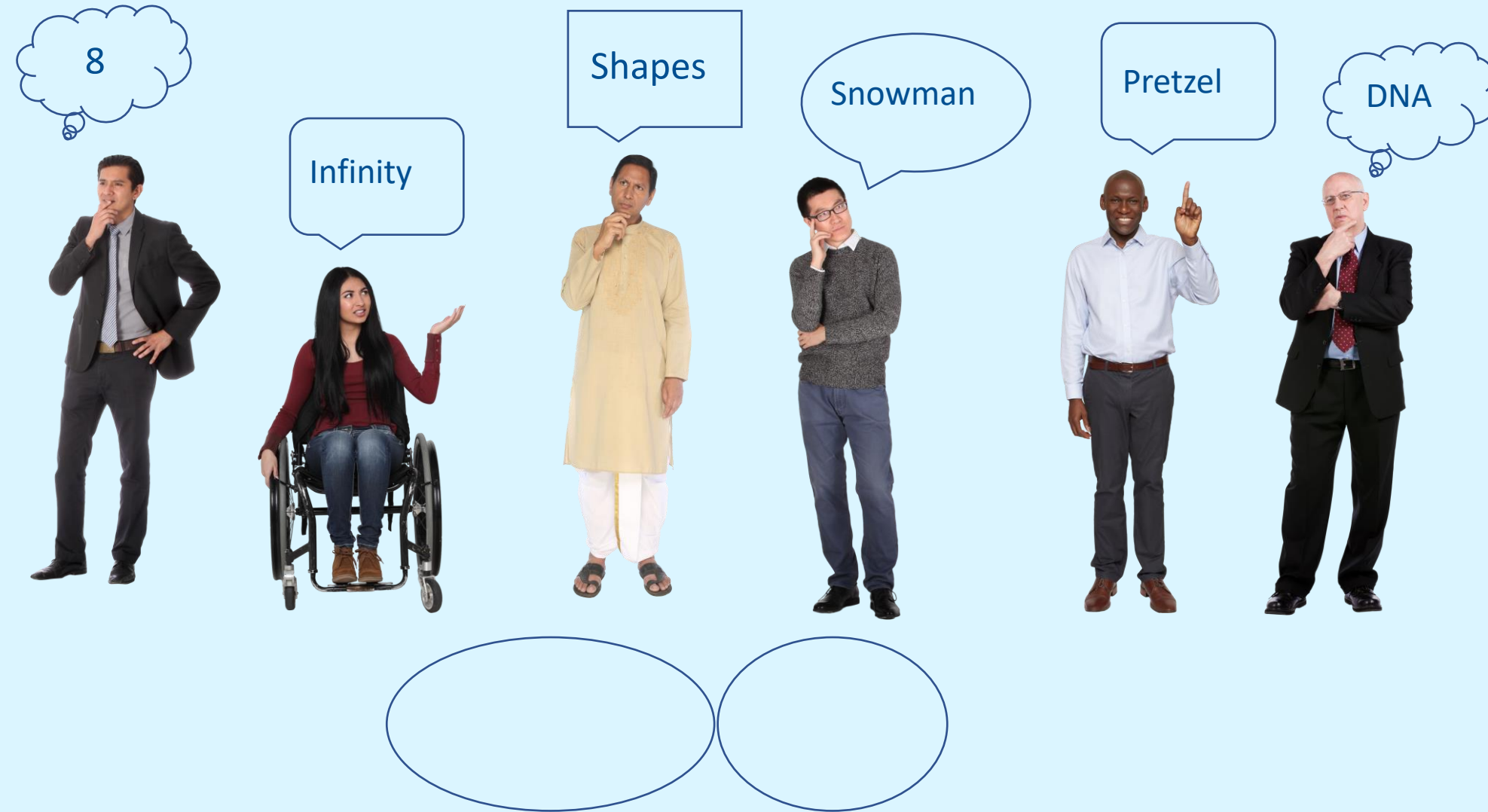
Constantly offer opportunities to be involved and request feedback whenever possible.



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Success Strategies...

What do you see?



Success
Strategies...
Point of
View



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Bottom line...

When it comes time to renew, your members want a way to equate the dollars they spend to the value they've received.

The decision about that value is THEIRS.

Make sure you give them all the tools to make the decision in your favor!





Topics At a Glance

- ✓ ● Introductions
- ✓ ● Elevator Speech
- ✓ ● Value & Relevancy
- ✓ ● Respect or Irrelevance
- ✓ ● Value Proposition
- ✓ ● Reasons to Join and/or Renew
- ✓ ● Generational Differences
- ✓ ● Success Strategies



U.S. Chamber of Commerce
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Management

You can do it!

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Association of Chamber of Commerce Executives

American Society of Association Executives



I'M "still" JEREMY

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Our office helps to improve the quality of life for the State
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