

Plan of Action

July 1 - December 31, 2016



SPARTANBURG
CONVENTION & VISITORS BUREAU



SPARTANBURG
AREA CHAMBER *of* COMMERCE



SPARTANBURG
ECONOMIC FUTURES GROUP



OBJECTIVE #1

Lead economic and community development efforts to ensure a prosperous future.

Creating jobs and wealth, while enhancing the tax base, is a major priority of the Spartanburg Area Chamber, and we must play a key role in supporting the efforts of all economic development partners. We also understand that one of the critical needs that businesses face is finding qualified, skilled employees. In order to be in a competitive position to attract and retain high paying jobs in Spartanburg, we must place emphasis on developing a workforce that is prepared for the numerous job demands in the future.

STRATEGY A

Development and implementation of county-wide economic development strategy/vision.

2016/2017 TACTICS

- In 2016, the Spartanburg Area Chamber will complete the six-phase process for the development of the comprehensive community and economic development strategy/vision plan that will lay out a path over the next five years.

OUTCOMES/MEASURABLES/DELIVERABLES

- An amount of financial resources will be determined and a resource campaign will be developed and implemented
- To accomplish the implementation, action teams will be developed from community stakeholders and experts

KEY VOLUNTEERS:

- Hope Blackley, Spartanburg County
- Bruce Holstien, Spartanburg Regional Healthcare System
- John Miller, Denny's

STAFF LEAD: Allen Smith, President/CEO



STRATEGY B

Market Spartanburg County as preferred group and leisure travel destination, in order to increase length of stay and visitor spending in collaboration with the Convention & Visitors Bureau.

2016/2017 TACTICS

- Continue to implement the Spartanburg Tourism Action Plan as outlined in the 2015 Progress Report
- Seek additional sources of revenue to develop and launch a regional sales program, and provide added value to participating businesses
- Develop and launch marketing programs to increase brand awareness and drive visitation and accommodation bookings
- Convene the Spartanburg Sports Council to serve as a local organizing committee in order to increase sports tourism in the county and assist in hosting major sports events and tournaments
- Develop products and programs to enhance the visitor experience

OUTCOMES/MEASURABLES/DELIVERABLES

- Differentiate Spartanburg from peer communities; focus on pillars (C.H.A.R.M.)
- Increase revenue streams to CVB:
 - Non-government funding
 - Grants and cooperative funds
- Increase brand awareness of Spartanburg as tourism destination
- Track key tourism indices on monthly basis
- Develop Visitor Center in downtown Spartanburg

KEY VOLUNTEER: Hamp Lindsey, Vice Chair, Convention & Visitors Bureau

STAFF LEAD: Chris Jennings, Executive VP, Convention & Visitors Bureau

STRATEGY C

In collaboration with the Economic Futures Group, lead the efforts for business and industry recruitment and retention.

2016/2017 TACTICS

- Visit and/or call on 45 existing businesses and industries to gain a better understanding of their issues, identify trends and provide solutions
- Develop a comprehensive marketing plan to extend the EFG brand, and include the recommendations from Market Street Services



KEY VOLUNTEER: Russ Weber, Vice Chair Economic Development

STAFF LEAD: Carter Smith, Executive Vice President, Economic Futures Group

STRATEGY D

Create jobs by “growing our own” through entrepreneurship.

2016/2017 TACTICS

- Create an economic development strategy to support and grow our entrepreneurial ecosystem

OUTCOMES/MEASURABLES/DELIVERABLES

- Formation of a dynamic entrepreneurial network which includes opportunities for entrepreneurs, investors, educators, mentors, and business service providers to collide
- Increased access to monetary and human capital for burgeoning entrepreneurs and small businesses
- Established resources for entrepreneurs aligned into central and consistent access point

KEY VOLUNTEER: Robyn Hussa Farrell, Vice Chair Small Business & Entrepreneurial Development

STAFF LEAD: Meagan Rethmeier, Director of Small Business & Entrepreneurial Development

STRATEGY E

Engage the business community in a process to identify talent and workforce needs.

2016/2017 TACTICS

- Create the Spartanburg Workforce Collaborative to engage and connect business to education
- Develop Talent Recruitment and Retention Plan

OUTCOMES/MEASURABLES/DELIVERABLES

- Surface and aggregate critical talent information from business through various activities
- Support efforts to increase student engagement with business
- Foster opportunities for business-education dialogue through Chamber activities
- Develop a digital platform/materials designed for talent recruitment from outside of the region

KEY VOLUNTEER: Henry Giles, Vice Chair, Workforce Development

STAFF LEADS: John Kimbrell, EVP-Chamber; Naomi Sargent, College Town Consortium



STRATEGY F

Improve Quality of Place to make a more attractive community for talent and business development.

2016/2017 TACTICS

- Identify role and mission of Quality of Place and develop an overarching strategy
- Change perception and raise awareness of our community's Quality of Place

OUTCOMES/MEASURABLES/DELIVERABLES

- Identify and congregate the Quality of Life stakeholders
- Promote Spartanburg as a great place to live, work and play through the "Love Where You Live" marketing campaign, the Chamber's brand message, and community pride efforts

KEY VOLUNTEER: Laura Ringo, Vice Chair, Quality of Place

STAFF LEAD: Naomi Sargent, Director of Quality of Place

STRATEGY G

Foster and ensure inclusion is an integral part of all aspects of the Chamber's operations and strategic initiatives, to allow every possible advantage for economic parity and community prosperity.

2016/2017 TACTICS

- Develop an inclusion council that is representative of Spartanburg's population to achieve the mission of helping diverse and underrepresented business populations grow and develop, and encourage their participation in all Chamber activities
- Encourage Chamber programming, volunteer leadership, and staff to reflect diversity
- Promote support of minority and women-owned businesses

OUTCOMES/MEASURABLES/DELIVERABLES

- Develop a scorecard and best practices that determine diversity and inclusion goals for Chamber-wide activities, and measure Chamber programs against that scorecard
- Grow diverse involvement by working with businesses to identify potential leaders and rising stars, program topics and venue hosts.
- Work with the City of Spartanburg to create an updated database of minority and women-owned businesses, and provide them with certification guidelines and supplier diversity opportunities

KEY VOLUNTEER: Karen Knuckles, Vice Chair, Diversity

STAFF LEAD: Naomi Sargent, Director of Quality of Place

OBJECTIVE #2

Grow the Chamber and value to our members.

The Spartanburg Chamber is a investor-focused organization that strives for member growth and involvement. Recruiting, retaining, and engaging investors in the activities of the Chamber and continue to communicate and provide an opportunity for visibility, connections, access to experts, operational savings, and communications.

STRATEGY A

Meet and exceed the financial membership goals set forth in the operating budget.

2016/2017 TACTICS

- In an effort to have a dynamic organization the Chamber must continue to develop its membership base by adding members. Adding new members not only builds the organization but it gives our existing members additional opportunities to gain more contacts. Staff will provide a minimum gain of 175 members to the organization over the next 6 months.
- Retaining and serving our investor base is critical to our success. Members are the lifeblood of the organization and are the reason for our existence. In order to achieve maximum retention the Chamber must proactively engage the members by providing superior service and value to them. Through our retention plan we will retain a minimum of 80% of our current members.

OUTCOMES/MEASURABLES/DELIVERABLES

- Recruit a minimum of 175 new members or \$90,000 in new and upgrade investments
- Strive for a minimum of 80% investor retention
- Create a positive onboarding experience
 - Make sure members are aware of benefits
 - Have a 90% attendance rate at Chamber 101
 - Keep accurate records of use of benefits
- Retention/Recruiting Blitz days once a quarter

KEY VOLUNTEER: Crystal Pace, Vice Chair, Membership

STAFF LEAD: John Kimbrell, Executive Vice President, Chamber

STRATEGY B

Provide programs that help members reduce their cost of doing business.

2016/2017 TACTICS

- Our members desire to save money when they invest in the Chamber. Over the next 6 months the Chamber will enhance the Member Perks program to include health insurance, office supplies, and telecommunications.
- Investigate the launch of a member-member discount program

OUTCOMES/MEASURABLES/DELIVERABLES

- Continue to evaluate new potential partners to add savings to our members. Add one new partner over the next 6 months.
 - Improve marketing of the program and member usage
 - Generate \$75,000 in gross revenue
 - Conduct Member Perks marketing blitzes quarterly
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STRATEGY C

Establish a member experience that provides exceptional value, customer service and impactful opportunities for members to grow their business.

2016/2017 TACTICS

- The Chamber must make it easy and efficient to get investors involved in the organization. Chamber programming will be relevant and valuable to the membership base and overall business community. Over the next 6 months all members will have an opportunity to be involved in the Chamber through relevant events and services. Members will gain valuable contacts for potential clients through our business events/programs
- The Chamber must remain relevant to our members, stakeholders and the general business community. Our relevance is determined by our return on investment from our members. Over the next 6 months the Chamber will provide relevant and timely investor events and service that allows for visibility, business connections, business services/access to experts, operational savings and communications.

OUTCOMES/MEASURABLES/DELIVERABLES

- Launch a Chamber member video series with a minimum of 30 videos over 6 months
- Develop an online resource platform for members
- Add and/or restructure benefit offerings to maximize a return on investment

KEY VOLUNTEER: Crystal Pace, Vice Chair, Membership

STAFF LEAD: Audrey Sperry, Director of Member Experiences



STRATEGY D

Enhance the Area Councils to address business needs and better align with member benefits.

2016/2017 TACTICS

- Host and coordinate one Chamber program/event in at least 2 of the area councils
- Develop an area council advisory group that brings their leadership together to discuss business needs
- Develop a strategy for better Chamber engagement

OUTCOMES/MEASURABLES/DELIVERABLES

- Business owners in each area council will make up 50% of event attendance

STAFF LEAD: Audrey Sperry, Director of Member Experiences

STRATEGY E

Advance marketing and communications efforts to increase awareness of the Chamber's mission and focus areas, as well as investment in the Chamber and participation in programs and events.

2016/2017 TACTICS

- The Chamber developed a new brand in 2016 and over the next 6 months we will continue implementing our new brand with marketing and communication plans that heighten awareness of the Chamber as the leading organization for Spartanburg's business community
- Continue to develop and execute marketing and communication plans, a state of the art website and social media presence
- Communicating effectively with our members is critical to our success. In 2016, members will have the ability to choose what email communications they receive from the Chamber, allowing for targeted communications from the focus areas in which they want to be engaged.
- The Chamber will continue the publication of *Business View* on a quarterly basis

OUTCOMES/MEASURABLES/DELIVERABLES

- Develop new materials that tell the Chamber story for prospecting and retention efforts
- Create collection of Chamber signage that enriches the brand experience at events
- Re-introduce quarterly mailings about Chamber events and programs
- Complete development of enhanced Chamber website
- Establish segmented list categories and selection form for Chamber emails; create targeted content and email schedule for each category mailing

STAFF LEAD: Shea Steller, Marketing & Design Strategist



STRATEGY F

Provide opportunities for members to enhance their exposure via the Chamber's marketing and communications assets.

2016/2017 TACTICS

- Our members want to increase their visibility and exposure in the community. In 2016, the Chamber will continue to provide an online business directory on our new website with opportunities for enhancements and digital advertising opportunities
- Chamber marketing staff will be available to assist members with maximizing their marketing potential

OUTCOMES/MEASURABLES/DELIVERABLES

- Maximize digital marketing (website, email and social media) to ensure member connections and exposure
- Provide marketing consultations to members as needed

STAFF LEAD: Shea Steller, Marketing & Design Strategist

STRATEGY G

Provide members with resources and programs to educate and grow their business.

2016/2017 TACTICS

- Small Business is the backbone of today's economy and plays an enormous role in the success of the Spartanburg Area Chamber of Commerce. Twenty two million small businesses employ half of the country's workforce. They create two of every three new jobs, generate a majority of American innovations and will lead our nation and the world through the 21st century. Our goal is to promote the interests of these small businesses by providing programs and services that encourage professional development and to help small business thrive.
- The Chamber will provide programs, projects, workshops, seminars and services that meet the needs of our small business members. The Chamber will establish ways to utilize member resources, personnel and collaborate with professional firms and institutions of learning to enhance educational opportunities for the business community.

OUTCOMES/MEASURABLES/DELIVERABLES

- The Chamber will find additional avenues to better engage the small business community into our public policy and advocacy programs.
- In 2016, the Chamber will formalize a stronger working relationship with other area organizations that are designed to help small businesses thrive such as SCORE, Small Business Development Council, etc.
- Ensure that a minimum of \$10,000 of "Love Where You Live" Gift cards are purchased
- Investigate the development of a small business mentoring program

STAFF LEAD: Audrey Sperry, Director of Member Experiences



STRATEGY H

Recognize deserving small businesses.

2016/2017 TACTICS

- Small business is the heart of the Spartanburg economy, and small business owners comprise the majority of Chamber membership. The Chamber will recognize small business members throughout the year and will award deserving small business owners with the Small Business of the Month each month.

OUTCOMES/MEASURABLES/DELIVERABLES

- Select and recognize a deserving Small Business of the Year
- Grow and improve Spartanburg's Small Business Week Celebrations

STAFF LEAD: Audrey Sperry, Director of Member Experiences

OBJECTIVE #3

Be the leading voice of business.

Businesses are saddled with burdensome regulations, paperwork and taxes. To ensure that our investors have every opportunity for success, and are able to compete on a level playing field, we will provide leadership in support of pro-business legislation. We will also offer our members access to our elected officials on a local, state, and national level.

STRATEGY A

Be Spartanburg's authority on well-considered public policy and influence.

2016/2017 TACTICS

- A Legislative Agenda sets the legislative priorities for the Spartanburg business community. An agenda will be developed from feedback from the membership and will be actively advocated to our elected officials. This agenda will include priorities at the state and local levels of government. Chamber staff will monitor key issues and recommend policy positions to the Government Relations Committee and Executive Board when needed.
- The Chamber will grow and nurture appropriate relationships with our elected officials.

OUTCOMES/MEASURABLES/DELIVERABLES

- Develop a Legislative Scorecard/Report on the Spartanburg Legislative Delegation and other Upstate elected officials
- Host "Business Advocates" event to recognize business friendly legislators

KEY VOLUNTEER: Karen Calhoun, Government Relations Vice Chair

STAFF CO-LEADS: Allen Smith, President/CEO; John Kimbrell, Chamber EVP

STRATEGY B

Ensure the business community is informed and engaged on relevant policy issues.

2016/2017 TACTICS

The Chamber will effectively communicate the Chamber's positions on issues and actively advocate on behalf of those policy positions as well as keep members up to date on important business issues.



OUTCOMES/MEASURABLES/DELIVERABLES

- A “grassroots” program will be enhanced and utilized to assist in passage or defeat of critical issues
 - Host programs, forums, and events that will inform the business community of issues impacting business and economic vitality.
 - Utilize our partnership with the State Chamber and the Upstate Chamber Coalition to assist in communicating our message.
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STRATEGY C

Support business-friendly politicians and get “our own” elected to office.

2016/2017 TACTICS

- If Spartanburg is going to have a pro-business climate we must ensure that pro-business individuals are elected to office. The Chamber through its association with Spartanburg Tomorrow will continue to support business friendly politicians as well as help identifying potential pro-business candidates.

OUTCOMES/MEASURABLES/DELIVERABLES

- Support Spartanburg Tomorrow in securing \$15,000 in funds
- Continue to enhance the Political Leadership Institute and offer on an annual basis

OBJECTIVE #4

Lead in the development, attraction, and retention of talent.

To preserve and enhance the Spartanburg Area Chamber of Commerce's position within our community as the preeminent champion of leadership development initiatives. For us to remain competitive in the modern global business environment, our community requires strong leadership to ensure economic prosperity. The Chamber is committed to identifying and develop individuals who are informed about the challenges and opportunities we face, who are educated on the same, who are passionate about our community, and who are poised to lead Spartanburg into the future.

STRATEGY A

Foster the development of community leaders from diverse demographics, including high school juniors, young professionals, college students, and seasoned professionals through the development and delivery of relevant curriculum and impactful engagement opportunities.

2016/2017 TACTICS

- Enhance the Leadership Spartanburg and Junior Leadership Spartanburg program by recruiting potential leaders for each of the programs
- Investigate the development of a curriculum for a College Leadership program
- Develop Spartanburg Young Professionals (SYP) into a dynamic young professionals group
- Enhance/Re-engage the Leadership Spartanburg Alumni Association to serve as the screening and recruiting organization for community and volunteer involvement
- Serve as a community sounding board/facilitator for critical community issues.

OUTCOMES/MEASURABLES/DELIVERABLES

- Modify the Leadership Spartanburg curriculum to align with the eight Vision Plan "stories" that face our county
- Grow the diversity of Leadership Spartanburg participants by 15%
- Ensure SYP initiatives align to the Chamber's Vision Plan and Memo of Understanding
- Develop civic engagement and leadership development for SYP
- Grow the SYP membership base by 7.5% along with growth in diverse memberships