

2015



**METRO
SOUTH**
CHAMBER OF
COMMERCE

Accreditation Application

Attachment A 7.1 COMMUNICATIONS & MARKETING PLAN



Metro South Chamber of Commerce
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OVERVIEW

The Metro South Chamber of Commerce Communications & Marketing Plan serves as the basis for all external and internal Chamber communications. The Chamber serves as the premier hub of business communication and information for all members and future-members within the community. The Chamber aims to attract new members while continuing to further the mission of the Chamber by communicating services, networking opportunities, legislative advocacy, business resources, cost-savings, and economic initiatives within the region. The Chamber's success ultimately relies upon the quality and frequency of information exchanges between itself and its stakeholders.

Over the past 3 years, the Chamber has worked extensively to brand itself. All marketing for each event is produced in-house and is consistent in look and feel, striving to a high standard of quality and design. The Chamber hopes that when the members and the community alike see the Chamber logo, they are reminded of an organization that exemplifies professionalism, opportunity, business success, and a leader within the community.

The purpose of this document is to provide guidance to the connections between the Chamber and members, prospective members, the community, media and elected officials. Please note that this Plan is constantly being reviewed and revised.

Mission Statement:

To serve the interests of member businesses while providing community leadership to ensure the economic advancement of the Metro South region.

Vision Statement:

To be the primary organization that business people throughout the Metro South region join to meet their business development, information, training, government affairs and community improvement needs.

GOALS

Goal #1: Retention- Promoting & Informing Members; Engaging New Members

Target Market: General Member Base & New Members

Implement marketing and communication strategies to engage members and keep them informed about upcoming Metro South Chamber events, services and programs. Offer valuable programming and networking opportunities. The Chamber, led by the Member Services Director, is to contact current members at least 5-10 times a month to strengthen relationships. New members will be contacted at least 20 times in their first year. New “drip campaign” to be developed to send targeted/automated emails over the course of the first year. Success will be determined by retention rate and feedback from phone calls made by Ambassadors and staff, and surveys. At least 50% membership participation rate per year is expected.

Goal #2: Communicate with Policy Makers & Advocate for Business

Target Market: Policy Makers on the Local, State and Federal Level and other organizations

Local: Chamber is to be actively involved in local governmental and county governmental organizations, boards, committees, and task forces to strengthen relationships. Staff members are to take advantage of close proximity to Brockton City Hall and do business in person. Staff members are encouraged to contact the Brockton Area Workforce Investment Board, Old Colony Planning Council, and to serve on Mayor’s Task Forces. Chamber facility is to serve as home or host to Downtown Brockton Association, Brockton Parking Authority, MassDevelopment, Massachusetts Small Business Development Center, Brockton Redevelopment Authority, Brockton 21st Century Corporation, Small Business Administration (SBA), South Eastern Economic Development Corporation (SEED Corp) SCORE, and the Massachusetts Supplier Diversity Office. The Chamber will also create marketing around City Planning sessions and will hold forums surrounding City issues. Success determined by Chamber’s voice in the community, city official attendance at events, and ability to influence policy.

County: Chamber is to be actively involved with county governmental organizations, boards, committees, and task forces to strengthen relationships. Invitations will be extended to county officials to attend and speak at Chamber events. President/CEO to serve on or have representation on various task forces and committees such as the District Attorney’s Weed and Seed Program, Tourism Committee of Plymouth County Convention and Visitors Bureau, and Old Colony Planning Council. County commissioners are to be contacted at least twice per year. Success determined by Chamber’s voice in the community, county officials attendance at events, and ability to influence policy.

State: Chamber is to be actively involved with state organizations, agencies, boards, committees, task forces, or state representatives on a monthly basis to strengthen relationships. Extend invitations to state representatives and legislators to attend and speak at Chamber events. The Chamber will hold Government Affairs Meetings, Legislative Reception, and Legislative Luncheon to facilitate exchanges between legislators and member businesses. The Chamber will arrange for legislators to sit at tables with member businesses when attending events. The Chamber will write legislators on specific issues when voted on and

approved by Board of Directors on behalf of Chamber membership. Success determined by Chamber's voice in the community, legislative attendance at events, and ability to influence policy.

Federal: Chamber is to be actively involved with federal organizations, agencies, boards, committees, task forces, and congressional representatives on a monthly basis to strengthen relationships. The Chamber will extend invitations to federal representatives and legislators to attend and speak at Chamber events. The Chamber will assist, where possible, in the facilitation of federally advocated operations such as the Business Assistance Center, operated in cooperation with the U.S. Small Business Administration. The Chamber will also assist in marketing the US Census Campaign, and hold workshops and create marketing around Federal programs. In addition, the Chamber will offer a DC Fly-in. Success determined by Chamber's voice in the community, legislator attendance at events, and ability to influence policy.

Goal #3: Promoting the Chamber & Attracting Prospective Members

Target Market: Business Community & Prospective Members

The Chamber is to interact with, and communicate its mission, messages, benefits and achievements to the community at least 5 times per month through print, online, advertisements, editorials and direct contact to promote the image of the Chamber and attract new members. The Chamber will direct mail and target prospective members from a list of Brockton and Regional Businesses, lists compiled of surrounding Town Chambers and Business Associations, Chamber Affiliates and member referrals. Success will be determined by membership strength, new members joining, and retention at the Chamber.

Goal #4: Promoting the City of Brockton and the Region

Target Market: The Community

The Chamber will highlight the positive aspects of living in the community in order to promote tourism and cultural based member businesses, increase tourism revenue for the city, and encourage businesses and the workforce they employ to relocate to the area. This will be achieved through events, marketing and advertisements, public forums, supporting important projects, and utilization of media. The Chamber will heavily promote the new Metro South Brand, "When Metro South is Home, Everything's Within Reach". Success of efforts will be seen in a revitalized downtown, relocation of businesses, attraction of new industries, number of businesses joining the Chamber, the quality of workforce, and a unified regional voice.

Goal #5: Improving & Maintaining Internal Communications

Target Market: Chamber Staff, Board of Directors, and Ambassadors

Chamber staff will work together to assess individual strengths, weaknesses, and needs to address internal communications. Emails, phone calls, text messages, staff meetings, event reminders, retreats, a shared calendar and a shared network H:/ drive will all be used to communicate internally.

GOAL OBJECTIVES & DETERMINATION OF SUCCESS

Goal #1: Retention- Promoting & Informing Members; Engaging New Members

Target Market: General Member Base

Marketing Resources

Tools	Objectives	Determination of Success
Action Report Newsletter (11 issues per year)	Promote and inform, Provide business visibility	Event registrations, purchase of newspaper, increased advertisement, publication surveys
E-Update Email Blast (Weekly)	Promote and inform, Provide business visibility	Open rate, click through rate, forward rate, number of subscribers, feedback, sponsorships and advertisements
Book for Business Member Directory & Guide (Annually)	Promote and inform, Provide business visibility	Advertisement revenue, additional listings, quantity of directory requests
Chamber Website	Promote and inform, Provide business visibility	Number of visits, queries, and click through rate, increased advertisements
Special Event Websites	Promote and inform	Number of visits, event registrations
Legislative Alerts (3-10 every 6 months)	Promote and inform, Encourage Action	New policies policy changes at the local, state, or federal level
Social Media Sites (facebook, twitter, youtube, flickr, linkedin)	Promote and recognize, Provide business visibility Encourage networking	Number of members, photos, videos and blogs added, number of views, activity generated
Online Publications (Issuu- Publication Sharing Site)	Promote and inform, Provide business visibility	Number of subscribers, click through rate, site visits
Event Flyer	Promote and inform	Event registrations, sponsorships
Event Reminder Email Blasts	Promote and inform	Event registrations, open rate, click through rate, sponsorships
Direct email	Promote and inform Gauge satisfaction	Event registrations, direct responses
Surveys	Gauge satisfaction	Survey participation
Event invitations	Promote and inform	Event registrations, sponsorships
Event Reminder Postcards (All major programs, workshops, meetings)	Promote and inform	Event registrations, sponsorships
Online Job Forum	Promote and inform	Submission of jobs, jobs being filled
Mailing Labels	Promote and recognize, Provide business visibility	New leads, participation in Chamber activities
Member-to-Member Discounts	Promote visibility and value	Submissions of discounts, “Buying Local”, a unified member base
City Maps & Information Boards	Advertising options, Provide business visibility	Advertisement revenue

Chamber Accomplishments Sheet	Promote and inform	Member retention, member feedback
Chamber at a Glance	Promote and inform	Member engagement in committees, taking advantage of benefits, event attendance
Point-of-Contact Surveys, letters, and at events	Gauge satisfaction	Retention, feedback response
Business Assistance Center Brochure	Promote and inform	Sponsorships, increased workshops, visitors to the center
Edison Business Incubator Brochure	Promote and inform	Full capacity of incubator space (no vacancy)
Radio Spots	Promote and inform, Provide business visibility	Members utilizing service and receiving calls/feedback
Digital Picture/Video Frame For Use at Expos	Chamber visibility	Engaged members, event registrations, purchase of services and benefits
Online Virtual Plaques	Promote membership, Enhance business image	Members linking to Chamber website and proudly displaying virtual plaque
Ambassador of the Quarter	Recognize leadership, Provide business visibility	Engaged ambassadors, committee involvement, event participation

Services

Tools	Objectives	Determination of Success
SCORE and SBA on site	Promote and inform	Number of visits and appointments made
Workshops on site	Promote and inform, Provide business visibility	Attendance, participation, businesses wanting to hold workshops
Business Assistance Center	Promote and inform, Provide business assistance	Sponsorships, number of visitors utilizing the center
Health Insurance Discounts	Promote and inform	Number of businesses utilizing service
Power Purchasing Program For Electricity	Promote and inform, Provide discount, Member service only	Number of businesses who inquire about the program or sign up
Affinity Programs (Loyalty Programs)	Provide discount, Member service only	Number of businesses who inquire about the programs or sign up
Display racks (In Lobby)	Promote and inform, Provide business visibility	M material added to the racks by members and amount picked up by other businesses/consumers
Ribbon Cutting Ceremony	Promote and inform, Provide business visibility	Number of Ribbon Cuttings, number of attendees at Ribbon Cuttings, revenue
Meeting Room Rental/Use	Service provided at discounted rate	Revenue and level of occupancy
HR Hotline	Promote and inform about Human Resource Issues	Inquiries submitted to the HR Hotline, HR panel available to answer questions
Chamber Affiliates	Offer cross benefits including event admission.	Number of affiliates and businesses who take advantage of affiliate opportunities, affiliates promotion of our activities
Member Referrals	Promote and inform, Provide business visibility	Number of referrals made, number of business inquiries, retention

Networking Events & Programs

Tools	Objectives	Determination of Success
Business After Hours & Open Houses	Promote networking, Provide business visibility	Number of event attendees, sponsorships, revenue generated
Good Morning Metro South (5 per year)	Promote networking, Provide business visibility, Informative speakers	Number of attendees, sponsorships, surveys, quality of speakers, revenue generated
Annual Meeting (Annually)	Promote networking, Informative speakers	Number of attendees, sponsorships, surveys, quality of speakers, revenue generated, survey results
Small Business Awards (Annually)	Promote networking, Provide business visibility, Informative speakers	Number of attendees, sponsorships, award nominations, quality of speakers and recipients, revenue generated
ATHENA Awards Program (Annually)	Promote networking, Provide business visibility, Honor women	Number of attendees, sponsorships, award nominations, quality of speakers, revenue generated
Legislative Luncheon (Annually)	Promote networking with members and legislators	Number of attendees, number of legislators, sponsorships, quality of speakers, revenue generated
Legislative Reception (Annually)	Promote networking with members and legislators	Number of attendees, number of legislators, sponsorships
Government Affairs Meetings (Monthly)	Promote networking with members and legislators	Number of attendees, quality of speakers, legislator participation, educated businesses
Ambassador Meetings (Monthly)	Promote networking, Provide business visibility	Number of ambassadors, number of calls made and services performed
Business-to-Business Expo and Scavenger Hunts (Annually)	Promote networking, Provide business visibility	Participation, feedback, returning participants, number of visitors, revenue
Small Business Expo (Annually)	Promote networking, Provide business visibility	Participation, feedback, returning participants, number of visitors, revenue
ATHENA Expo (Annually)	Promote networking, Provide business visibility, Honor women	Participation, feedback, returning participants, number of visitors, revenue
Workshops (12-20 per year)	Promote, network and inform, Provide business visibility	Attendance, participation, businesses wanting to hold workshops
Forums	Promote, network and inform	Attendance, participation, action taken
Member Orientation (Bi-Annually)	Promote networking Provide business visibility	Member network, engagement, event registration, sponsorships, retention
Ribbon Cuttings & Groundbreakings	Promote networking, Provide business visibility	Number of Ribbon Cuttings, number of attendees at Ribbon Cuttings, revenue
DOTS Networking System	Promote networking	New business contacts and referrals
Season Ticket Sales	Promote events at discounted rate, encourage attendance	Number of tickets purchased, revenue, event registration
Taste of Metro South (Annually)	Promote networking, Provide business visibility Celebrate the community	Revenue, restaurant and cultural organization participation, number of attendees, sponsorships, feedback
Travel Business Exchange	Encourage networking with foreign businesses, Promote international trade	Number of travelers signed up, feedback, media coverage, businesses doing trade

NEW MEMBERS: Additional Tools and Benefits

Tools	Objectives	Determination of Success
Free Mini Profile Back page, Action Report	Promote and recognize, Provide business visibility	Read rate, feedback, members running additional ads or stories
Free admittance to 2 first Networking Events	Engage members in programs and networking benefits	Registration for future events, new leads, retention rate
Free set of mailing labels	Promote and recognize, Provide business visibility	New leads, relationships formed, participation in Chamber activities
New Member Guide	Inform about products, services, benefits, divisions	Event attendance, sponsorships, advertisements, committee involvement
Free Business Listing In Action Report	Promote and recognize, Provide business visibility	Business inquiries, increased readership, increased participation in publication, advertising and promotion
New Member Orientation (bi-annually)	Promote and inform, Provide business visibility	Member network, engagement, event registration, sponsorships, retention
New Member Decal (site visit from an Ambassador)	Promote and recognize	Members displaying decal, feedback

Goal #2: Communicate with Policy Makers & Public Entities

Target Market: Policy Makers on the Local, State and Federal Level and other organizations

Resources and Networking

Tools	Objectives	Determination of Success
Government Affairs Meetings	Educate and inform, Networking	Legislator Participation, member participation, ability to influence policy
Legislative Reception	Promote networking with members and legislators	Legislator Participation, ability to influence policy
Legislative Luncheon	Educate and inform, Networking	Legislator Participation, member participation, ability to influence policy
Committee & Task Force Participation	Build relationships with lawmakers	Ability to influence policy, reputation within the community
US Census Campaign	Encourage residents to fill out Census forms, get accurate count to secure more city funding	Return rate, an accurate count
Forums & Workshops	Educate and inform, Networking, show legislators importance of economic development issues	Legislator Participation, media coverage, ability to influence policy
Candidate Forums	Educate and inform, Networking, introduce candidates to members	Candidate participation, relationships formed with candidates, attendance
Congress State House and D.C. Site Visits- Awareness & Advocacy	Opportunity for members to bring issues from the community to Capitol Hill	Number of members that sign up for the trip, ability to influence policy
Legislative Alerts	Promote and inform, Encourage Action	New policies or change in policies at the local, state, or federal level, member response rate
Board Meetings	Educated and inform, foster discussion, advocate for business	Ability to influence policy, reputation within the community
City, State and Federal Hearings on Business Topics	Educated and inform, foster discussion, advocate for business	Legislator Participation, ability to influence policy

Goal #3: Promoting the Chamber & Attracting New Members

Target Market: Business Community & Prospective Members

Utilize leads list purchased of all Brockton Businesses and lists gathered of surrounding Town Chambers and Business Associations. Also utilize referrals made by members.

Resources, Networking, and Services: Future-Members

Tools	Objectives	Determination of Success
Action Report Newsletter	Send through regional newspaper to 35,000 people, Promote and inform, Solicit New Members	Number of subscribers, Chamber membership inquiries
E-Update Email Blast	Send to anyone who signs up, Promote and inform, Solicit New Members	Number of subscribers, Chamber membership inquiries
Book for Business Member Directory & Guide (Annually)	Send to all Brockton businesses and surrounding Chambers (circulation 5,000) Solicit New Members	Chamber membership inquiries and new members and advertisers that want to be listed in the Book.
Chamber Website	Promote and inform, Solicit New Members	Number of visits, queries, and clicks tracked, joining online
Social Media Sites (facebook, twitter, youtube, flickr, linkedin)	Promote and recognize, Solicit New Members, Show event photos and videos	Number of people joining the Chamber to take advantage of Member Social Media Benefits
Online Publications (Issuu – Publication Sharing Site)	Promote and inform, Solicit New Members	Attract new visitors and receive more views and online subscribers
Event Flyer	Send to prospective members, Promote and inform	Event registrations, sponsorships
Yellow Pages	Provide visibility Promote and inform	Number of new business inquiries and businesses joining
Chamber at a Glance	Send to prospective members, Promote and inform	Number of new business inquiries and businesses joining
“Join the Chamber” Postcard	Mailed to prospective members, Promote and inform	Number of new business inquiries and businesses joining
ACCE Chamber Image Campaign	Utilize in Advertising Campaign, reasons to join the Chamber	Number of new business inquiries and businesses joining
Business Cards	Distribute whenever possible, Promote reasons to join the Chamber on backside	Phone calls, emails and faxes, businesses consulting the “reasons to join the Chamber”
Membership Drive	Utilize members to make referrals and bring in new members	New Members joined, number of volunteers, prizes donated, number of referrals
Future-Member Event Prices	Encourage prospective members to attend and experience events	Number of non-members attending events then joining the Chamber
Site Visits/Direct Contact	Pursue members with face-to-face contact	Number of new businesses, direct response
Accomplishments Sheet	Promote and distribute	Number of new businesses joined,

	accomplishments to show strength of Chamber	awareness of initiatives within the community.
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Using Media to Reach Prospective Members

Tools	Objectives	Determination of Success
Press Releases & Event Releases Email & Fax Broadcast	Email to media list to run stories and calendar listings, Solicit Prospective Members	Press releases and events are run in local and regional newspapers, membership and event inquiries
Media Advisories	Invite media to attend, cover, and promote events	Press attends events and covers Chamber stories in local and regional newspapers, membership and event inquiries
Editorials/ Op-Eds	Send industry articles to the Boston Business Journal and New England Real Estate Guide, Serve as an expert, Attract new businesses	Editorials are run in publications, direct feedback and response received, additional publications asking for editorials and op-eds
Radio Spots	Create radio spots promoting upcoming events, Encourage prospective members to attend	Chamber membership inquiries and new members and advertisers that want to be listed in the Book
Community Access TV	Invite Brockton Community Access to video tape events to play on tv and add to social media pages	Videos run on Community Access Channel, views on social media pages (youtube), membership and event inquiries
Media Lunches	Invite media contacts to lunch to establish strong relationships and receive more press	Penetration rate of press releases increases, media representatives attend more events
Brockton Business Friendly and Television Ads/Commercials	Create television ads to spread awareness of the positive aspects of Brockton	Response rate, awareness, inquiries to Chamber website and BuyBrockton.org website
New Regional Brand	Promote brand in advertisements, commercials, press releases, etc.	Integration of brand into town plans and used amongst community members.

Goal #4: Promoting the City of Brockton and the Region

Target Market: The Community

Community Resources, Advertisements, and Events

Tools	Objectives	Determination of Success
Action Report Newsletter	Promote Brockton and the Region, Encourage tourism	Enterprise newspaper continues to carry newsletter, direct feedback
Brockton Information Boards	Increase awareness, Direct patrons where to go, Promote a positive image of Brockton	Increased Advertisements, witnessing people using the boards, feedback
Chamber Website	Promote the region with town demographics, photos and important information	Number of visits, queries, and clicks tracked, increased advertisements
Brockton Map, Regional Map, Easton Map	Promote the region, Direct patrons where to go	Demand of maps, feedback, ads purchased
Brockton Brochure	Promote Brockton, Encourage tourism and historical/cultural exploration	Positive image of Brockton, increased visitors to cultural attractions
History Trail Brochure/Map	Promote Brockton, Increase foot traffic downtown, Encourage tourism and historical exploration	More awareness of the history of Brockton, more foot traffic downtown
Editorials/Op-Eds	Promote the region	Positive image of Brockton, increased visitors to cultural attractions, number of relocations
Buy Brockton Campaign	Create marketing pieces to encourage purchase of homes in foreclosure, Boost the economy, improve neighborhoods	Number of Foreclosed homes being bought, number of people contacting their banks and taking advantage of the program, buybrockton.org website hits
Brockton Tourism Flyers	Promote Brockton, Encourage tourism, Create awareness	Positive image of Brockton, increased visitors to cultural attractions
Newspaper Advertisements	Promote the region, Encourage tourism, Create awareness	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating
Commercials airing on NECN	Run commercial promoting Brockton, Promote a positive image	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating
Chronicle Segments	Assist in production and serve as a resource, Promote a positive image of Brockton	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating
Radio Spots	Run radio commercial promoting Brockton, Promote a positive image	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating
Online Advertisements	Run advertisements promoting Brockton, Promote a positive image	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating

City of Brockton Signage	Create an attractive Brockton with proper welcoming signage. Incorporate regional brand.	Feedback of a more attractive, less confusing navigation, people visiting the Chamber or City Hall
US Census Campaign	Create signs, advertisements and marketing to encourage residents to send in forms, Promote and inform, hold signs on street	Census Form return rate in Brockton
Plan Brockton Postcards	Promote the creation of a City Plan, Encourage the community to participate	Attendance at Planning Sessions, feedback received at sessions
Taste of Metro South	Promote local restaurants, cultural organizations and entertainment, Encourage commerce	Number of attendees, quality and quantity of restaurants, organizations, and entertainment, revenue, feedback,
Trade Missions/Trips	Open trip to all community members as a rewarding experience at a great value, Host information sessions throughout region	Number of attendees, feedback, word of mouth, subsequent reservations and inquiries, heightened awareness and knowledge of doing business and trade with other countries.
Event sponsorships, partnerships and advertisements	Promote Brockton in various member organization's program books	Positive image of Brockton, increased visitors to cultural attractions, residents moving in, businesses relocating
E-Update Community Events Section	Promote the events of members and community service organizations throughout the region	Turnout at various events, feedback, number of hits on the website, number of events listed by organizations in the community section
Yankee Mailings/Relocation Guides	Mail relocation guides/maps to those who request information through leads generators	Positive image of Brockton, increased visitors to cultural attractions, residents moving in
Water/Sewer Study	Distribute study of creation of Water/Sewer Authority	Greater regional action plan for water/sewer capacity issue
Info Center Displays and Brochure Distribution- Plymouth, Sagamore, Back Bay, Sandwich	Promote City, Brockton Rox and the Fuller Craft Museum	Number of brochures being picked, Rox Baseball and Fuller Craft Museum visitations
"Made in America" segment with John Ratzenberger	Assist in production, promote a positive image	Positive image of Brockton, increased visitors, vacation alternatives
Regional Brand	Promote new regional brand, logo and tagline	Adoption of brand by the region
Regional SiteFinder	Promote and manage regional site finder to developers and businesses. Create button for towns to link to	Less vacant property and higher occupant rate
Developer Tours	Coordinate tours of downtown areas, new developments, and properties for development	New investments and developments in the region, less vacant property

Goal #5: Improving & Maintaining Internal Communications

Target Market: Staff, Board and Ambassadors

Resources/Methods of Communication

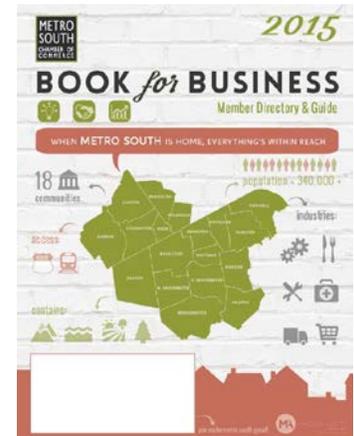
Tools	Objectives	Determination of Success
Shared H:\ Drive	Share folders, ideas, projects, and eliminate duplication	Improved communication, less duplication of efforts, shared projects
Internal Calendar (shared through outlook)	Be aware of all upcoming events, locations and times	Staff aware of each other's priorities, schedule and effectiveness of staff time and MSCC resources
Emails	Discuss projects, what help is needed, generate ideas, connect	Improved communication, prevent duplication of efforts, shared projects teamwork
E-Update	Be aware of all upcoming events, Inform of new services and benefits	Staff aware of all events and services
Action Report	Be aware of all upcoming events, Inform of new services and benefits	Staff aware of all events and services
Texting	Send text messages when on the road or not in the office to ask questions or inform about scheduling, etc.	Staff aware of each other's whereabouts, able to communicate while working out in the community
Staff Meetings (once a month)	Convene to discuss projects staff is working on, what help is needed, and generate ideas	Improved communication, new ideas generated, more teamwork
Board Retreat (every 2 years)	Discuss Chamber goals, access values, and inform and raise awareness of initiatives	New goals, a board and staff that works closely, an engaged and active board, new ideas generated
Board Meeting/Exec Meeting	Present important topics and speakers, decide whether to take action on an issue, discuss events, marketing, membership and financials	Informed board of regional issues, action taken on issues, an engaged and active board, attendance at meetings
Event Reminder Postcards	Remind board members of upcoming meetings	Attendance at board meetings and upcoming events

STRATEGIES & TOOLS – Programs and Resources

Action Report Newsletter: The *Action Report* is a monthly 12 page publication produced by the Chamber that is distributed to over 35,000 people in the Metro South region in *The Enterprise*, a local newspaper. It is also available on the home page of the website, the newsletter archive page, and is sent weekly through the *E-update* e-mail blast, as well as a monthly e-mail blast of its own. In addition, over two hundred copies are printed in-house and available at the office and distributed at events and workshops. The newsletter covers important Chamber news including events, Chamber services, a Chamber calendar, new and renewing member announcements, Connecting Activities Spotlight, member profiles, articles promoting Brockton and the Metro South region, and photos from past events. In addition, members are encouraged to send press releases for the “Good News” section, and all new members are invited to take advantage of writing a Member Mini Profile on the back page. Advertising in the *Action Report* is handled directly through *The Enterprise*.



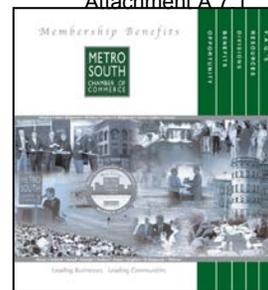
Book for Business Member Directory & Guide: The *Book for Business* is a 100 page full-color publication printed annually. It contains a listing of Chamber members, both alphabetically and categorically. It also includes valuable information about the Metro South region, including town profiles for each of the eighteen cities and towns in the region. The profiles consist of an introduction to the city or town and demographic information including population, housing and income statistics, tax rates, education statistics, unemployment rates and more. The Book also contains legislative information, helpful contacts, conference space, largest employers, education, healthcare, culture and leisure, and information about the Chamber and its history. *The Book for Business* is distributed to over 5,200 people, including all members, prospective members, town halls, libraries, leads generated from purchased lists (in 2014 of which included all Brockton businesses), and residents requesting information on the region in which they live or are relocating to. The Book for Business is also posted online on Issuu (a publication sharing website) for the world to view.



E-Update Electronic Newsletter, E-Legislative Alerts, Special Event Reminders: The *E-Update* is an online email blast sent to 3,000 people weekly through Constant Contact. This newsletter keeps members informed about upcoming Chamber events, legislative actions, helpful services and resources, and offers advice on a number of issues that are pertinent to business professionals. In addition, it offers active links to other websites for more information and links to register for events. Anyone may sign up to receive the *E-update*, however only members may submit events for the Member & Community News Calendar Section of the E-Update. All E-Updates are archived and available by visiting the Chamber’s homepage. Additional email blasts highlight specific events, services, or a legislative “Call to Action”.



New Member Packet: The new member packet is a publication distributed to new members and prospective members outlining the goals, programs, services, resources, committees and other information helpful to members new to the Chamber. The packet is used to demonstrate to new members how the Chamber can be of use to their business and the community.



Event Flyer: The Event Flyer contains a list of all upcoming Business After Hours Networking Events and Good Morning Metro South meetings for the year. In addition, it contains information on and the dates of annual events such as the Legislative Reception, Annual Meeting, Taste of Metro South, Legislative Luncheon, Small Business Awards and ATHENA Awards. The Events Flyer is distributed with statements, new member packets, posted online, available at all events, and is sent to prospective members.



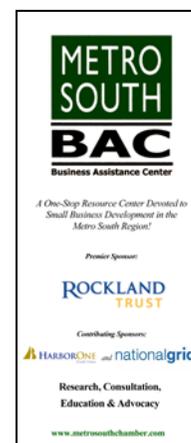
Ribbon Cutting Ceremonies & Ground Breakings: Ribbon Cutting Ceremonies are an opportunity to celebrate a grand opening, expansion, relocation, or anniversary. The Chamber provides large scale scissors for photo opportunities and ribbon. Marketing for a ribbon cutting or ground breaking ceremony includes articles in the *Action Report* and *E-Update* in the month leading up to the event, the notifying of press, board, and ambassadors of the event, photo coverage of the event, the posting of photos on Flickr, and a follow-up/recap article in the *Action Report*. A ribbon cutting flyer has been designed and widely circulated to members.



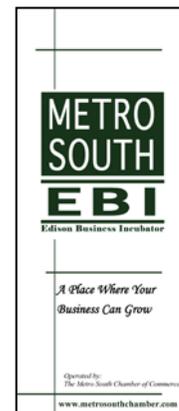
Prospective Member Postcards/ Aspire Brochure/ Membership Application/ Chamber at a Glance: Postcards, flyers and marketing materials are mailed out to prospective members from a list generated from a purchased leads list. They promote the benefits of joining the Chamber, services offered, testimonials, and incentives to join the Chamber today.



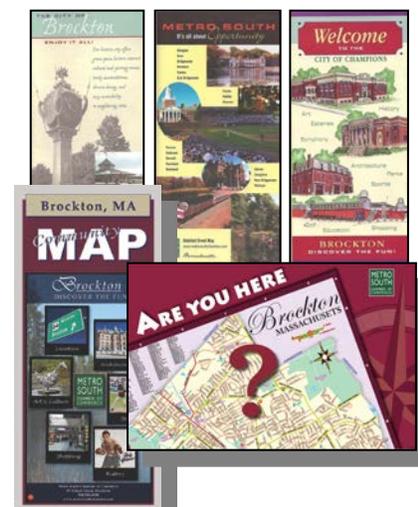
Business Assistance Center: The Metro South Business Assistance Center (BAC) is an innovative, high-tech, one stop business resource center with convenient location and friendly professional staff. The Center is the home of the Southeastern Massachusetts SCORE counselors, and once a week, an SBA representative. Available in the Center are reference materials including start-up guides, the Inc. Business Series, and guides for every aspect of starting and maintaining a small business. There are also computers for use, high speed internet, and business-related software including Quick Books, Business Plan, Marketing Builder, Publicity Builder, Business Plan, Bizforms, Microsoft Office, as well as informational and instructional videos. The Business Assistance Center is a joint venture between the US Small Business Administration, the Metro South Chamber, SCORE, Massachusetts Small Business Development Center and over 20 companies and economic development organizations.



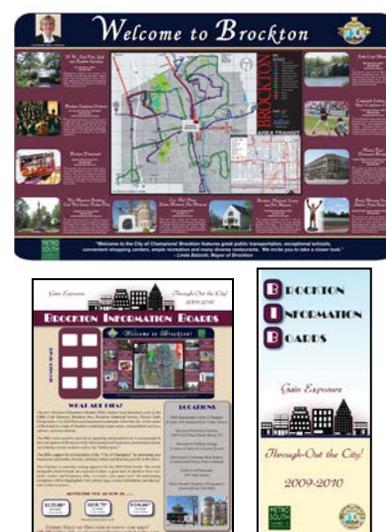
Edison Business Incubator: The Edison Business Incubator is a small business incubator created in partnership with the Metro South Chamber, the US Small Business Administration and SCORE. The incubator provides below-market rental space for start-up and expanding micro-enterprises. It provides a stepping-stone for fledgling businesses wishing to operate in a professional environment but not yet capable of supporting the substantial overhead costs associated with a prime urban location. The facility is located inside the Chamber building in the historic Thomas A. Edison Building in Brockton. It offers high-speed internet access, conference, meeting and reception areas, networking opportunities, and access to notary public on premises, training courses, and mailing services.



City Maps: The Chamber designs and produces high quality maps for distribution around the City of Brockton and the region. The maps include street listings, libraries, post offices, police departments, schools, and hospitals. In addition, each map has historical or cultural information such as special attractions, a restaurant guide, or paintings of important city buildings by a local artist. Map publications include Brockton City Maps, a Regional Map, Brockton History Trail, and the Bridgewater. The maps are available at the office, distributed at events, and mailed out in relocation packages. Advertisements are sold in the maps. The goal of the maps is to promote the area in which we work and live as a desirable place, encourage commerce and the exchange of goods, and provide a tool to increase foot traffic in the downtown area.



Brockton Information Boards: The Brockton Information Boards were created by the Chamber to provide an appealing and practical way to assist people in their navigation of Brockton while showcasing local businesses, promoting tourism, and helping current residents realize the “hidden gems” within the city. The boards feature local attractions and important monuments on one panel. At the center of the board is a map of Brockton containing major routes, transportation services, schools and train stations. The other board consists of sponsor advertisements, all of whom are Chamber members. The boards are placed at 6 different locations around the city, including the Brockton Area Transit Intermodal Centre, the downtown commuter rail station, the downtown parking garage, the Metro South Chamber of Commerce/City Hall, the Brockton Historical Society and the Fuller Craft Museum.



Brockton Advertisements: The Chamber creates various Brockton ads. Tourism ads promote the location, food, hotels and attractions of the city. Business ads promote the water, workforce, political support, economic development projects, biotech capabilities, and tax incentives. Advertisements are placed in the Book for Business, various local organization’s publications and programs, and in local newspapers, including the *New England Real Estate Guide*, *The Patriot Ledger*, *The Enterprise*, and other local weeklies. In addition, ads have been placed in *Val-Pak*. The goal is to change perceptions of Brockton, encourage people to visit and spend money in Brockton, and to show Brockton as a desirable place for businesses to relocate.



Brockton Information Radio/ Welcome to Brockton Signs: Brockton Information Radio, 1620 AM provides visitor information, emergency information and highway advisories. The antenna is located alongside Route 24 at the Brockton Historical Society and covers both Brockton Highway exits and a large portion of the city. Listeners learn about recreational activities in Brockton, higher education opportunities in the region, and restaurant, hotel, commuter rail and tourist attraction information, as well as Chamber events in the community. The radio station is promoted on the Welcome to Brockton signs sponsored by the Chamber. The signs also feature the Lions Club, Rotary International and the Masons.



Television Spots/ Radio Advertisements: The Chamber broadcasts a variety of television and radio advertisements, and assists in positive news stories about Brockton and the region. Commercials include a 30 second spot about why Brockton is a desirable place to live in and visit, promoting the new regional brand, and a commercial centered around the Buy Brockton program. These commercials have aired on NECN and are available online, promoted through the *Action Report*, *E-Update*, and as a link in Chamber staff’s email signatures. Radio commercials on New England Broadcasting and WATD 95.9 FM have promoted Brockton as well as community events that the Chamber sponsors. In addition, the Chamber has assisted in segments promoting the positive aspects of Brockton on the ABC television program, *Chronicle*, ABC World News with Katie Couric and Made in America on the Discovery Channel.



Buy Brockton Advertisements: Buy Brockton is a program that provides discounted services and 100% financing with no down payment and a 30 year fixed rate mortgage, and discounted rate to home buyers purchasing a bank-owned or foreclosed property in Brockton. Single family houses or condos priced under \$417,000 qualify. Mortgage Insurance and Unemployment Insurance are also offered through the program. Advertisements for the Buy Brockton Program are placed in Chamber and community organization’s event programs, in newspapers, and on Brockton Area Transit Buses. In addition, commercials have been created and run on NECN. The Chamber assists and participates in the Brockton Fair Housing Event and also helps maintain the BuyBrockton.org website.



Metro South Regional Brand: The Metro South Chamber contracted Connelly Partners (the agency used by the Massachusetts Office of Travel & Tourism) to develop a recognized brand for the region. The resulting tagline, “When Metro South is Home, Everything’s Within Reach” has already been adopted by the Mayor and City of Brockton. The brand is expected to generate positive perceptions and attract business, residential and tourist interest. It is used in advertisements, commercials, speeches, and will soon be used in signage.



Regional Economic Development Organization: The Metro South Chamber facilitates the Metro South Regional Economic Development Organization Grant. The Metro South Regional Economic Development Organization works to retain and attract businesses, form regional collaborations, and promote the Metro South region and benefits of doing business in the region through marketing. Marketing includes advertisements, Bio-Tech brochures, and the Metro South Site Finder website.



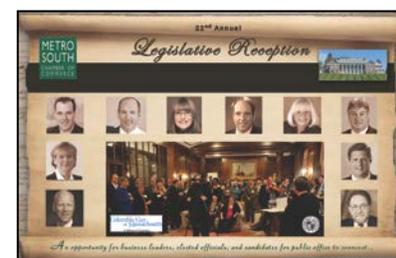
Creative Economy Network Leader: The Metro South Chamber was designated state-wide as a Creative Economy Network Leader to promote the arts as a vehicle for economic development through exposure, access to space, access to capital, growing talent through education and business support. The Chamber promotes the designation in the *Action Report*, e-Update, flyers, the Chamber website and in the *Book for Business*.



Community & Business Forums: The Chamber holds and markets various forums throughout the year, ranging from education, to legislative, to economic. Past forums include a Mayoral Candidate Forum, Meal’s Tax forum, Regional Roundtable, and a forum centered around Regional Water/Sewer and the Desalination Plant supplying of water. The Chamber holds forums of significant economic development plans that benefit current business members and that create new jobs. Save the date postcards are mailed to members, legislators and targeted audiences 4 weeks before the event. Forums are also promoted through e-mail blasts, on the website, on online forums, social media sites and in the *Action Report*.



Legislative Reception: The Annual Legislative Reception, held in October, is a casual event at which business leaders, elected officials and candidates for public office can renew face-to face contacts and discuss issues of importance to them and the business community while enjoying complimentary refreshments and hors d’oeuvres. The Legislative Reception brings a crowd of over 35 legislators and 150 attendees. Save the date postcards are mailed to members and legislators a month before the event, and promoted in the *Action Report*, through e-mail blasts, press releases, social media sites and the website.



Legislative Luncheon: The Legislative Luncheon offers members the opportunity to hear from and meet Elected Officials. In the past, the Chamber has hosted Speaker of the House Robert DeLeo, Attorney General Martha Coakley, Senate President Therese Murray and Governor Deval Patrick. Many local legislators also attend for the networking opportunities and to allow our members to learn about upcoming legislative initiatives on Beacon Hill. Save the date postcards are mailed to members and legislators a month before the event, and promoted in the *Action Report*, through e-mail blasts, press releases, social media sites and the website. After the event, photos are posted on Flickr and in the *Action Report*. In addition, Brockton Community Access covers the event.



Business After Hours: Business After Hours provide an opportunity for Chamber members to network with a variety of business people in an informal atmosphere. Business After Hours is held at a different member location each time. Hours for the reception are 5:30-7:30 p.m. The average attendance runs between 75-150 members. Business After Hours are marketed through the Action Report newsletter, E-Update, and special event reminders sent through Constant Contact, as well as being posted on the website and social media sites. After the events, photos are posted on Flickr and the Chamber Social Networking sites. Business After Hours hosts are encouraged to send postcards with mailing labels supplied by the Chamber. Sometimes, the Chamber will design and send postcards. Business After Hours have also taken the form of train rides and boat rides.



Annual Meeting and Business-to-Business Expo: Over 500 business people and community leaders attend the Annual Meeting and Business-to-Business Expo to celebrate businesses working together for the future of the Metro South region. The Business-to-Business Expo runs from 10:30 a.m. to 3:00 p.m. and features over 50 exhibitors. The Chamber has created a logo for the Annual Meeting and Business-to-Business Expo. Marketing includes an invitation sent 2 months in advance, newspaper ads in the Boston Business Journal and other publications, promotion in the Action Report and E-Update as well as Event Reminder e-mails for 2 months prior to the event, as well as media and press releases. The event is also promoted on the Social Media sites and on the website. In addition, the Chamber designs, produces and prints a program for the Meeting.



ATHENA Award Breakfast & Expo: The International ATHENA Award is presented to an individual who has attained and personifies the highest level of professional excellence in her/his business or profession, has devoted time and energy to the community in a meaningful way, and has opened doors of leadership opportunity for women. The ATHENA recipient is selected from nominations from the business community. The Chamber designs and mails out a flyer 1 month before the ATHENA Awards Program, and writes media and press releases. The Chamber also designs a program for the event. In addition, ATHENA is promoted in the Action Report, e-update, on social media sites, and on the website. Event photos are posted online after the event.



Small Business & Entrepreneur of the Year Awards Luncheon: Throughout the year, small business concerns and issues are essential components of Chamber initiatives and member programs. Each year we turn a special spotlight on small businesses and their valuable contributions to our community. Businesses and entrepreneurs are nominated by the local business community based on specific criteria and are interviewed and selected by the Small Business Awards Committee of the Chamber. The chamber designs an Expo flyer, a save-the-date postcard mailed 45 days out, and a program for the event. In addition, the Small Business Awards Luncheon is promoted in the Action Report, e-update, social media sites and on the website. Event photos are posted online after the event.



Good Morning Metro South (GMMS) & DOTS Networking: The *Good Morning Metro South* program is not a typical business breakfast. Its fast-paced, multi-segmented format attracts more than 100 business leaders from throughout the Metro South region. Good Morning Metro South is promoted in the Action Report newsletter, the E-Update, on the website, through event reminder emails, and on the social networking sites. **Diverse Opportunities To Share (DOTS):** A system the Chamber uses to facilitate networking between its members at Chamber events. Colored stickers are placed on event participants' name badges. Members sit at the table represented by their particular color. Stickers are distributed in such a manner that those members who have not sat together at a previous event will be able to connect.



A Taste of Metro South: *A Taste of Metro South* is an event celebrating the positive aspects of living and working in the Metro South region by bringing together area restaurants, cultural and community service organizations, and entertainment from local performers for a wonderful evening. *A Taste of Metro South* is a highly visible, much publicized and well-received evening of enjoyment for everyone. This event has traditionally drawn between 700-800 people for this one-of-a-kind evening. A diverse group of restaurants and organizations participate from throughout the Metro South region. A Taste of Metro South logo has been created by the Chamber, as well as tickets, posters of various sizes, advertisements, a website, and a program. In addition, ads are run in the Enterprise and other daily newspapers. The event is also promoted in the Action Report, e-update, event reminders, social media sites, community sharing forums and the website, as well as on electronic billboards and lawn signs. After the event, each participating restaurant receives a framed photo, and all photos are posted on flickr.



Business Cards: Chamber staff business cards are distributed to prospects and members at meetings, networking events, workshops, forums, and are available in the lobby of the Chamber office.



International Trips: The Chamber has offered various trips to countries including China, India, Greece, Ireland, Germany, the Azores and more. The Chamber creates designs, posters, flyers, and may create advertisements to run online and in the Enterprise, Patriot Ledger and town weeklies. The Chamber has also created postcards and mailed them to 20,000 people through Gatehouse Media. The trips are also promoted in the Action Report, E-Update, social networking sites, website, and on travel destination sites. Google ads have also been researched. In addition, the Chamber staff creates power points and leads informational sessions for some of the trips.



Display Board: The display board is used at Chamber Events as well as at other EXPOs and Trade Shows. It contains Chamber publications and services, upcoming events, and photos.



SurveyMonkey: The Chamber utilizes SurveyMonkey on a quarterly basis to receive member feedback. Survey Monkey is an online survey origination, distribution, and tracking system. www.surveymonkey.com.



Ambassador Team (AMB): Ambassadors are volunteers who respond to the needs of all members and reinforce the benefits of Chamber membership. They ensure that the Chamber is responsive to the needs of its members through personal contact and networking. Team members act as representatives of the Chamber at functions and invite prospective members to join the Chamber. Ambassadors meet with the Membership Services Director and make visits and phone calls to members on a monthly basis.



Digital Picture Frame: The digital picture frame is used to display images in a photo slideshow at events and in the office. It has been used to promote ribbon cuttings, networking events and the Chamber Trip to China.



Press Releases and Media Advisories: There are approximately 100 press releases written and sent a year covering everything from Chamber events to awards received and bestowed, ribbon cuttings and economic development news. Press releases are sent to a targeted list of over 50 publications including weeklies, daily's, regional newspapers, state newspapers and business publications. They are also sent to local radio and television stations. The press releases are sent through email and broadcast fax. Approximately 20 media advisories are sent each year, inviting media to attend all major events. Media advisories are e-mailed. Occasionally, the Chamber will also mail out invitations.



Verification Forms: Verification forms are sent annually to allow members to update their information to ensure accurate listings in the Book for Business. The verification forms are sent in June through email, and again in August through email. All those who have not responded through email are mailed a hard copy of the verification form in September. Also enclosed in the verification form mailing is a letter explaining the Book for Business Member Directory, an event calendar for the upcoming year, and a Book for Business Ad Contract.



Issuu Publication Sharing Website: The Chamber posts publications online, including the Book for Business & Membership Directory and New Member Guide on a publication sharing website called Issuu. Issuu carries the capability to turn pages as they appear in a magazine layout, to print, and to download. The Book for Business has been viewed a total of 4,875 times in 6 months, and the Member Guide has been viewed 1362 times. Issuu integrates with social networking sites to promote uploaded material. Their service is comparable to what Flickr does for photo-sharing, and what You Tube does for video-sharing. The website receives 33 million monthly readers, 250,000 publications monthly, 2.4 billion impressions monthly and the site is ranked 195 in the United States. It was voted a Top 50 best Website in the world in 2009 and received the Webby Honoree Award in 2009 and 2010 among other awards.



Promotional Items: The Chamber promotes its name on a variety of promotional items given away at various events. Promotional products have included chocolates, pens, pencils, staff shirts, bottled water, food products, calculators, mugs, pins, hats, tote bags and stickers. The promotional items carry the logo or identifiable parts of the logo, often in branding with events. The Chamber carefully chooses promotional items and often uses the opportunity to also promote a Chamber business. Promotional items keep the Chamber visible at all times to all potential members and existing members.



Touch Plan / Point-of-Contact Plan: Specific contact frequency plans that cater to members based on their size (number of employees and/or amount of investment) and length of time as a Chamber member. Plan for largest investors is in the process of being developed. Plan for small-to mid-sized investors is as follows:

- 1st Week – Send Out Welcome Packet & Make Phone Call to Confirm Receipt (Membership Services Director)
- 1st Month – Send Welcome Letter from President, New Member Decal and Site Visit (Ambassador)
- 30 Days – Phone call (Chamber Staff)
- 2nd Month – New members from previous month receive listing in Welcome New Investors section of Action Report
- 90 Days – Phone call (Chamber Staff)
- 4th Month – Contact new members; invite them to upcoming event (Ambassador)
- 11th Month – Send out invoice for upcoming year’s dues (Accounting)
- 12th Month – Members who renew are listed in Thank You, Renewing Members section of Action Report and receive “Thank you for Renewing” letter.
- 1 Year – Phone Call (Ambassador), Verification Form sent
- 5 Years – Personal visit (Chamber Staff)

Marketing & Communication Budget

	Expenses	Revenues	Net Balance
Marketing	\$18,780	\$0	-\$18,780
Monthly Newsletter (In-Kind)	\$21,500	\$21,500	\$0
Website (In-House)	\$1,295	\$1,500	\$205
E-Update	\$495	\$5,000	\$4,505
Member Business Directory	\$19,125	\$41,300	\$22,175
Seminars/Workshops	\$2,355	\$6,200	\$3,845
Networking Events	\$1,139	\$5,850	\$4,711
Business Expo	\$13,175	\$23,400	\$10,225
Annual Meeting	\$15,100	\$41,300	\$26,200
REDO Funds	\$50,000	\$50,000	\$0
Brockton Info Boards	\$2,375	\$5,875	\$3,500
Total	\$285,909	\$353,095	\$67,186