
Executive Summary:

The 2023 Business Plan reflects the actions planned by the chamber to provide the products, programs and services to move forward our strategic vision of being the most trusted voice of business in the Dayton region. The strategic framework set forth during 2022 is reflected in the actions outlined – though many of our activities are consistent and familiar, the lens of customer intimacy and the goal of assisting members in their success in a manner which provides them a positive return on their investment in time and resources are the base of how we will execute the plan.

KEY AREAS OF ACTIVITY

ADVOCACY: As the most trusted voice of businesses in our region, act as the leading advocate.



- a. Provide information, engagement or related support priority political/regulatory issues to and on behalf of our members.
- b. Represent and leverage our members' collective position and voice to influence the actions of our partners, vendors and other stakeholders to benefit members and business community.
- c. Implement federal, state and local priorities outlined in the chamber's legislative agenda.
- d. Create an advocacy strategy around workforce and talent development.
- e. Advance diversity, equity and business inclusion initiatives.

PROFESSIONAL DEVELOPMENT: Provide access and resources to cultivate business success through professional development.



- a. Enhance and support leadership growth and targeted professional development to contribute to the talent pipeline.
- b. Ensure development opportunities match current and future member needs including the method and breadth of programming to expand access.
- c. Provide thought leadership, best practices and training for member businesses to remain competitive.
- d. Provide the recognized leadership development programs for the region's business community.

CONNECTIONS: Create connections and foster relationships.



- a. Improve and augment peer engagement opportunities for member businesses and their employees to interact and expand their networks.
- b. Provide our members a sense of belonging, meeting them where they are and acknowledging the value of their time.
- c. Simplify member access to resources and information.
- d. Foster a culture of inclusivity, collaboration and innovation.
- e. Strengthen communication strategies to provide content that's easily sharable, digestible and available on multiple platforms.

VALUE: Ensure the highest value for members' investments and trust.



- a. Be reflective of the businesses in our 14 county region.
- b. Expand cost-saving opportunities and business tools for members.
- c. Leverage data analytics for data-driven decision making.
- d. Expand usage of automation and technology to streamline internal processes to support the member experience.
- e. Maintain and develop quality staff, volunteer leadership and partners.

Anticipated Outcomes – how we measure success:

1. Grow member engagement across training, programs and utilization of resources and services; deepening the connection with members.
2. Ensure the organization is resourced to meet the objectives of this plan through positive operating revenue over expenses.
3. Increased awareness and profile of the chamber brand.
4. Creation of a talent policy agenda as a leader of a statewide chamber coalition.
5. Clearly defined identity for the region's talent attraction & retention.
6. Survey results showing member satisfaction at 90% or higher – emphasizing chamber commitment by honoring their time.
7. Membership retention rate of 87% and attraction of at least 132 new members.
8. Greater connections in the entire 14 county region.
9. Accelerate the growth of MBE, WBE, rural and veteran businesses.
10. Outreach activities (35) connect over 2,250 representatives in expanding their network.
11. Purchasing programs will save members collectively over \$5 million.
12. Champion legislation / regulation that meet the objectives of our public policy agenda.
13. Chamber recognized as the most trusted voice of business in state & local policy advocacy.
14. Enhance the on-going leadership development pipeline provided by Empower and Leadership Dayton with the addition of GenD Ignite.
15. Over 200 member organizations participate in 12+ activities (1,000 individual attendees) with the Dayton/Miami Valley Safety Council.

SUPPORT PROVIDED BY:

