

Meadowlands Regional Chamber

2012-2016 Strategic Business Plan

Connect - Engage - Inspire - Empower





Special Note from the
Chief Executive

As you know, much time and energy has been allocated over the last year developing the 2012-2016 MRC Strategic Plan. The Executive Committee and full Board of Directors have approved it unanimously. It is now time to reveal it to the current membership and share it with everyone in the great Meadowlands region.

This plan is all about leveraging opportunities together as well as strengthening the Chamber so we can continue to deliver the benefits and services you have requested from us. In essence, this plan is all about you and your business and we are proud of that fact!

The success of the plan is built on the premise that together we join hands and invest in our future because there is strength in numbers. As you read this document, you will find we have put forth a plan that will positively affect every business as we implement our strategies and invest in our future.

The time has come....and Yes ...we have arrived!

Respectfully,
Jim Kirkos



**Mission of the
2012-2016 Strategic Plan:**

Connect and Engage the MRC membership in ways that will Inspire and Empower leadership, innovation and action- all based on a commitment to organizational excellence and effectiveness- that leads to the sustained economic prosperity of our membership and the Meadowlands region.

Connect - Engage - Inspire - Empower

Theory and Overview:

The Meadowlands Regional Chamber has established itself as a credible and growing organization dedicated to providing its membership with an array of benefits that allow networking, relationship building, business education and promotional opportunities. Our public affairs advocacy has become a hallmark of this organization as we have filled a leadership vacuum on critical issues facing the Meadowlands region. This advocacy provides the membership with representation and a voice that may not otherwise be heard. Repetition of our message is essential to advance all we believe to be important to Meadowlands businesses. The Meadowlands Sports & Entertainment Complex is still the epicenter of economic activity and can provide renewed regional investment and job growth with the successful redevelopment of the entire complex as a nucleus. The Chamber itself, as an operating business, has grown substantially in the past few years and requires a focused business plan to continue on this path of growth and financial stability as we need to invest in plant, technology and human capital. This strategic plan will identify ongoing goals that have become part of our "Advocacy DNA" as well as newly defined objectives that have been identified. The strategic planning process undertaken by the Executive Committee and Board of Directors of the MRC has spanned all of 2011. Multiple sessions facilitated by a team of two collaborating strategic planning consultants met with committee chairs, the general membership, the management team staff and the Board leadership. We identified not only the goals but also layers of obstacles and solutions which will lead to the successful implementation of this strategic plan. This document will guide the MRC through 2016 with the plan outlining critical strategic objectives. Specific goals will be reviewed and monitored regularly by the Executive Committee with success and completion being documented and reported to the membership. Lastly, the plan focuses on the core values of our Chamber-- Membership Success, Economic Development Advocacy, Community Catalyst and Organizational Excellence.



Vision Statement – The Meadowlands Regional Chamber will always be one of the nation’s leading regional business service organizations by promoting innovative and sustainable economic growth, and offering all members exposure to business and professional development opportunities.

Mission Statement – The Meadowlands Regional Chamber proactively accelerates the success and business growth for all members by providing opportunities for networking, relationship building, destination marketing, business leadership education and public affairs advocacy. We seek to be a community catalyst that improves the quality of life for all who live and work in the New Jersey Meadowlands region.

What does success look like in 2016?

By 12/31/16 the Meadowlands Regional Chamber will have become one of the top 5 largest Chambers of Commerce in the state of NJ with over 1500 member companies representing a diverse microcosm of the region. We will have attained the investment of 50 Leadership Council members and the MRC will be recognized nationally through association accreditation which clearly indicates organizational excellence on all levels of our operations.

Annual revenues will exceed \$2,000,000.00 with positive operating cash flow and we will set aside operating profits to build a special reserve account by establishing new profit centers and by creating new large scale Chamber and CVB special events.

As a result of elevating the leadership role of the Meadowlands 2040 Council, our organization will have succeeded at effectively collaborating with public policy entities and other business service organizations to plan and implement strategies pertaining to regional economic development. This includes initiatives to advance education & workforce development programs as well as needed road and mass transportation infrastructure upgrades.

The MRC will have added significant small business benefits, programs and services increasing the value proposition and success of the largest segment of our membership. Through a well planned and integrated process, the MRC will have successfully involved our membership in creating promotional and business opportunities stemming from major events taking place in the Meadowlands. We will have firmly re-established the Meadowlands region as a worldwide brand. Through the successful implementation of a permanent and sustainable funding source, the MLCVB will have effectively marketed the Meadowlands Liberty Region as a primary destination of choice with the Meadowlands brand recognized nationally and internationally.

CONNECT

Insights - Actions - Opportunity



1: to become joined

2: to have or establish a rapport

3: to establish a communications connection

4: to place or establish in relationship

Business intelligence in a rapidly changing business environment is critical. It is vitally important to identify trends and obstacles as they unfold and **connect** them with emerging economic opportunity. The Meadowlands 2040 Council calls upon some of the MRC's most successful business leaders to provide insight in a think-tank environment to forge ideas and innovations that are actionable, and allow the MRC continue to proactively drive issues and **connect** our membership with opportunities.

Objective: Increase the influence that the MRC has over Regional Economic and Workforce Development Planning which greatly impacts our membership.

Goal: Establish the Meadowlands 2040 Council as an integral collaborator to promote and advance regional economic development and planning

Goal: Advance advocacy for the continued redevelopment of the Meadowlands Sports and Entertainment Complex to include venue development as outlined in the MRC concept vision.

Goal: Continue to lead the discussion of enhanced mobility through mass transit and road infrastructure upgrades throughout the meadowlands region

Investment Rationale

It is imperative that the MRC advance all of the critical issues that affect economic development on behalf of our membership. While Bergen & Hudson counties along with the State of NJ are attempting to improve the effectiveness of the public process, we know the business community needs not only an advocate but also a seat at the table. Through MRC leadership and collaboration, we can effectively shape public policy leading to a sustained economy that creates opportunities and jobs for many years to come.

ENGAGE

Commitment - Action - Results



1: to pledge oneself : promise

2a: to begin and carry on an enterprise or activity

(engaged in trade for a number of years) b : to take part

: participate c : to give attention to something: deal (the

author's unwillingness to engage with our political system

— C. E. Rosenberg)

3: to come together and interlock

Compelling brand messaging for the Meadowlands as a destination will reach an ever-expanding circle of visitors to this region and will drive opportunity for a great many member businesses.

The time has come for the MRC, through the Meadowlands Convention & Visitors Bureau MLCVB) to **engage** the next level of branding. Effective marketing will raise the profile of the Meadowlands Liberty Region not only as a destination, but as a place worthy of new investment which will have long-lasting and positive effects on the local economy for decades to come. Investing in destination marketing returns a multiple of 8 to 12 times every dollar spent. It is critical that we **engage** this opportunity and press the advantage for our membership at every turn. We cannot afford to leave it to others to communicate the value of this region.

Objective: Establish the Meadowlands Liberty Region brand as a primary destination of choice for domestic and international visitors and business travelers.

Goal: Create a brand promise for the wide variety of destination assets in Meadowlands region to capitalize on large scale event attraction

Goal: Continue to expand the outbound marketing campaigns of the (MLCVB) by 20% / yr. (based on 2010 levels)

Goal: Have the MLCVB be the designated entity to receive permanent funding from local, county, or state resource to effectively brand and market the region

Goal: Fund and implement the certified tourism ambassador (cta) program and additional hospitality training for destination stakeholders that will improve the visitor experience

Goal: Better understand, through surveys and consumer research, visitor perceptions about their experience and our region

Investment Rationale

Economic and Workforce Studies have clearly indicated that a destination related economy has emerged in the Meadowlands. Once we were simply the cheaper alternative to NYC. Soon we will become a primary destination attracting domestic and international visitors by the millions. The MRC through the MLCVB has played a primary role in laying the foundation which will allow our membership to reap great reward from this economic sector. It is critical for us to elevate our brand and help strengthen our member stakeholders so they may capture the influx of business that destination marketing will bring.

INSPIRE

Bold Vision - Effective Communication - Influence Action

1a: to influence, move, or guide by divine or supernatural inspiration

b: to exert an animating, enlivening, or exalting influence on

c: to spur on : impel, motivate

2a: bring about, occasion b : incite

Objective: Consistently achieve organizational excellence in every facet of MRC operations so we can “Lead By Example”

Goal: Develop a long term staffing plan that identifies key paid and volunteer positions within the organization and its subsets

Goal: Establish and implement a process for employee training and professional development

Goal: Establish specific criteria that measure MRC operations against other peer chambers across the country

Through experience, planning and execution, let us create the best run and managed organization of its type. Let us be **inspired** to build this organization, which will lead on issues that face us now and into the future. Let us be driven by a culture of excellence; recruiting and fostering a new generation of leaders. Let us create a standard that will be second-to-none amongst our peers. Let us dare to think in the boldest of terms! Let us **be Inspired** and let us **Inspire** others!



Investment Rationale

Today a strong business service organization should be managed and operate like a successful corporation with its eyes on the future. To be an effective representative of our membership we must achieve and maintain the highest of industry standards and be willing to track and measure our progress every step of the way. This process will lead us to be a great business service organization that truly helps its membership achieve success as that is our primary mission.

EMPOWER

Enable - Inspire - Embolden

Objective: Develop processes for attracting and maintaining large numbers of member accounts

- Goal:** Enhance membership benefits that strengthen the “value proposition” for all members
- Goal:** Develop a new long term strategic campaign – “small biz is a big priority” at the MRC
- Goal:** Establish a clearly defined committee operating plan and structural template
- Goal:** Advance technology capabilities to help the membership promote their goods and services via effective online and digital marketing opportunities
- Goal:** Grow MRC to 1500 members by October 31, 2016

Investment Rationale

Growth in MRC membership means a stronger organization and more opportunities as every new member becomes a vendor resource or a customer. The largest segment of our membership and the hardest hit with the past recession are small businesses. Focusing on developing new platforms, programs and benefits for this segment will strengthen our small business members and lead to new innovations and job growth.

EMPOWER

Enable - Inspire - Embolden

Putting this organization on sound and sustainable financial footing for the foreseeable future liberates us to turn our full attention to issues and activities solely targeting economic growth of the region and our membership. We are committed to doing all that is necessary to make this goal a reality.

We pledge a tireless commitment to providing real value to our membership. By providing resources such as continuing education, information streams and other mechanisms that help businesses grow and flourish, we exponentially increase our value proposition. These resources **empower** our membership to profit from knowledge, to act on information that will positively affect their bottom line.

1: *enable*

2: *to promote the self-actualization or influence of (women's movement has been inspiring and empowering women — Ron Hansen)*

Objective: Establish successful profit centers that meet and exceed the financial requirements of the organization to secure long term future operations.

Goal: Establish new board level committee to identify & vet out innovative affinity and entrepreneurial revenue producing vehicles

Goal: Grow advertising revenues by expanding MRC multi-media assets inclusive of print and digital publications

Goal: Grow the number of leadership council investors to 50 by October 31, 2016

Investment Rationale

Strengthening the financial stability of the MRC will allow the leadership and management team to focus more attention on delivering greater value and benefits to the membership. It is documented all across the USA that wherever there is a strong and stable Chamber of Commerce there is a strong and vibrant business community with a growing local economy and a high quality of life. The MRC needs to function and operate as a well funded business in order to provide resources to its customers.. our membership.

Meadowlands Regional Chamber

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