

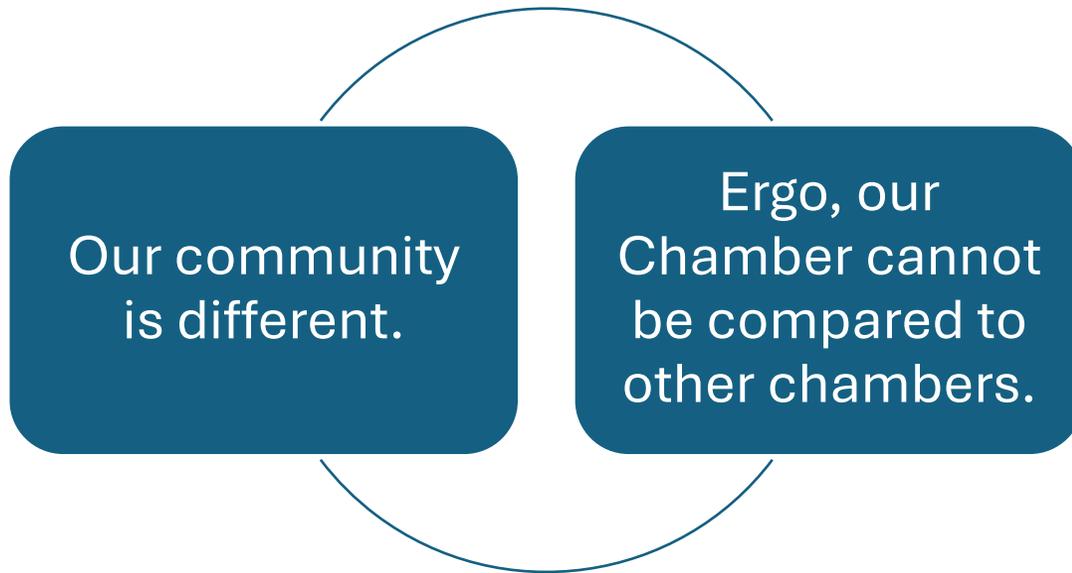


Metrics, Not Myths

If you've seen one Chamber of Commerce,
you've seen one!

Myth vs. Reality

Myth



Reality

- All communities are different and there are variations among Chambers
- All Chambers can be measured on the same small set of key performance indicators
- The math is the same for all Chambers

Why Metrics Matter

What happens when we don't measure?



Reliance on anecdotes



Budgets lack context



Staff burnout trying to do everything



Motivation vs. Systems

Why Metrics Matter

Chambers struggle with metrics for three structural reasons.

We lack shared definitions.

Stories replace evidence at the board level.

Our tools store data but don't create insight.

What *CAN* be measured?

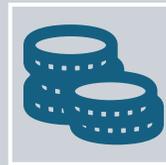
Every Chamber can be evaluated across three performance areas:



Membership Growth



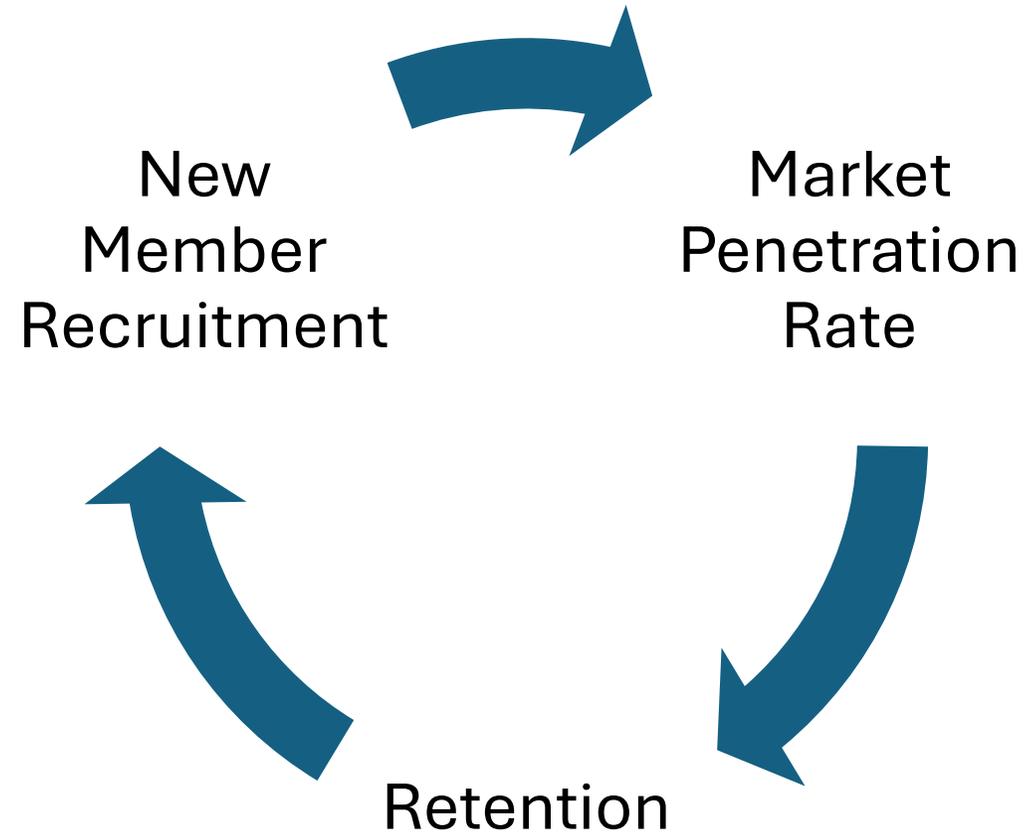
Financial Strength



Revenue Composition

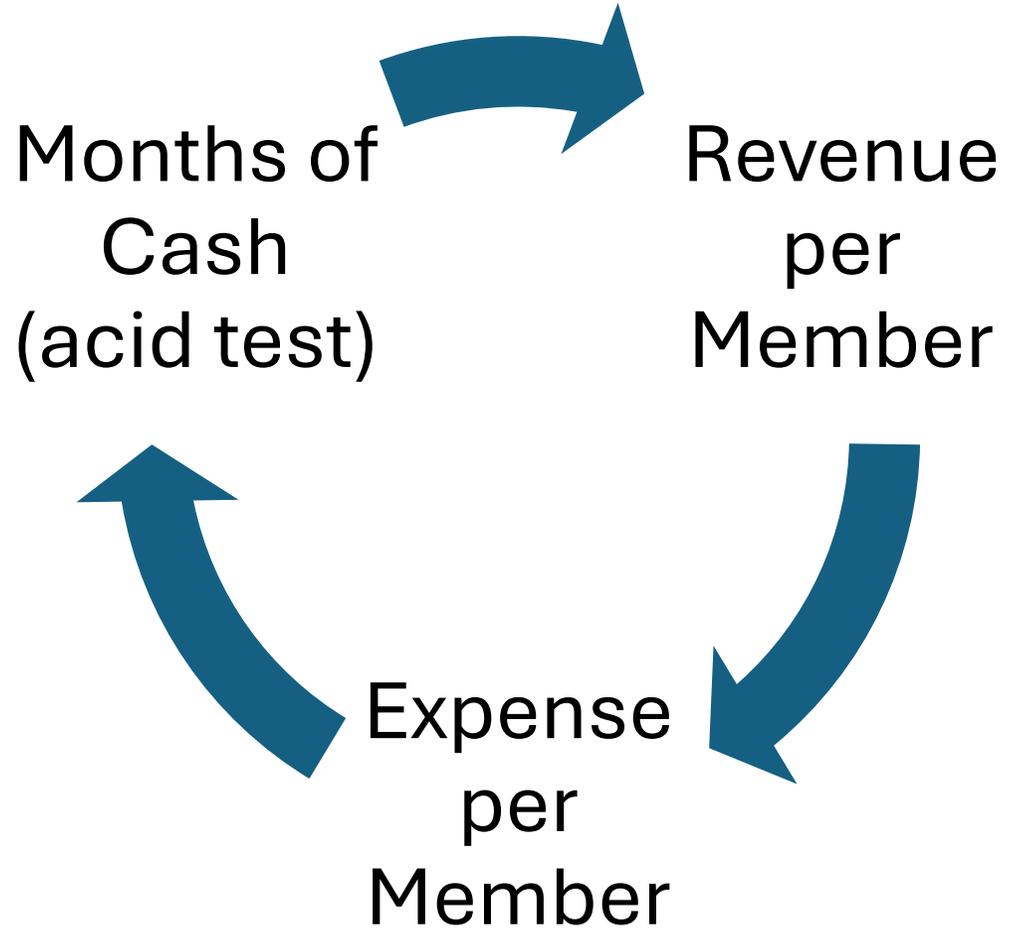
Membership Growth

3 Factors for Membership Growth



Financial Strength

Building Resilience, not Riches



Revenue Composition

As Chambers grow,
dues dependence declines.

Dues vs. Non-Dues Revenue

Combined Ops vs. Stand alone

High-performing Chambers
diversify revenue to drive mission,
gain & retain talent





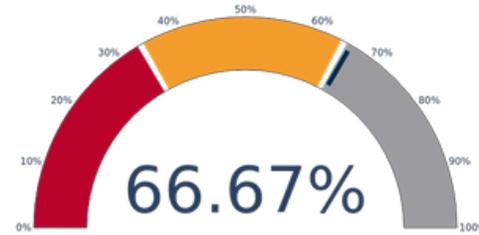
2026

CHAMBER OF COMMERCE
SCORECARD

Prepared By
SOCA
Presented To

YOUR PERCENTILE RANKING

YOUR SOCA CHAMBER RANK



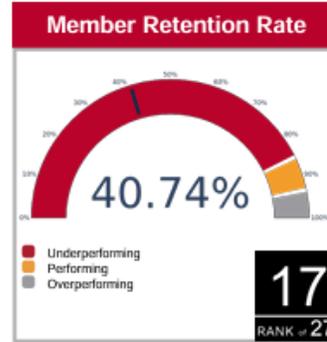
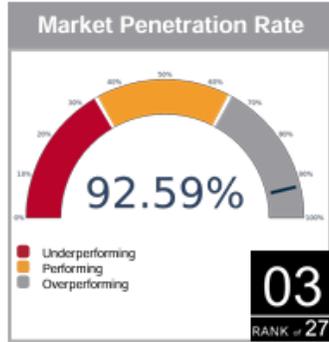
■ Underperforming
 ■ Performing
 ■ Overperforming

10
RANK of 27

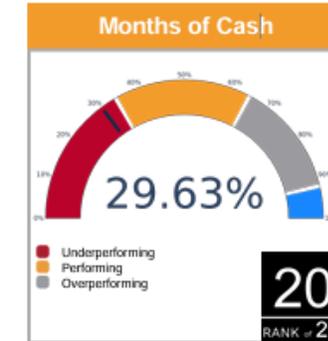
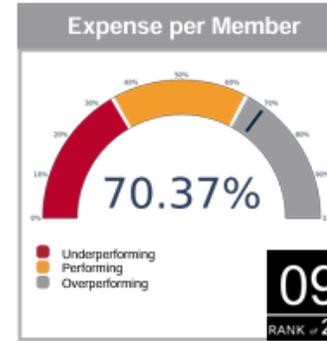
Category	Data Point	Rating	Score	Rank
Membership Growth	Market Penetration Rate	Overperforming	34.65 %	3
	Member Retention Rate	Underperforming	87.00 %	17
	New Member Recruitment Rate	Performing	12.82 %	17
Financial Strength	Revenue per Member	Underperforming	\$475.12	21
	Expense per Member	Overperforming	\$492.35	9
	Months of Cash	Performing	3.25 mos	20
Revenue Composition	% of Dues vs. Non-Dues Revenue	Overperforming	67.32 %	5

Ratings by Category At a Glance

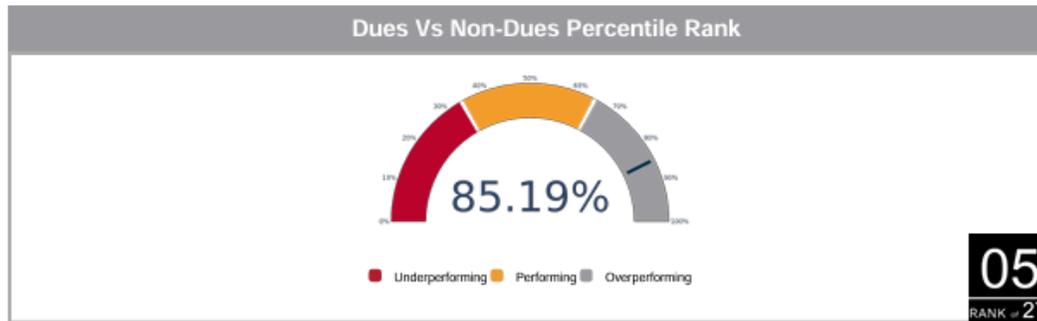
MEMBERSHIP GROWTH



FINANCIAL STRENGTH



REVENUE COMPOSITION



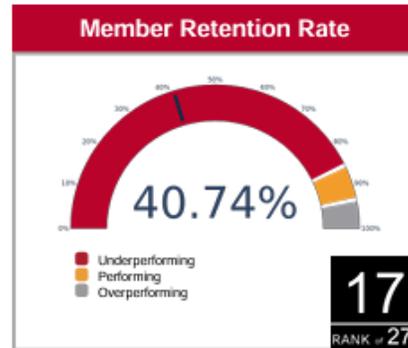
Your Rating for MEMBERSHIP GROWTH

I. Market Penetration Rate: This is calculated by taking all **businesses listed in your primary zip codes**. Performance is based on comparing your area penetration to the submitting chambers.



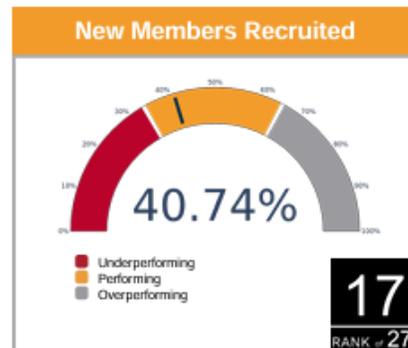
Overperforming – High market penetration shows strong reputation, retention, and organic member attraction. The Chamber should focus on delivering value. However, a rate too high might indicate operating at membership capacity limits, posing potential issues of diminishing returns and wasted resources.

II. Member Retention Rate: This data point measures how well you retain members.



Underperforming – Since member retention is crucial for growth, a Chamber in this range loses too many members. Achieving long-term membership growth at this retention rate is nearly impossible. Implementing a targeted retention program is essential. Use the SOCA Member Forecast tool in your portal for better planning and decision-making.

III. New Member Recruitment: This measures the number of members your chamber recruited in the last year.



Performing – Money follows impact You may have clean market data and an organized membership sales system, and staff mostly engaged in telling the story of your community impact.

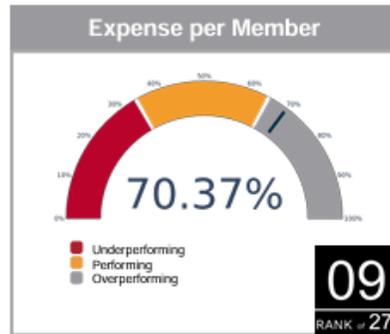
Your Rating for FINANCIAL STRENGTH

IV. Revenue Per Member: This measures the amount of revenue per member based on the last known data provided by the chamber.



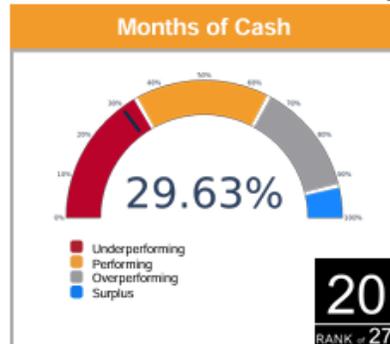
Underperforming – Money follows impact. Your Chamber lacks investment from influential employers and optimal revenue from members, likely because you are not driven by community impact.

V. Expense Per Member: This measures the amount of expense per member based on the last known data provided by the chamber.



Overperforming – This demonstrates a robust financial model with diverse revenue streams. Overperforming Chambers use their financial strength to expand programs, enhance advocacy and community impact, and deliver exceptional benefits.

VI. Months of Cash: This evaluates how many months your organization can operate without additional income.



Performing – 6 to 12 months of cash reserves is commonly recommended for nonprofits.

Your Rating for REVENUE COMPOSITION

VII. Percentage of Dues vs. Non-Dues Revenue:

This measures the percentage of revenue that can be classified as Dues Revenue or Non-Dues Revenue. Your Dues Revenue percentage is: 67.32 %



Size of Budget	Member Dues as a % of Total Revenue	Non-Dues Revenue as a % of Total Revenue
\$450,000 or less	47%	53%
\$450,001 to \$900,000	40%	57%
\$900,001 to \$2,000,000	37%	63%

Source: Association of Chamber of Commerce Executives, Chamber Operations Survey Report FY2024

Chillicothe Ross Chamber of Commerce

Your Rating for REVENUE COMPOSITION

VII. Percentage of Dues vs. Non-Dues Revenue:

This measures the percentage of revenue that can be classified as Dues Revenue or Non-Dues Revenue. Your Dues Revenue percentage is: 67.32 %



Size of Budget	Member Dues as a % of Total Revenue	Non-Dues Revenue as a % of Total Revenue
\$450,000 or less	47%	53%
\$450,001 to \$900,000	40%	57%
\$900,001 to \$2,000,000	37%	63%

Source: Association of Chamber of Commerce Executives, Chamber Operations Survey Report FY2024

SOCA's Points of Emphasis on Each Category

VIII. Key Takeaways on Membership Growth

Membership Growth is driven by three factors: *Market Penetration, Member Retention, and New Member Recruitment.*

Membership Retention is the foundation of membership growth. Simply put, you can't grow what you no longer have.

Since most local Chambers of Commerce are landlocked, knowing the Market Penetration Rate of your defined market area is critically important. In the private sector, this is what an entrepreneur would define as the Total Available Market for their product or service. The SOCA Portal on our website is designed to help you determine your Market Penetration Rate in the primary zip codes your Chamber serves.

Underperforming in Market Penetration typically means that membership marketing and sales (processes, personnel, performance) are deficient. Conversely, overperforming in Market Penetration without meaningful growth indicates the Chamber has reached the limits of membership capacity within the defined market area. To prevent wasting resources and diminishing returns, the Chamber may need to expand its market area or focus on growing additional revenue streams.

Use the Member Forecast tool located in your SOCA portal. Accurate forecasting will help you plan better and make better decisions. Using these three data points, we can forecast your Membership Growth indefinitely.

Member Retention Formula:

$$\text{Member Retention (\%)} = ((\text{Total Members End of Year} - \text{New Members}) \div \text{Total Members Beginning of Year}) \times 100$$

IX. Key Takeaways on Financial Strength

Financial Strength is driven by three key factors: Revenue Per Member, Expense Per Member, and Months of Cash.

Your not-for-profit status does not mean your Chamber cannot show a profit each year. You are not a charity.

Expense per Member should be no more than 90% of Revenue per Member. The remaining 10% should be:

- Allocated to Cash Reserves if your Chamber has fewer than 6 months of cash.
- Reinvested into capital projects, technology improvements, and personnel if the Chamber exceeds 24 months of cash.
- Starting a Chamber Foundation to maximize community impact.

SOCA recommends 12 to 24 Months of Cash for Chambers of Commerce due to a variety of risk factors, including the disadvantage of your 501(c)6 tax exempt status during economic downturns.

SOCA's Points of Emphasis on Each Category

VIII. Key Takeaways on Membership Growth

Membership Growth is driven by three factors: *Market Penetration, Member Retention, and New Member Recruitment.*

Membership Retention is the foundation of membership growth. Simply put, you can't grow what you no longer have.

Since most local Chambers of Commerce are landlocked, knowing the Market Penetration Rate of your defined market area is critically important. In the private sector, this is what an entrepreneur would define as the Total Available Market for their product or service. The SOCA Portal on our website is designed to help you determine your Market Penetration Rate in the primary zip codes your Chamber serves.

Underperforming in Market Penetration typically means that membership marketing and sales (processes, personnel, performance) are deficient. Conversely, overperforming in Market Penetration without meaningful growth indicates the Chamber has reached the limits of membership capacity within the defined market area. To prevent wasting resources and diminishing returns, the Chamber may need to expand its market area or focus on growing additional revenue streams.

Use the Member Forecast tool located in your SOCA portal. Accurate forecasting will help you plan better and make better decisions. Using these three data points, we can forecast your Membership Growth indefinitely.

Member Retention Formula:

Member Retention (%) = ((Total Members End of Year - New Members) ÷ Total Members Beginning of Year) × 100

IX. Key Takeaways on Financial Strength

Financial Strength is driven by three key factors: Revenue Per Member, Expense Per Member, and Months of Cash.

Your not-for-profit status does not mean your Chamber cannot show a profit each year. You are not a charity.

Expense per Member should be no more than 90% of Revenue per Member. The remaining 10% should be:

- Allocated to Cash Reserves if your Chamber has fewer than 6 months of cash.
- Reinvested into capital projects, technology improvements, and personnel if the Chamber exceeds 24 months of cash.
- Starting a Chamber Foundation to maximize community impact.

SOCA recommends 12 to 24 Months of Cash for Chambers of Commerce due to a variety of risk factors, including the disadvantage of your 501(c)6 tax exempt status during economic downturns.

X. Key Takeaways on Revenue Composition

Revenue Composition is driven by one factor: the Percentage of Dues Revenue and Non-Dues Revenue. This may be the most important metric for your Board to understand.

SOCA recommends Revenue Composition of at least 60% Non-Dues Revenue and no more than 40% Dues Revenue.

As the Chamber budget increases, its reliance on Member Dues decreases as a percentage of revenue.

Size of Budget	Member Dues as a % of Total Revenue	Non-Dues Revenue as a % of Total Revenue
\$450,000 or less	47%	53%
\$450,001 to \$900,000	40%	57%
\$900,001 to \$2,000,000	37%	63%
\$2M to \$5M	31%	69%
Greater than \$5M	28%	73%

Source: Association of Chamber of Commerce Executives, Chamber Operations Survey Report FY2024

Revenue growth is a result of developing multiple revenue streams. Maximizing your relationship with SOCA can help your Chamber increase Dues and Non-Dues Revenue.

How Metrics Change Management

When data is known,
conversations change



Boards ask
better questions



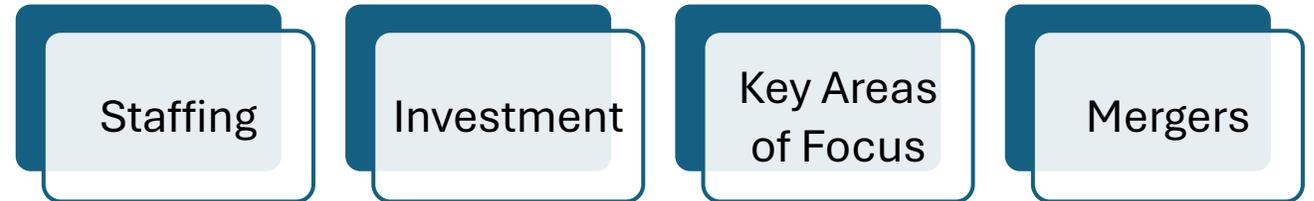
Goals become
more realistic



Problems
surface earlier

Metrics Create Options

Metrics make difficult
conversations easier to manage



Action #1

Change the Mindset

**Measurement
is not criticism**

**Measurement
is leadership**

Action #2

Participate in Data Collection

ACCE Dynamic Benchmarking

SOCA Chamber Scorecard

Without data, we are all
guessing



Action #3

Translate data
into your narrative

Data tells a story but it
cannot speak for your
Chamber

Storytelling is more
powerful when backed
by data

The Choice is Ours

Myths vs. Metrics



MYTHS PROTECT OUR
FEELINGS



METRICS PROTECT
OUR FUTURE



SOUTHERN OHIO
CHAMBER
ALLIANCE

Visit

<https://joinsoca.com>

- Matt Appenzeller matt@joinsoca.com
- Mikki Allen mikki@joinsoca.com
- Will Roberts will@joinsoca.com