



Greater Phoenix Chamber *of* Commerce

A B-to-B Audience Segmentation Case Study



Introduction

The Greater Phoenix Chamber of Commerce conducted an audience segmentation research initiative to better understand the various key interests of their members and prospective members in order to better serve their needs and increase participation in the Chamber. Statistical reliability was an important goal of the research.

The Project

Respondent Pool

The Chamber had an opt-in email list of roughly 5,000 organizations which would be used for the research. The list included current members, former members who no longer participated in the Chamber, and companies that had requested information but had never joined.

In all cases an effort was made to survey the decision-makers in each organization, those most likely to be responsible or highly influential in the decision to join the Chamber. While obviously a B-to-B exploration, the decision-makers in each organization would bring their own perceptions about the Chamber's value to the process of electing to join the Chamber.

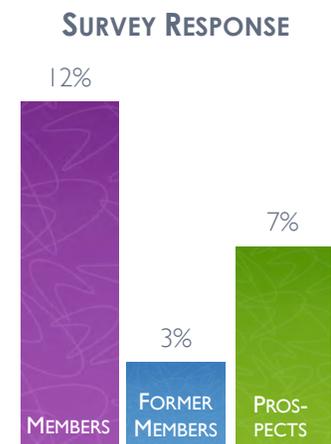
Areas of Exploration

In order to identify opportunities to increase member satisfaction and retention as well as make prospecting efforts more productive the Chamber was interested in learning the following:

- What do current members like about the Chamber? Which of its programs and services most appeal to them and are viewed as providing the most value?
- Why did former members elect to discontinue Chamber membership?
- What benefits of the Chamber most interest non-members, and what aspects of Chamber membership are the most significant barriers to their participation?
- How does membership in other regional Chambers affect membership in the GPCC?

The Survey

After discussions with GPCC, Audience Audit developed an online survey covering attitudes about the Chamber. An invitation to take the survey was sent to over 5,000 contacts in the GPCC database, split fairly evenly between current members, organizations that had left the Chamber in the previous two years, and prospect organizations. The email offered an incentive for completing the survey: each of two randomly-selected respondents completing the survey would receive a pair of round-trip tickets on Southwest Airlines. The resulting 431 responses were enough to provide statistically reliable results overall, although responses from former members were small enough that results concerning that group alone must be viewed as directional only.



Attitudinal Segments

Survey respondents were segmented into one of four attitudinal groups, based on the benefits sought via a Chamber membership. Once the segments were established attitudinally, additional information from the survey could be added to their profiles to gain a richer view of each group.

“I Want It All”

Members of this segment are interested in virtually everything the Chamber offers - industry insights, mentoring and training, roundtable discussions and guest speakers, small business counseling, member discounts, education development and webinars. A majority of them see great value in leads, marketing opportunities, small business support and networking activities provided by the Chamber. This segment is more likely to consist of non-members or former members, and be smaller businesses - often with revenue less than \$100,000. They are also more likely than other groups to be located only in Arizona.

“Show Me the Money”

This segment is much more interested in the lead-generation aspects of Chamber membership, and see that as its primary value. They show little interest in mentoring and training, guest speakers, small business counseling and having a voice in government as a result of their Chamber membership. Members of this segment are more likely to be midsize organizations headquartered outside of Arizona, and to have their local offices in downtown Phoenix.

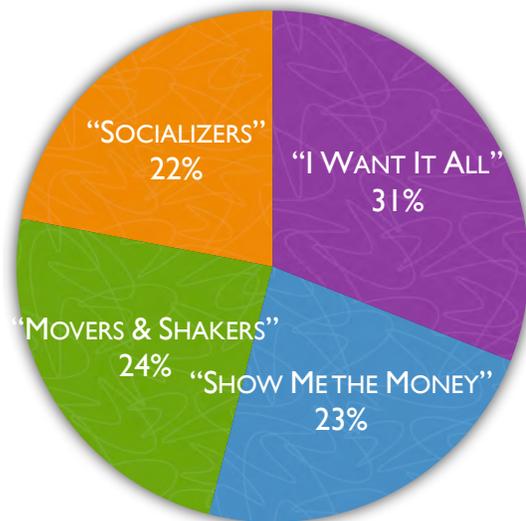
“Movers & Shakers”

These organizations place a high priority on the Chamber’s ability to offer them involvement in government decisions and involvement in the community. They value the credibility that GPCCC membership confers, appreciate the industry information and research that the Chamber offers, and prioritize their investment in the local community. They are far less likely to participate in the Chamber’s breakfast and luncheon events, its small business consulting activities or utilize their membership to generate new business leads. These companies are more likely to be current members, and to be quite large - often with \$10 million or more in revenue. They are often headquartered in Arizona with offices out of state as well.

“Socializers”

This segment primarily values the Chamber for its social engagement opportunities -- they participate in its round-table discussions, breakfast and luncheon events, and appreciate its guest speakers. They are far less interested in the Chamber’s benefits for lead generation, policy involvement or education and training. Members of this segment are somewhat more likely to be non-profit organizations and to be headquartered outside of Arizona.

GPCCC SEGMENTS

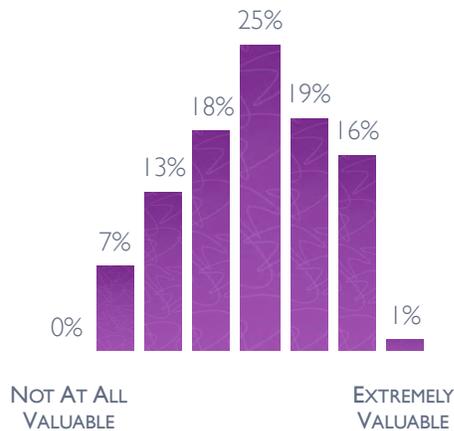


Respondent Types

Members

Nearly half of the current members responding to the survey indicated that they had first heard about the GPCC from a friend, reflecting the critical importance in word of mouth.

VALUE OF GPCC MEMBERSHIP



Nearly one-third of them reported belonging to other Chambers of Commerce, and many of them held multiple Chamber memberships besides their participation in the GPCC. Nearly half of them belonged to some other trade organization.

For current members, regardless of segment, networking was the key reason they joined the GPCC. The majority of them rated their Chamber membership as valuable to some degree (which you'd expect given their current membership status) but few rated it as "extremely valuable." Members indicated that they attend Chamber events fairly often.

Former Members

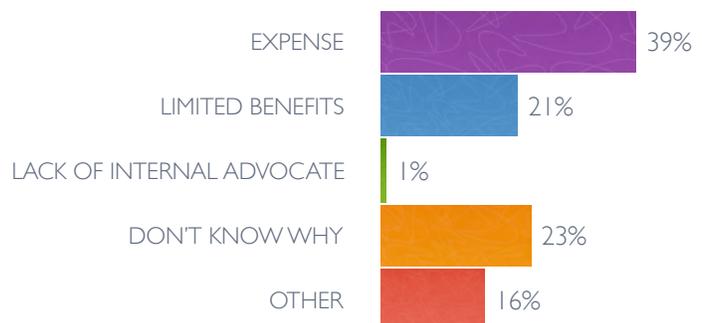
While the small number of former member respondents offer less statistical reliability than other groups, the insights they offer are interesting. Nearly all of them are companies with fewer than 50 employees, and while over half of them indicated their company would in fact be a member of the GPCC if it were up to them, the vast majority of former members in the "Show Me the Money" segment stated that they would not support GPCC membership.

The vast majority offered specific -- and detailed -- recommendations as to what the GPCC could do to make them consider reestablishing their membership. Many of them felt that the cost of membership was too high given the value they felt they received.

Prospects

A majority of the non-member respondents indicated that their company would join the GPCC if it were up to them, but that their headquarters locations (and presumably some decision-making authority) are outside of the Phoenix area. The most frequently-cited reason for not joining the Chamber is "expense". Most are not members of any other Chambers of Commerce.

REASONS FOR NOT JOINING



INSIGHT PANEL PARTICIPANTS



Insight Panel

A key element of the research was to identify respondents interested in continuing to participate in research and discussions regarding the GPCC. 280 respondents asked to be included in this group, with healthy participation from former members and prospects in addition to current members. All four segments were represented in the panel.

Follow Up

After taking the survey, a significant number of the prospect respondents asked to receive GPCC membership information via email -- giving the organization a leg up in prospecting efforts. Each of those respondents had been identified with a particular segment, so membership benefits relevant to each could be specifically cited in the GPCC follow up efforts.

Strategies

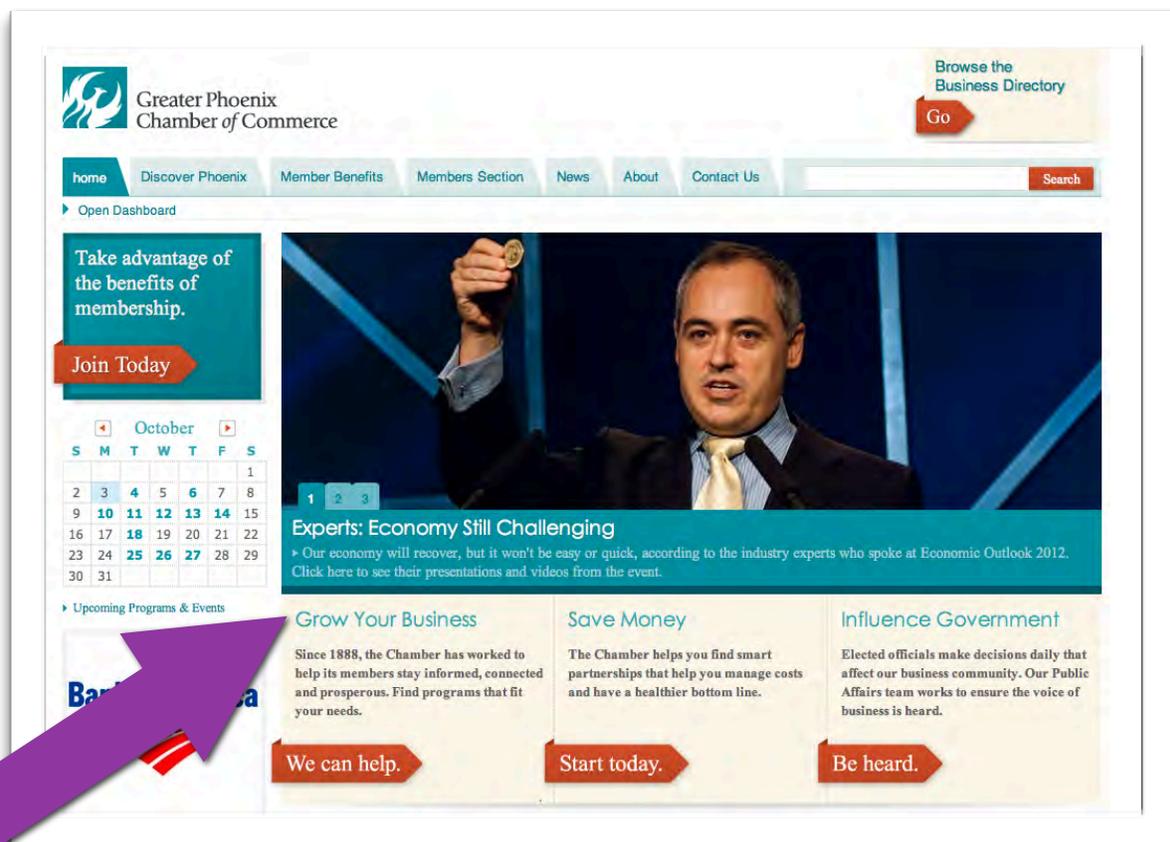
Each of the segments was represented in each of the respondent types - members, former members and prospects. Audience Audit recommended that the organization explore potential strategies using a grid that would allow initiatives to be assigned based on the motivations of each segment and the conversion goals for each respondent type.

	"I WANT IT ALL"	"SHOW ME THE MONEY"	"MOVERS & SHAKERS"	"SOCIALIZERS"
CURRENT MEMBERS: RETAIN AND SPREAD THE WORD				
FORMER MEMBERS: RE-ACTIVATE				
PROSPECTS: ENTICE TO JOIN				

HOW CAN GPCC FULFILL THEIR NEEDS?

Given the relative high level of concern about membership cost, and the divergent interest in benefits that the GPCC offers, led Audience Audit to recommend that the organization consider offering a “menu” of membership options - full membership (with all benefits) but also less expensive “mini-memberships” -- each offering access to benefits of interest to a particular segment, but not to the entire suite of activities the Chamber provides. Value is, after all, based on two aspects of members -- what you pay, and what you get. The perception that they are paying for services and benefits they don't use (or want) is likely affecting the GPCC's value perception for some members and prospects, and paying less for a more tightly focused and relevant range of services might increase the sense of value received and drive more effective prospecting efforts.

The GPCC's website redesign reflects a strong effort to move visitors to relevant content based on their attitudinal segment.



Website and branding by [Keane](#).

Please visit AudienceAudit.com for more information about how attitudinal audience segmentation can help your organization.