



# BUSINESS PLAN 2020-2021

PUERTO RICO CHAMBER OF COMMERCE

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR MEMBERS

COMMITTEES:  
SIMPLIFY AND  
AMPLIFY

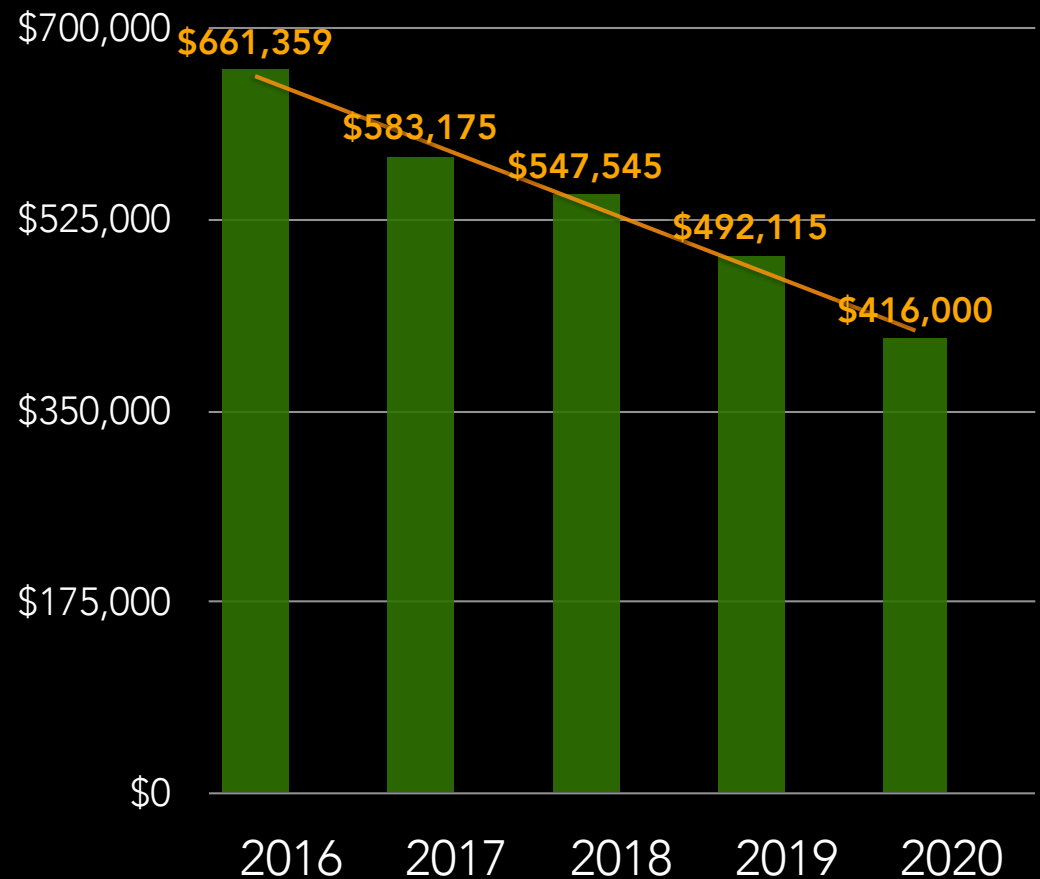
## SERVICE CENTER FOR MEMBERS

# AGENDA

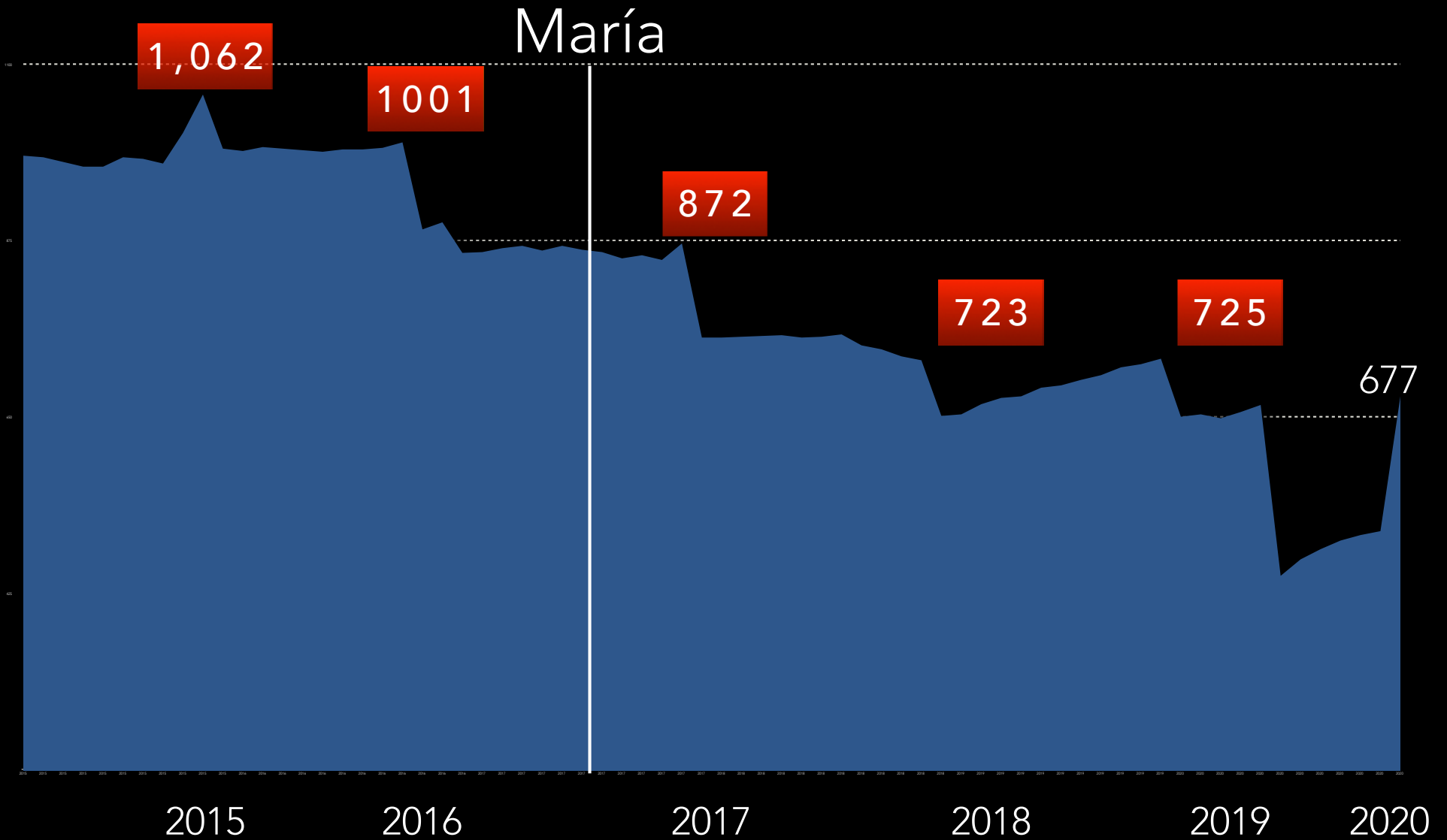
- State of the Chamber
- Board of Directors
- 5 Pilars for Success
- PRCC Management Team

# STATE OF THE CHAMBER: FINANCES

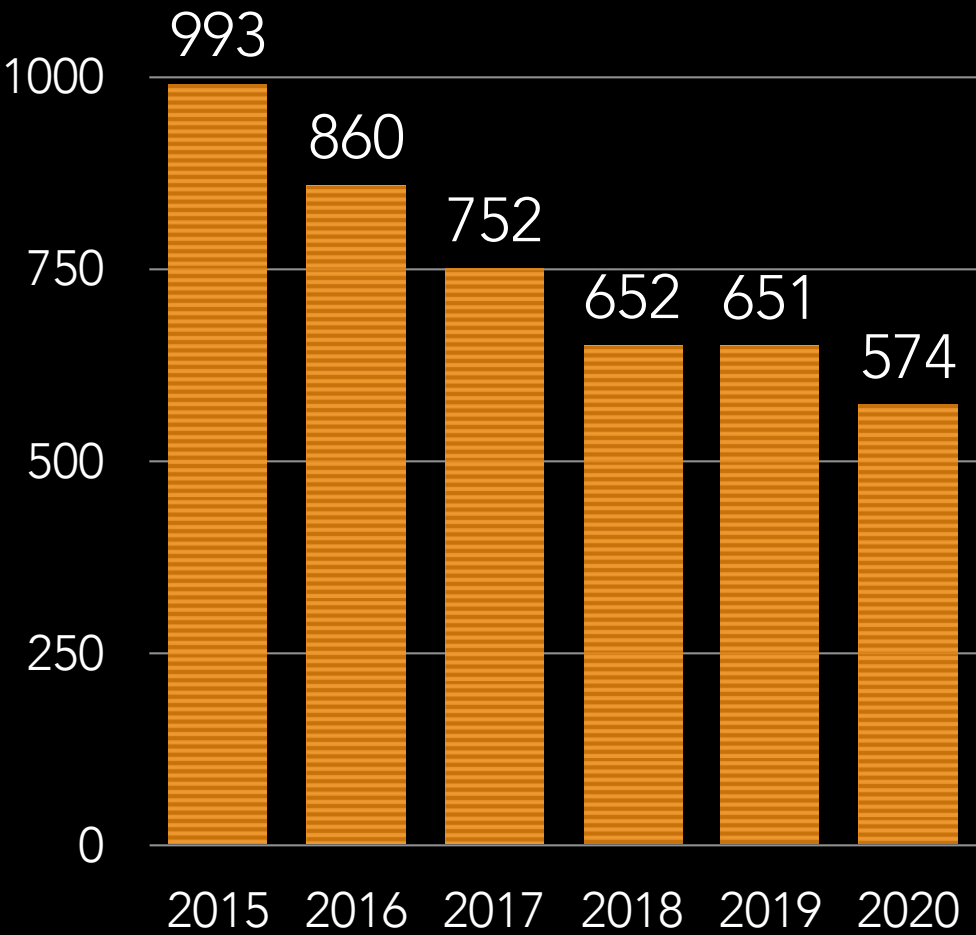
- 9% reduction rate in member invoices per year
- \$661,000 in 2016 vs. \$416,000 for 2020



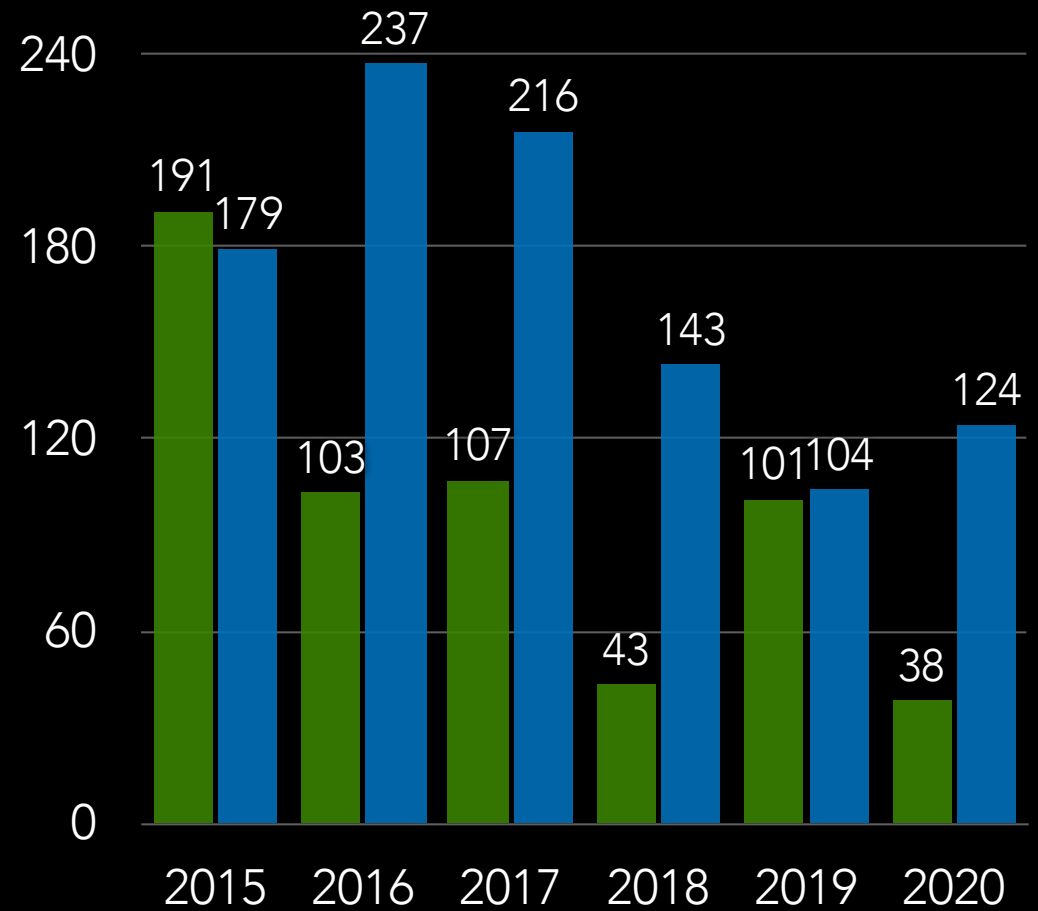
# STATE OF THE CHAMBER: MEMBERS



# MEMBER: YEAR END PROJECTION



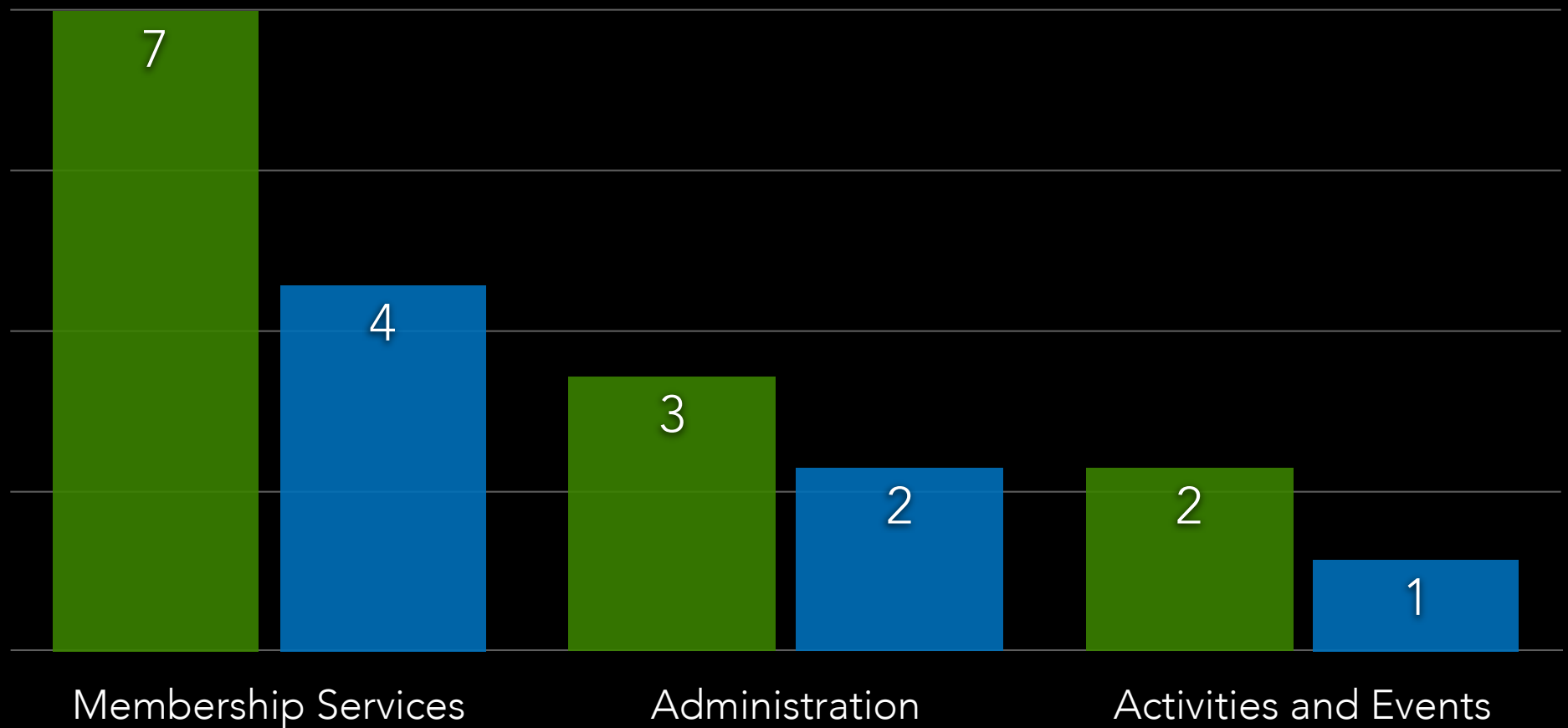
Active Members



New Members

Cancelled Memberships

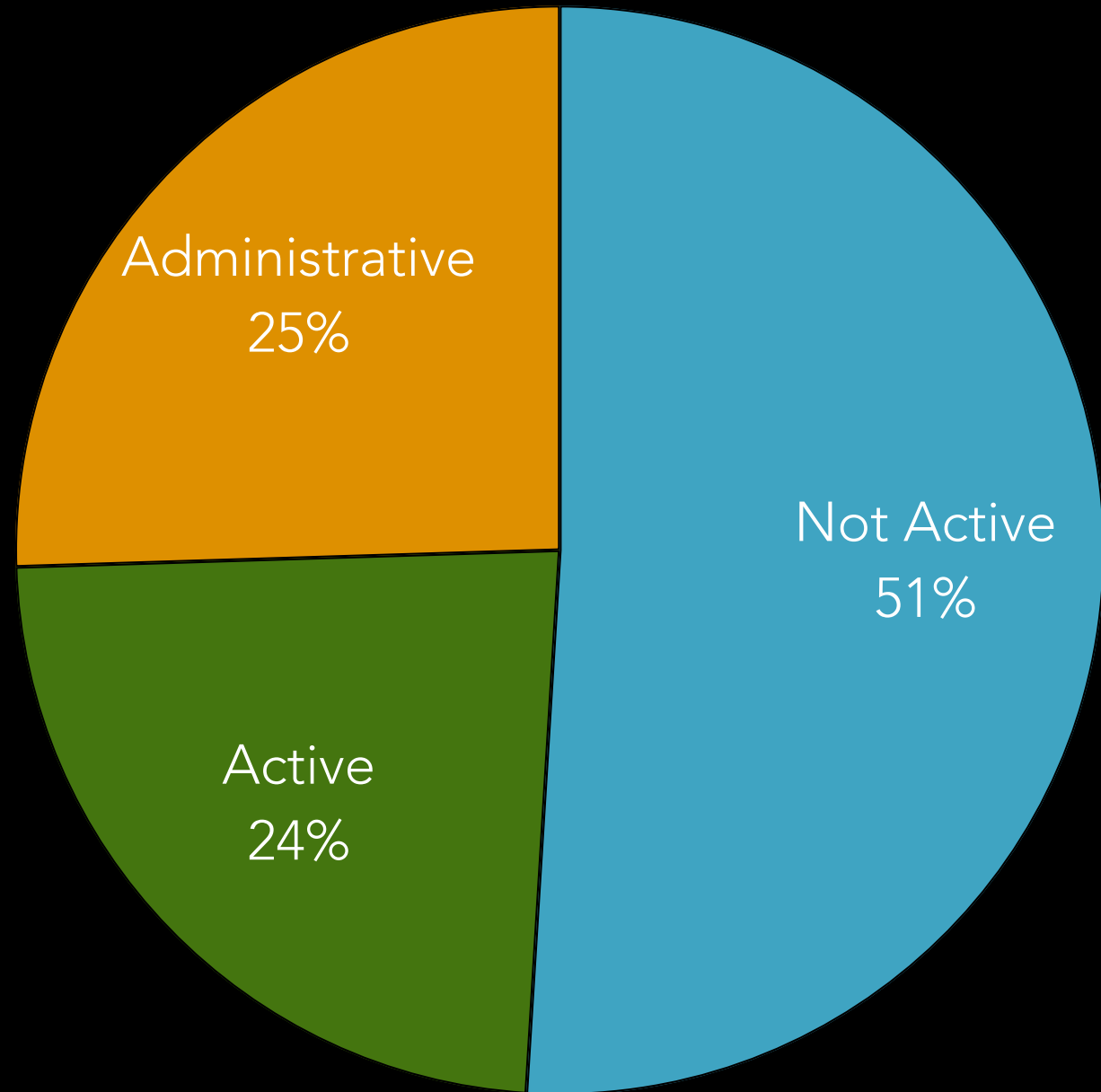
# STATE OF THE CHAMBER: EMPLOYEES



14 employees 2017 v. 9 employees 2020

# STATUS OF COMMITTEES?

- 56 committees in total
- If we place 5 members per Committee on average, we need 280 members!





# AGENDA

- State of the Chamber
- Board of Directors
- 5 Pilars for Success
- PRCC Management Team

EVERY BOARD MEMBER WILL HAVE AN  
IMPORTANT ROLE TO PLAY, BE IT AS MEMBER OF  
THE EXECUTIVE COMMITTEE OR AS PRESIDENT  
OF A COMMITTEE.

# BOARD OF DIRECTORS GOVERNANCE

- Increase Boards influence and authority over the Chamber

ADHERE THE PRCC  
TO THE GOVERNING  
STRUCTURE

- Change structure of monthly meetings to allow effective oversight of Committees
- Every Board Member will preside a Committee with reporting responsibilities to the Board
- KPIs of the Board

ACTIVATE  
EXECUTIVE  
COMMITTEE

- Run along with management the daily operations of the Chamber
- Evaluate By Laws and Norms to propose changes to the Board
- Revise strategic plan
- Revise performance of Executive Director and Team

FISCAL STABILITY OF THE CHAMBER

DATE OF ASSEMBLYS

APPOINT AUDIT COMMITTEE

HIRE EXECUTIVE DIRECTOR

STRATEGIC PLAN

EVALUATE AND PROMOTE CHANGES TO  
THE MISSION, VISION, BY LAWS AND  
NORMS OF THE CHAMBER

APPROVE NORMS OF  
NOMINATIONS COMMITTEE

APPROVE AGENDA OF ASSEMBLIES

APPROVE BUSINESS PLAN OF  
PRESIDENT ELECT

APPROVE NORMS OF COUNCIL  
OF AFFILIATES

CREATE, REDUCE, COMMITTEES

RATIFY COMMITTEES

APPROVE NORMS OF COMMITTEES

APPROVE COUNCIL OF  
NGO'S

APPROVE RECOMMENDATIONS OF THE  
DIRECTOR OF MEMBER SERVICES

APPROVE OFFICIAL SEAL OF THE  
CHAMBER, NEW MEMBERS,  
APPOINTMENTS OF PRESIDENTS OF  
COMMITTEES, YEARLY PLANS OF  
COMMITTEES

CREAT PAYMENT PLANS  
FOR MEMBERS

ELECT VP, TREASURER AND  
SECRETARY

SEND TO THE ETHICS  
COMMITTEE SITUATIONS  
THAT NEED THEIR  
EVALUATION

CELEBRATE REFERENDUMS

ESTABLISH SUBSCRIPTION PLANS  
FOR MEMBERS

APPROVE NORMS OF  
NOMINATIONS COMMITTEE

APPOINT AUDIT COMMITTEE

APPROVE BUSINESS PLAN OF  
PRESIDENT ELECT

RECEIVE RECOMMENDATIONS FROM  
THE NOMINATION COMMITTEE

IMPLEMENT INSTRUCTIONS FROM  
THE ASSEMBLY

CONFER STATUS OF  
"DIRECTOR EMERITUS"

AUTHORIZE FUND REVENUE  
CAMPAIGNS BY COMMITTEES

APPROVE EXECUTIVE VP,  
REMOVE FROM THE POST IF  
NECESSARY

ORDER INTERVENTIONS AT PRCC

# ADHERE THE CCPR TO THE GOVERNING STRUCTURE

EXTENSIVELY USE THE EXECUTIVE COMMITTEE

AMEND NORMS TO  
REFLECT REALITY OF  
THE BOARD

EVALUATE BY LAWS



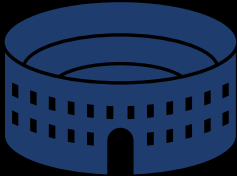

WORK WITH  
MANAGEMENT TO  
FULFILL GOALS OF  
BUSINESS PLAN  
AND STRATEGIC  
PLAN

WORK ALONG WITH MANAGEMENT TO STABILIZE FINANCES

# ROLE OF THE BOARD

- One meeting every two months for management to discuss KPIs, financial situation, events, membership report and progress towards the completion of Business Plan.
- One meeting every two months for Committees to report activities, results, future plans and evaluate indicators of the business.
- Board will have KPIs to measure its performance.

# KPI'S OF THE BOARD (PER MEMBER)

Participation in Committees		Preside a Committee or Participation in Executive Committee
Assistance to Board Meetings		12 Board Meetings Assemblies (if needed)
Participation in Events		9 Events
New Members promoted		2 Members



# AGENDA

- State of the Chamber
- Board of Directors
- 5 Pillars for Success
- PRCC Management Team

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR MEMBERS

COMMITTEES:  
SIMPLIFY AND  
AMPLIFY

## SERVICE CENTER FOR MEMBERS

# PILLAR ONE: FINANCIAL STABILITY

- Measures: improve offering on transaction level members
- Offer two versions of the lowest Price Membership: Individual and Individual Gold with more tangible offerings (\$40,000 potential revenue)
- Offer past members a reduce rate to activate their membership (\$50,000 potential revenue)
- Pass a rule of positive profit requirement for events (\$10,000-\$15,000 per event)

# THE JOURNEY OF A NEW MEMBER

DISCOUNTS

MENTORING

MARKET  
RESEARCH

EVENTS

GOVERNMENT  
RELATIONS

ADVOCACY

NETWORKING

CREDIBILITY

MARKETING

TRANSACTIONAL TO TRANSFORMATIONAL MEMBER



# THE JOURNEY OF A NEW MEMBER

## DISCOUNTS

- Payroll Services, Accounting Software, Insurances, Office supplies, Print Services, Meeting Rooms
- 

## EVENTS

- HR Training free of Charge
- 

## MARKETING

- Introduce new members to the Chamber Community free of charge, email blast, newsletter, CCPR Decal

TRANSACTIONAL TO TRANSFORMATIONAL MEMBER



# THE JOURNEY OF A NEW MEMBER

MARKET  
RESEARCH

CONSUMER  
CONFIDENCE  
INDEX

BUSINESS  
CONFIDENCE  
INDEX

ECONOMIC  
INDICATORS

TRANSACTIONAL TO TRANSFORMATIONAL MEMBER



# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR MEMBERS

COMMITTEES:  
SIMPLIFY AND  
AMPLIFY

## SERVICE CENTER FOR MEMBERS

## PILLAR TWO: MEMBER RECRUITMENT, DEVELOPMENT AND SALES

- Expand staff to include a senior level position (in house or by contract) in charge of member development, recruitment and sales
- KPI: increase in membership and sponsorship, with an ROI of 2.
- Rethink communications strategy to send industry specific information to members.



## PILLAR TWO:MEMBER RECRUITMENT, DEVELOPMENT AND SALES

- Establish a communication effort to current members to explain the benefits of their membership, and invite them to use the services, participate in a committees, etc.
- Install Power BI at the Chamber to have membership data, reports and analysis, online and real time
- Collect data about members and their relationship with the Chamber to better align services
- We need to “touch base” with every Member of the Chamber every year

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR MEMBERS

COMMITTEES:  
SIMPLIFY AND  
AMPLIFY

## SERVICE CENTER FOR MEMBERS

# PILLAR THREE: LEGISLATION AND ADVOCACY

- Lobby day (January 2021)
- US Washington Relations
- Internship research resource
- Legislative Session Term Analysis
- Meetings with political candidates to present proposals of the Chamber of Commerce

# LEGISLATION AND ADVOCACY

- Resolutions Book
  - Organize all resolutions into a document by theme
  - Document will be updated and maintained
  - Eliminate old resolutions that are not pursued or not in effect

# LEGISLATIVE AGENDA

ENERGY: RSA AND  
ITS IMPACT ON  
OUR BUSINESSES

TAX REFORM AND  
INVENTORY TAX

PERMITS REFORM

HEALTH: FUNDING  
PARITY  
(MEDICARE AND  
MEDICAID)

FOOD SAFETY:  
FROM NAP TO  
SNAP

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR  
MEMBERS

COMMITTEES:  
SIMPLIFY AND  
AMPLIFY

## SERVICE CENTER FOR MEMBERS

# EVENTS SCHEDULE

RSA/  
ENERGY  
(AUGUST)

- Introduce the position of the Chamber from the perspective of the private sector and its effects on the economy, businesses and citizens

SEPTEMBER

- (If there is an opportunity to promote our agenda to the political parties, this month should be used for that purpose)

HEALTH/  
THE IMPACT  
OF ELECTIONS  
(OCTOBER)

- Expected changes in the US and Puerto Rico after elections, current state with funding.

GOVERNOR  
ELECT

- Lunch with Governor Elect, presentation of our agenda to the Governor Elect

# EVENTS SCHEDULE

PUERTO RICO  
CONFERENCE  
(FEBRUARY)

- Economic Development and Investment conference

PUERTO RICO  
HEALTH AND  
INSURANCE  
CONFERENCE  
(MARCH)

- State of the Health and Insurance Sector, expected changes

TOP CEO'S OF  
PUERTO RICO BY  
INDUSTRY (APRIL)

- Unite top CEO's to present their perspectives on Puerto Rico's Economy, plans, and expansion of their industry. Attach it with startups.

CREDIT  
UNIONS (MAY)

- The importance of the Credit Unions in Puerto Rico as a powerhouse to promote Economic Development.



# EVENTS: THINGS TO WATCH FOR

- Reforms to the Tax Revenue Code that would require for us to promote an event.
- The HR Training we will do for free for our members as parte of the price up program.
- Opportunity to Bring Startups to an Event

# CONVENTION 2021

- The theme of the convention is to showcase the agenda Puerto Rico needs to address allowing for a decade of economic expansion and showcase new industries that are fueling that growth

TWO DAY  
CONVENTION

IT HAS TO BE  
PROFITABLE

UNLINK  
ELECTIONS  
FROM  
CONVENTION

PRESENT TWO  
STUDIES: CCI  
AND BCI

Q AND A WITH  
GOVERNOR TO  
DISCUSS STUDIES

CANDIDATES FOR  
THE BOARD EVENT  
@ CONVENTION

GENERAL ASSEMBLY WILL BE HELD AT A  
LATER DATE AT THE END OF JUNE

EVENTS HAS AN INCREASED BUDGET  
FOR 2021 TO ACCOUNT FOR THE  
REDUCTION IN MEMBERSHIP.

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR  
MEMBERS

COMMITTEES:  
SIMPLIFY  
AND AMPLIFY

## SERVICE CENTER FOR MEMBERS

# WORKFLOW OF COMMITTEES

BOARD  
CREATES  
COMMITTEE  
MANUAL

PRESIDENT MAKES  
RECOMMENDATION TO WHICH  
COMMITTEES WILL BE IN  
OPERATION, INCLUDING  
COMMITTEE MEMBERS

BOARD APPROVES  
COMMITTEES AND  
APPOINTMENTS

COMMITTEES  
CREATE PLAN FOR  
THE YEAR BASED  
ON STRATEGIC  
PLAN

BOARD APPROVES  
PLAN

BOARD SENDS POLICY  
QUESTIONS TO  
COMMITTEES

BOARD AND PRESIDENT CAN  
AUTHORIZE COMMITTEES TO  
DO WORK ON BEHALF OF THE  
CHAMBER

COMMITTEES SUBMIT TO THE  
BOARD A REPORT ON  
ACTIVITIES DONE FOR THE  
YEAR

EXECUTIVE DIRECTOR SENDS REPORTS TO THE MEMBERSHIP

# COMMITTEES: SIMPLIFY AND AMPLIFY

- Have a Committee structure that allows for easier oversight from the board, and participation by the board in Committees and Events
- Implement Governing Structure of Committees as designed in the Norms, By Laws and Rules
- Create something that we can manage.

# NEW STRUCTURE

Committees needed to  
implement Business Plan

TAXATION

HEALTH

PERMITS

# NEW STRUCTURE

Committees needed to implement norms of the chamber

LEGISLATION  
AND ADVOCACY

COMMERCE  
AND INDUSTRY

INSURANCE, BANKING  
AND CREDIT UNIONS

INFRASTRUCTURE  
AND ENERGY

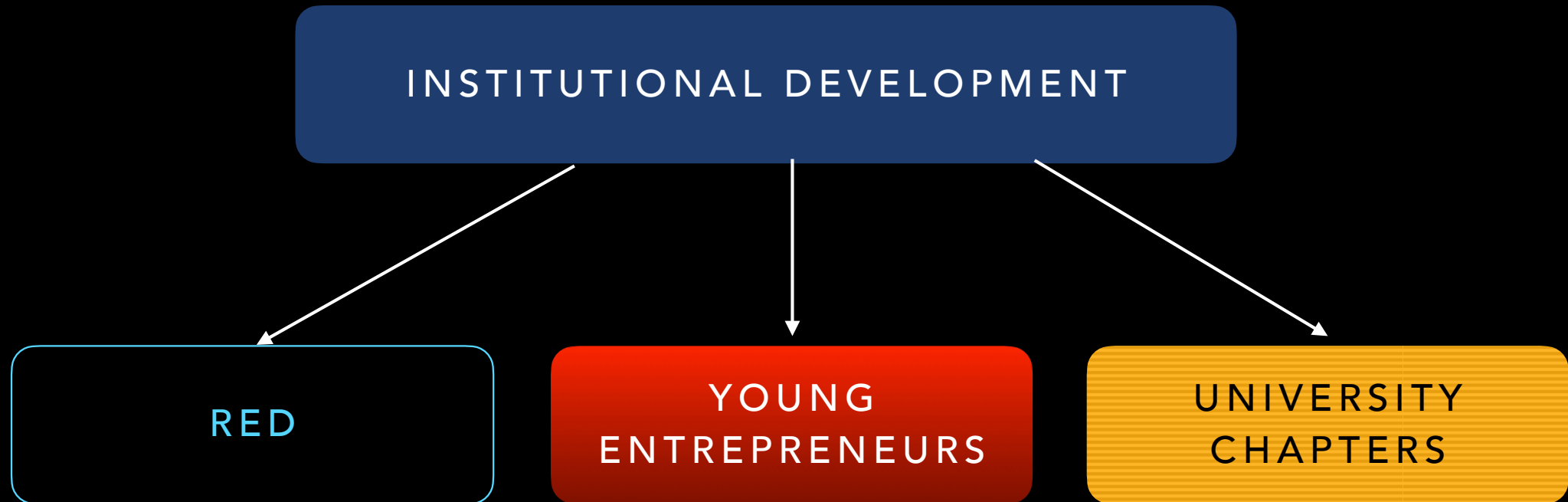
SOCIO-ECONOMIC  
DEVELOPMENT

TECHNOLOGY

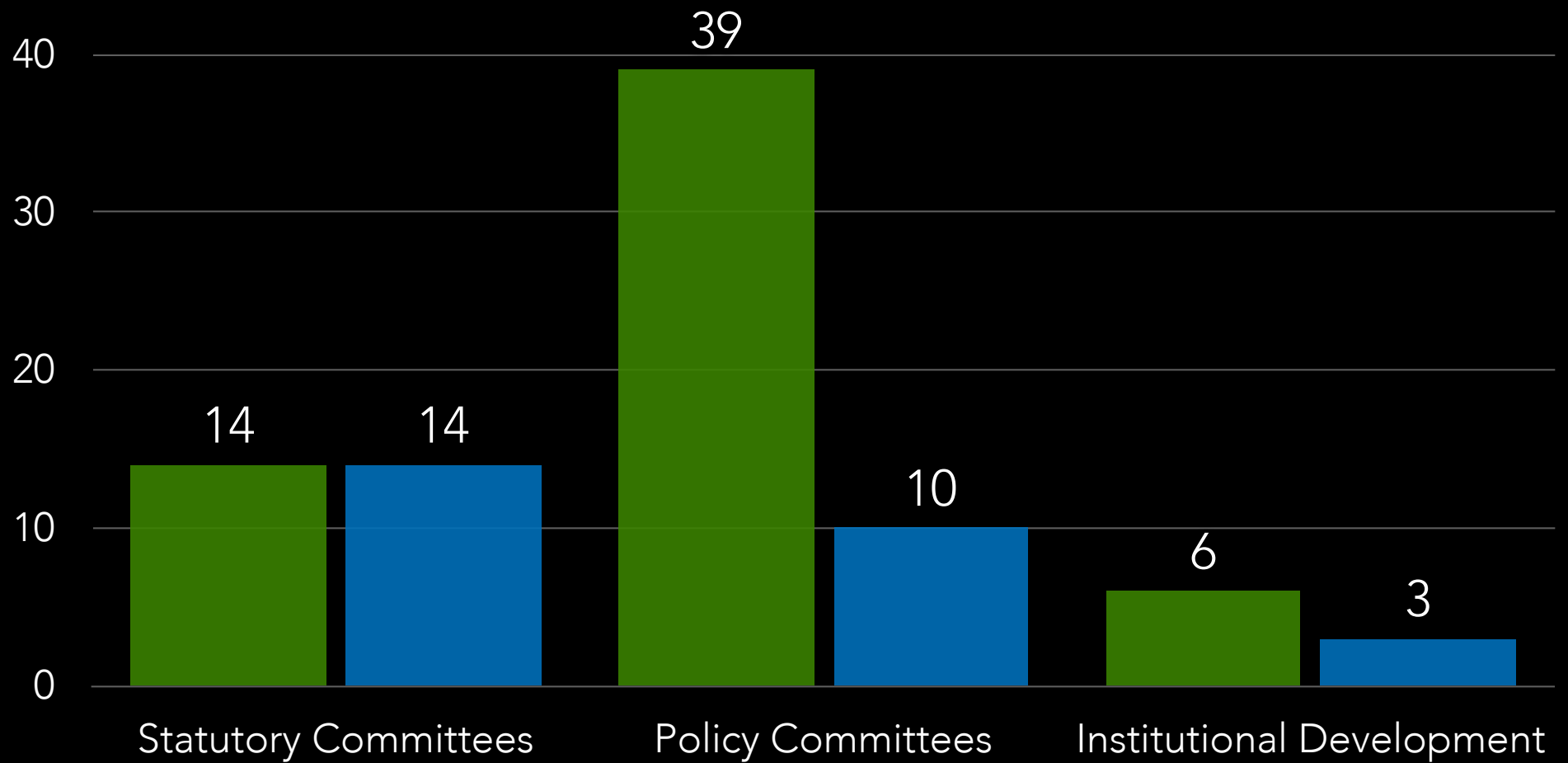


# NEW STRUCTURE

Committees needed for institutional development



# NEW COMMITTEE STRUCTURE



# AGENDA

- State of the Chamber
- Board of Directors
- 5 Pillars for Success
- PRCC Management Team

# BUSINESS PLAN ONE PAGER

## BOARD OF DIRECTORS

FINANCIAL  
STABILITY

SALES AND  
MEMBER  
RECRUITMENT  
+  
DEVELOPMENT

LEGISLATION  
AND  
ADVOCACY

TOP LEVEL  
EDUCATION  
AND EVENTS  
FOR  
MEMBERS

COMMITTEES:  
SIMPLIFY  
AND AMPLIFY

SERVICE CENTER FOR MEMBERS

# SERVICE READY OPERATION

EVENTS AND  
EDUCATION FOR  
MEMBERS

SALES, MEMBER  
RECRUITMENT  
AND  
DEVELOPMENT

MEMBER  
SERVICES

# SERVICE READY OPERATION

EVENTS AND  
EDUCATION FOR  
MEMBERS

Produce the HR  
Free event plus 8  
events

SALES, MEMBER  
RECRUITMENT AND  
DEVELOPMENT

Manage  
recruitment tools  
and assist in  
increasing  
member  
awareness of  
benefits from  
chamber

MEMBER  
SERVICES

Manage new  
offerings  
for members

# X-RAY OF THE MEMBER

COLLECT MEMBER LEVEL  
DATA TO ALLOW FOR  
BETTER SERVICE

IDENTIFY WHAT THEY  
DO, POLICY INTERESTS  
AND AREAS FOR GROWTH  
WITHIN THE CHAMBER

DATA DEPLOYED IN  
POWER BI

# KPI'S FOR MANAGEMENT

Category	Kpi	Result
New Member Target	80	\$48,000 In New Revenue
Reactivation Of Members	60	\$36,000 In New Revenue
Conversion Of Individual To Individual Gold	96	\$17,280 In New Revenue
Completion Of Events Budget	90%	\$180,000
Compliance With The Budget	100%	Revenue And Expense Targets Above Expectations



# KPI'S FOR MANAGEMENT

Category	Kpi	Result
Renovation Of Members	83%	\$11,400 In New Revenue
Design And Implementation Of Marketing Plan	Y/N	Based On Business Plan And New Tools
Completion Of Business Plan	90%	90% Of All Targets
Completion Of Year 1 Targets Of Strategic Plan	90%	90% Of All Targets
Members Contacted Per Month	200	All Members Will Be Serviced 4 Times Year
Complete X-Ray Of Members	500 Members	Data Of All Members In A Database Ready To Be Used

“I'm asking you to believe - not in my ability to bring about change, but in yours...”

-BARACK OBAMA



PUERTO RICO CHAMBER OF COMMERCE

# BUSINESS PLAN

## 2020-2021