

Tanzania Chamber of Commerce, Industry and Agriculture Mbeya Chapter

Membership, Communication and Marketing Strategy

PROJECT REPORT

September 25, 2019

This Project Report was produced for the International Executive Service Corps. It was prepared by Anthony Jones in his capacity as an Expert Volunteer. It contains all relevant information, analysis and conclusions from the work completed for the TCCIA Mbeya Chapter as identified within the Scope of Work for the Membership Management Position.



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Abbreviations

BDS	Business Development Services
BDSP	Business Development Service Provider
CDO	Community Development Office
CRM	Customer Relationship Management
DBC	District Business Council
ENGINE	Enabling Growth through Investment and Enterprise Program
EV	Expert Volunteer
FIs	Financial Institutions
FtF	Feed the Future
HO	Home Office
ICMA	International City/County Management Association
IESC	International Executive Service Corps
LGA	Local Government Authority
LGATO	Local Government Authority Trade Officer
MEDA	Mennonite Economic Development Associates
MEL	Monitoring, Evaluating, and Learning
MMS	Membership Management System
MSME	Micro, Small and Medium Sized Enterprise
PPD	Public-Private Dialogue
RBC	Regional Business Council
RTO	Regional Trade Officer
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SME	Small and Medium Sized Enterprise
SoW	Scope of Work
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TIC	Tanzanian Investment Corporation
TO	Trade Officer
USAID	United States Agency for International Development
VEGA	Volunteers for Economic Growth Alliance
YSLA	Youth Serving Lending Association
W/Y/PWD	Women, Youth and People with Disabilities

Exhibit List

- A Project Activity Timeline
- B TCCIA Organizational Chart
- C TCCIA Document List
- D Stakeholder Potential Opportunities
- E TCCIA Marketing Brochures
- F Current Membership Subscription Process
- G Membership Recruitment Action Plan
- H Membership Management Action Plan
- I Membership Management Manual
- J Marketing and Communication Action Plan
- K Digital Media Strategy
- L 8-Week Communication Calendar
- M Revenue Generation Action Plan
- N Documents Provided to TCCIA for Project Implementation

Executive Summary

The Tanzania ENGINE Program is a USAID-funded FtF Tanzania activity that aims to streamline and enhance many of the regulatory, informational and financial channels that encourage domestic and foreign investment in the regions of Mbeya, Morogoro, and Iringa within the SAGCOT and in Zanzibar. Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) has the prime role to support, represent and negotiate with the Government on Private sector matters related to commerce, industry and agriculture development.

Unfortunately, the TCCIA Mbeya Chapter has been experiencing limited membership and financial resources to support its mission. Therefore, the Membership Management Project was established to document and improve TCCIA Mbeya Chapter's membership recruitment, retention strategies and marketing strategies. This work will also be linked with feasible revenue collection strategies that would increase TCCIA Mbeya Chapter's financial position as well as increase member services.

Over a 12-day period, an Expert Volunteer worked to complete the Membership Management Project by reviewing TCCIA Mbeya Chapter documents and collaborating with TCCIA Mbeya Chapter Management and Staff, multiple LGA Representatives, TCCIA Mbeya Active, Non-Active and Non-Members and the ENGINE Regional Representative. This Project Report provides the detailed analysis, conclusions and recommendations from the Project. The recommendations for Membership Recruitment, Membership Management, Marketing & Communication and Revenue Generation are summarized below.

There were 7 Strategies and 25 Action Steps identified that would improve the TCCIA Membership Recruitment Strategy. The overarching goal for the Membership Recruitment Strategy is to increase the opportunity for the TCCIA to connect with and engage potential members. These strategies include: Partnering for Events, Sharing Data, Participating in the W/Y/PWD Facilitation Loan Program, Integrating with Development Partners, Establishing a Youth Committee, Creating Linkages with Stakeholders and Conducting Industry Meetings.

There were 6 Strategies and 18 Action Steps identified that would improve the TCCIA Membership Management. The overarching goal for the Membership Management Strategy is to improve member retention, member subscription, data collection and streamline processes. These strategies include: Updating the Membership Database, Improving the Subscription Process, TCCIA Management Connecting with Non-Active Members, TCCIA Staff Connecting with TCCIA Mbeya Chapter's Largest Members, Surveying Non-Active Members and Utilizing a Customer Relationship Management System.

There were 6 Strategies and 15 Action Steps identified that would improve the TCCIA Membership Marketing and Communication Strategy. The overarching goal for the Membership

Marketing and Communication Strategy is to dramatically increase awareness of TCCIA to Target Audiences. These strategies include: Establishing Social Media Accounts, Implementing a Communication Calendar, Creating a Website, Designing Marketing Collateral, Providing a Membership Pack for New Members and Utilizing Specific Communication Strategies.

There were 5 Strategies and 16 Action Steps identified that would improve the TCCIA Revenue Collection Strategy. The overarching goal for the Revenue Collection Strategy is to expand existing revenue streams, while identifying and aggressively pursuing new revenue opportunities. These strategies include: Marketing Certificates of Origin, Seeking Development Partner Grants, Securing Sponsorships for Events and Implementing Recruitment Strategies.

For each strategy, there is a detailed Action Plan that identifies the Champion, Implementation Steps, Timeframe and Financial Cost. It is recommended that the Action Plan be utilized to ensure successful implementation.

In conclusion, this Project Report provides the TCCIA Mbeya Chapter with detailed analysis on how to improve Member Recruitment, Member Management, Marketing and Communication and Revenue Generation. In addition to this analysis, there were several documents provided to assist with the project implementation.

Chapter 1: Program and Project Background

1.1 Program Overview

Pursuant to Leader-with-Associate Cooperative Agreement No. EEM-A-00-04-00002-00, Associate Cooperative Agreement No. AID-621-LA-16-00002, IESC is the prime implementer of the FtF Tanzania ENGINE Program. The period of performance for the award is September 1, 2016 – August 31, 2020.

IESC is the lead implementer of ENGINE, joined by sub-awardees, ICMA, MEDA and Diligent Consulting Limited. Under this Agreement, IESC primarily contributes towards USAID's Development Objective 2: Inclusive broad-based economic growth sustained, with supporting contributions to Development Objective 1: Women and Youth Empowerment and Development Objective 3: Effective Democratic Governance.

The Tanzania ENGINE Program is a USAID-funded FtF Tanzania activity that aims to streamline and enhance many of the regulatory, informational and financial channels that encourage domestic and foreign investment in the regions of Mbeya, Morogoro, and Iringa within the SAGCOT and in Zanzibar.

ENGINE works at the LGA level, using a broad-based approach to engage with council-level LGAs, private sector associations, BDSPs, FIs and SMEs. The program's activities are divided into three main components:

1. **Implement policies for growth.** Build the capacity of the private sector to effectively dialogue with the government to set policy agenda and improve the capacity of the public sector to implement policies.
2. **Equip businesses for growth.** Strengthen SME capacity and foster the growth and capacity of a sustainable market for business development services (BDS) in Tanzania.
3. **Access to finance for growth.** Broaden access to finance for SMEs in all sectors, especially women and youth entrepreneurs and those working within agricultural value chains (excluding primary producers), to facilitate increased business viability, growth and investment.

1.2 Project Background

Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) has the prime role to support, represent and negotiate with the Government on Private sector matters related to commerce, industry and agriculture development. The TCCIA is a member-based organization for the private sector which has offices in all regions of Tanzania Mainland. All Regional chambers are semi-autonomous and their overall objectives are:

- a) To unite all members of the business community in the respective region.

- b) To act as an instrument of the members in dialogue with the government and parastatals on broad issues of macro and micro social economic policy.
- c) To formulate and uphold the highest standards of business ethics.
- d) To promote, coordinate and protect commercial, industry and agriculture interest in Tanzania mainland for TCCIA members.
- e) To foster social unity within and to promote the welfare of the commercial, industrial and agricultural community.
- f) To promote and support legislation that eliminates bureaucratic impediments or regulations that adversely affects the interests of commerce, industry and agriculture.

TCCIA aims to have an enabling business environment for its members and non-members through several activities which are:

- i. Lobbying and Advocacy to the Public Sector through PPD regarding the change of policies which are hurdles to its members and business community.
- ii. Capacity building to its members by providing trainings in collaboration with other stakeholders like the higher learning institutions.
- iii. To link its members with FIs for increasing TCCIA members' capital.
- iv. To link members with domestic and international markets for TCCIA members' products.
- v. Run a Business Information Centre (BIC) where some services are provided such as Internet services, printed materials for information and education, business registration, provision of Certificates of Origin for exporting products and secretarial services.

Through various assignments ENGINE program had supported TCCIA Regional chapters in Morogoro, Mbeya and Iringa. In 2017, ENGINE's Expert Volunteer undertook an institutional needs assessment that led to ENGINE's support to promote TCCIA membership through development of outreach materials; trained interns to strategically recruit new members in all three Regional chapters as part of an outreach strategy to increase the membership base.

In all the three chapters, members increased (though not to the envisaged levels) because interns were covering urban LGAs in each region. However, there is still a need to document the TCCIA's membership recruitment and marketing strategies to assist TCCIA chapters to promote its mission to recruit, retain and expand its member base which will be adopted by district TCCIA chapters.

1.3 Problem Statement

TCCIA Mbeya Chapter has been experiencing limited membership and financial resources to support its mission. Some of the reasons highlighted for that include among others; poor membership services, specifically no service differentiation among its different business member groups, poor involvement / participation of members in the association, advocacy activities take very long to materialize if at all; thus, members lose patience, and some members feel that continuing to pay subscriptions is an extra burden while not receiving any clear benefit.

In addition, the TCCIA Mbeya Chapter faces significant challenges to collaborate with LGAs; with periodic PPDs often described as lacking concrete and positive results. In the Mbeya Region, the TCCIA Chapter does not have the necessary structures or extensive business memberships to support a large and varied business community, with members of all sizes operating in all sectors of the economy. Due to some reasons beyond their capacity, TCCIA in Mbeya has inadequate technical skills related to effective procedures for recruiting and retaining members, but also lacks a strong and effective membership base, which is crucial in establishing and conducting DBCs and RBCs in the LGAs. TCCIA Mbeya Chapter needs to strengthen its organization by recruiting more members and enhance the skills of the personnel in support of private sector representation in the DBCs and RBCs.

1.4 Project Objective

The main objective of this assignment is to document and improve TCCIA Mbeya Chapter's membership recruitment, retention strategies and marketing strategies. This work will also be linked with feasible revenue collection strategies that would increase TCCIA Mbeya Chapter's financial position as well as increase member services. This will lead to increased member satisfaction and a larger membership base that will provide a stronger private sector voice in the DBCs and RBCs and improve policy reforms.

1.5 Project Period

The timeframe for this Project was for 12 days from September 3rd to September 14th. During that time, all the Activities originally identified within the Inception Report were completed. See Exhibit A for Project Activity Timeline.

Chapter 2: Organization and Documentation Review

2.1 ENGINE/TCCIA Orientation Meeting

On September 4th, the EV met with the TCCIA Executive Officer, TCCIA Vice Chairman for Industries and the ENGINE Regional Representative at the TCCIA offices. This Orientation Meeting accomplished the three primary goals that were identified within the Inception Report. The meeting allowed for an informal and personal introduction, which helped to build rapport and professional appreciation between the EV, TCCIA leadership and the ENGINE Regional Representative, hence becoming instrumental in helping to make the Project a success.

The Orientation Meeting also allowed for a detailed discussion of the current organizational context of the TCCIA Mbeya Chapter. The discussion revealed that the TCCIA Mbeya Chapter was very involved in working with the Mbeya LGA on a wide variety of projects. These projects include providing guidance on real estate development strategies within the Central Business District; participating on a planning committee for an LGA Revenue Generation Strategy; and collaborating with the LGA on business regulation analysis. In addition to collaborating with the LGA, the TCCIA Mbeya Chapter works with the National TCCIA and the TIC. This has allowed the Mbeya TCCIA Chapter to host foreign delegations of potential investors; send TCCIA members to foreign markets to grow their businesses; and encourage TCCIA members to sell their products throughout the globe. Despite these examples of success, their membership still is in decline and

many businesses don't join because they feel they will get the benefits provided by the TCCIA without having to pay for a membership, which is commonly referred to as the free riding problem.

Finally, the Orientation Meeting formalized consensus on the Assignment Overview, Assignment Objectives, Assignment Process and Assignment Deliverables.

2.2 TCCIA Documentation Review

The relevant documents reviewed include the incorporation documents, tax identification, Strategic Plan, Financial Statements for 2017 and 2018, Bank Reconciliation Statement from January to August of 2019, the TCCIA Board Roster and Organizational Chart. The TCCIA Organizational Chart is attached as Exhibit B.

In addition to foundational documents, some operational documents reviewed were information from the National TCCIA like the Corporate Social Responsibility Policy, Financial Management Manual, Human Resource Manual, Membership Manual and Operational Manual. The specific operational documents of the TCCIA Mbeya Chapter included Program Audit Reports, Job Descriptions, invoice templates and reimbursement forms. These documents provide a policy framework for how the TCCIA Mbeya Chapter operates and impacts the implementation of their Member Management System. A complete listing of the TCCIA Mbeya documents reviewed by the EV are attached as Exhibit C.

The Membership Manual created by the National TCCIA provides several recommended best practices that regional chapters could utilize to improve member subscription, retention, recruitment and fee collections. Some of these best practices will be incorporated into the recommended strategies in Section 5 of this Project Report.

2.3 Previous Expert Volunteer Report Review

The EV reviewed the work completed by the previous Expert Volunteer, which included an Organizational Assessment Report of the TCCIA Mbeya Chapter, SWOT Analysis and a Summary of the Organizational Assessment. The documents were reviewed to identify any low hanging fruits pertaining to implementing previously identified strategies and actions steps that could immediately improve the marketing and membership strategies of the TCCIA Mbeya Chapter.

Chapter 3: Membership, Communication and Marketing Strategy Review

3.1 Interviews with TCCIA Staff, Membership and Stakeholders

3.1.1 TCCIA Staff

On September 5, 2019, the EV conducted an Interview Meeting with the TCCIA Staff, TCCIA Active Members, TCCIA Non-Members and TCCIA Non-Members in order to discuss the current TCCIA Marketing, Communication and Organizational Performance. The meetings took place in three parties of which Part One consisted of the EV, ENGINE Regional Representative, the Mbeya TCCIA

Executive Officer and Mbeya TCCIA Vice Chairman. Part Two consisted of these members plus 6 Active TCCIA Members. Part Three included Part One participants and 4 TCCIA Non-Members.

Part One identified that Advocacy and Capacity Building activities were the most time-consuming activities of the TCCIA Mbeya Chapter. Approximately 25% of time is spent on member services. The Advocacy activity was the most expensive for the TCCIA Mbeya Chapter. The Linkage to Markets and Business Information Center were identified by the interview participants as the most in demand activities by membership. Finally, Advocacy and Capacity Building were identified as the most important activities of the TCCIA Mbeya Chapter. A summary of the analysis can be found in Photo 1.

Activity	Time	\$/Year	Rank
1) Advocacy	1	11	1
2) Capacity Bldg	1	1	1
3) Link to Finance	1	1	1
4) Link to Markets	1	1	1
5) BIC	1	1	1
6) Member Services	1	1	1
7) Other	1	1	1

Photo 1: TCCIA Activity Chart

The top three revenues of the TCCIA Mbeya Chapter were identified as the funds from Development Partners, Certificates of Origin and Membership Subscriptions. The top expenses were identified as Grant Administration, Meeting Expenses, Staff Salaries and Facilities. The biggest budget change was the low sales of Certificates of Origin in 2018 due to government regulations and intense competition from foreign investments in other regions.

The TCCIA Mbeya Chapter experienced a 14% increase in membership due to the ENGINE sponsored Internship Program. Meeting participants stated that the results were limited due to only targeting the urban district. Separate from the ENGINE sponsored Internship Program, the TCCIA Mbeya Chapter secured 6 interns from local universities and placed them in the offices of 6 TCCIA Mbeya member businesses. These volunteers assisted with aspects of the business operations according to their specific field of study. There were no volunteers under this program that were utilized by the TCCIA Mbeya Chapter to increase membership or improve communication strategies.

Currently, the TCCIA Mbeya Chapter uses direct phone calls, emails, events, WhatsApp, flyers and radio advertisements to communicate with members. They don't have a website and are not on any other social media platforms. Their communication is not proactive, but reactive to situational needs, except in the cases of events. The top communication topics are about Member Services and News Updates. They target communication only to members for the Annual General Meeting, but they target the general public for trade shows and exhibitions. According to meeting participants, the TCCIA Mbeya Chapter currently does not have an annual budget designated marketing. This translates into not having a clear marketing strategy, goals or performance measurements for the organization.

3.1.2 TCCIA Active Members

Part Two of the Interview Discussion had a very productive conversation regarding many aspects of the TCCIA Mbeya Chapter’s marketing and communication strategies. The Active Members have been members for 3, 3, 3, 10, 10 years and one was a founding member of the TCCIA Mbeya Chapter. They first heard about the TCCIA Mbeya Chapter through direct member outreach, engagement at trainings, events and throughout the business registration process.

The Active Members identified several benefits of the TCCIA Mbeya Chapter. See Graph 1 below for all the benefits identified by the Active Member participants. The top benefits were providing relevant Business Information, Access to New Markets, Business Assistance and Training and Business Marketing Opportunities. One member identified the TCCIA Mbeya Chapter as a Gold Mine for his business. These benefits can be leveraged with the recommended strategies for member recruitment and membership marketing and communication.

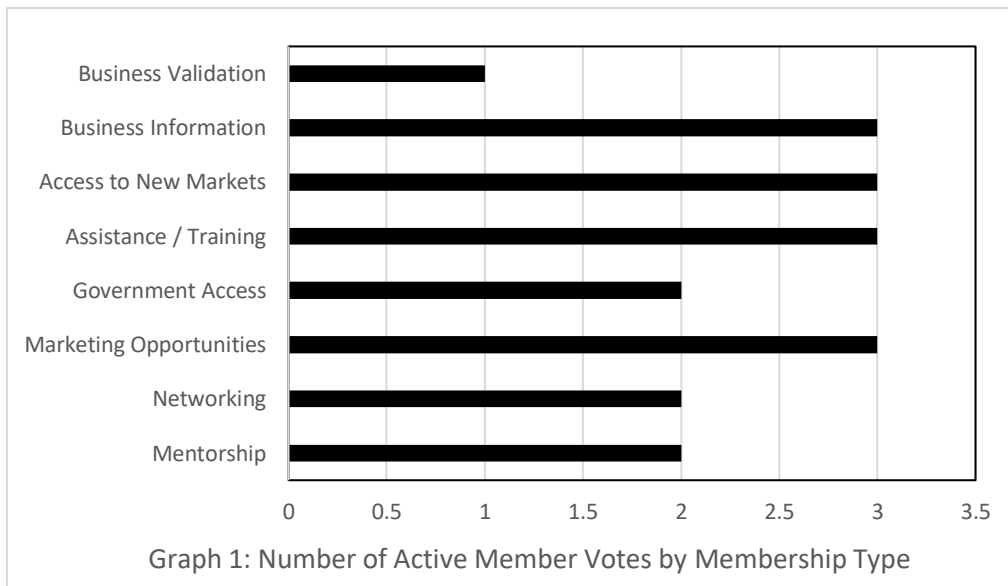


Photo 2: TCCIA Active Member Meeting

The Active Members identified that phone calls, emails, word of mouth and direct visits were a good mechanism for communication with TCCIA Mbeya Chapter membership. However, one member provided a very comprehensive critique of the TCCIA Mbeya Chapter’s current communication approach. He stated that other TCCIA Chapters are marketing their regions better through social media platforms like Facebook, Twitter and Instagram. These TCCIA Chapters were from Arusha, Kigoma, Dar es Salaam, Morogoro and Kilimanjaro.

This TCCIA Member indicated that the WhatsApp strategy wasn't working well to connect existing members. Phone calls are effective but not very efficient with the size of the TCCIA Mbeya Chapter. Good marketing with email and SMS is a more efficient and effective approach than direct phone calls when trying to reach the entire TCCIA Mbeya membership.

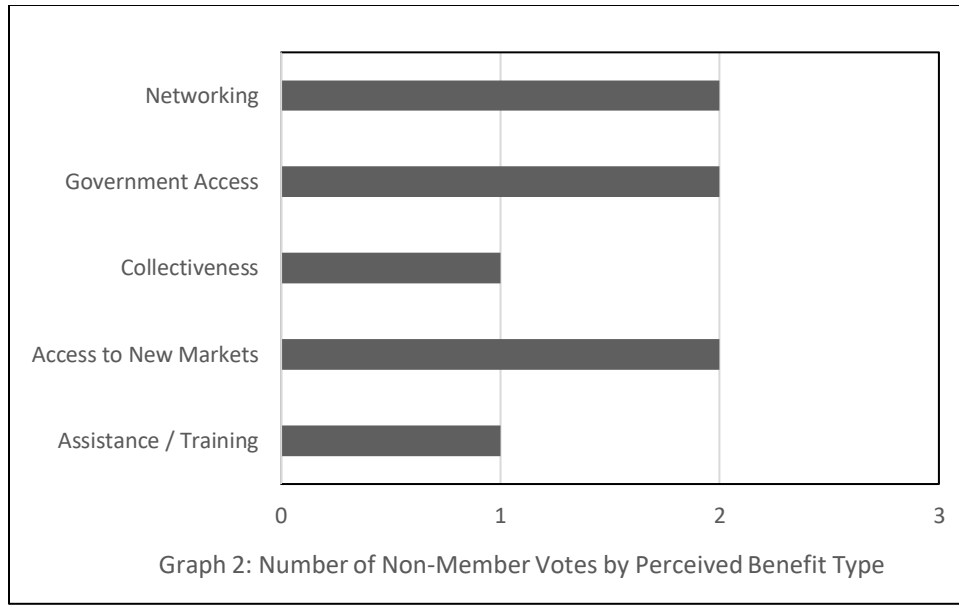
When asked if they share information about the chamber with their business colleagues, there were a multitude of responses. One Active Member asks all his clients if they are a TCCIA Member. His direct referrals have led to several new member subscriptions. One Active Member stated that he is sharing information about the training and market linkage opportunities to businesses that will be exhibitors at the upcoming TCCIA Mbeya Chapter sponsored trade fair. Another TCCIA Member stated that she hasn't been successful in encouraging chamber membership with her business connections because many operate in the informal economy. One Member stated that people often ask him about the chamber, which gives him the opportunity to share some of the benefits his business has received. Finally, one Active Member indicated that the TCCIA Mbeya Chapter is like the "Best Bread" and he is proud to show his certificate of membership at his business.

One Active Member raised the concern that there is no active Youth Group within the TCCIA Mbeya Chapter. This is a significant disadvantage because many business entrepreneurs are youth and would benefit of being part of a multi-generational business organization. Allowing young business owners to be mentored by older business owners is a real need for young members of the TCCIA Mbeya Chapter.

3.1.3 TCCIA Non-Members

Part Three of the meeting had productive conversation, but it wasn't optimal because, although all were not members, many were in the process of becoming a chamber member. The attending businesses were in the bottled water retail, food processing, mobile technology retail and commercial and residential catering sectors. All the attendees except one, had heard about the TCCIA Mbeya Chapter from the local leadership.

The Non-Members were asked why they would consider becoming a chamber member, which identifies their perceived benefits of chamber membership. A majority of the Non-Members identified Networking, Government Access and Access to New Markets as the biggest potential benefit of chamber membership. A complete listing of the perceived benefits of the chamber are identified in Graph 2 below. These perceptions can be leveraged through the recommended strategies for membership recruitment and member marketing and communication.



The Non-Member participants stated that they utilize phone, WhatsApp, Facebook, website, SMS and TV to get news and communication to benefit their business. They recommended the TCCIA Mbeya Chapter target these communication channels. On the other hand, it was recommended that the best way for the Chamber to improve its marketing is to utilize TV for promotional opportunities. Despite its expense, it is very impactful.

The Non-Members were asked, if they joined the chamber, what they would like to receive during the first year of their chamber membership. One stated that he would like to receive business consultation services, assistance with importing needed agricultural processing equipment and a connection with an Indian business to acquire needed raw materials. One attendee stated they expected to be connected to Chinese companies that manufacture mobile phones, which would allow them to bypass midlevel distributors. One attendee stated they would like to get direct access to government to address his regulatory issues. The fact that many of the Non-Members were very specific about their expectations from the TCCIA Mbeya Chapter is a great sign that there is a strong understanding of the chamber’s capacity.

3.1.4 TCCIA Stakeholders

On September 6, 2019, the EV conducted an interview with TCCIA Management and Stakeholders in order to present an overview of the Project and identify Partnership Opportunities between the TCCIA and LGA that would support the goals of the Project.

After summarizing the goals of the Project, the EV presented the Strategic Alignments between the TCCIA and LGA. The LGAs want businesses to



Photo 3: TCCIA Stakeholder Meeting

officially register and pay taxes to the LGA. The TCCIA requires all members to be registered and pay taxes to the LGA. The TCCIA also recruits new members and helps entrepreneurs to start businesses, which leads to them becoming registered and paying taxes to the LGA. Therefore, it is justified to assert that TCCIA Membership growth leads to LGA revenue growth. This discussion laid the foundation for the future discussions on Potential Partnerships.

The EV and TCCIA Executive Officer expanded upon the existing partnerships between the TCCIA and the LGA. These existing partnerships include the following:

- Working together to improve economic growth of Mbeya
- Partnering to improve business regulations
- Partnering on strategic planning initiatives
- Allowing the TCCIA to provide business perspective on LGA policies

Through two groups discussion composed of TCCIA and LGA representatives, the EV facilitated the identification of Partnership Opportunities between the TCCIA and LGA. The opportunities required consideration of what the TCCIA can do to help the LGA achieve its goals and what the LGA can do to help the TCCIA achieve its goals. The group discussion resulted in identifying 8 Partnership Opportunities. The Partnership Opportunities included a summary of the issue, opportunity, consensus level, champion and next steps. Some of these Partnership Opportunities are beyond the scope of this project, so in order to ensure organizational progress, they are all included as Exhibit D. The project relevant opportunities are also included within the proposed recommendations and action plan.

3.1.5 TCCIA Non-Active Members

On September 10, 2019, the EV and the TCCIA Secretary visited two businesses that were Non-Active Members. These visits were completed in person at the business location and resulted in the following were relevant responses:

- They were introduced to Mbeya TCCIA chapter either through existing members or direct visit by TCCIA staff.
- Being a part of the collective business community was stated as the main reason for joining the chamber.
- The chamber held a meeting with the Indian Ambassador and it was a great opportunity for his business to get access to a new market.
- TCCIA Mbeya Chapter focusses too much on major industries and does not do enough to support SMEs.

There were several recommendations on how the TCCIA Mbeya Chapter could improve their services and possibly encourage them to become Active Members again. These recommendations are listed below:

- Communicate on multiple mediums like email, direct visit and social media

- Provide assistance with filing taxes and securing a general business license
- Connect businesses through networking meetings
- Make businesses aware of what TCCIA is doing and has achieved
- Help companies within sectors learn best practices

These interview responses are anecdotal and not statistically significant. However, it is telling that some of the recommended activities from the Non-Active Members were the same activities identified by Active Members as being successfully completed by the chamber. This can be partly be attributed to the lack of effective marketing to existing chamber members.

3.2 TCCIA Membership Database Review

There were 3 separate Membership Databases provided to the EV for review in a Microsoft Word document format. This required the EV to convert the files into a Microsoft Excel document format, systematically review, remove duplication and consolidate all databases into one comprehensive Membership Database. After this process was complete, a total of 491 businesses were listed in the TCCIA Mbeya Membership Database. The data categories include: Business Name, Officer-In-Charge, Business Type, Address, Phone Number and Email. There were missing data points throughout the database, which are summarized in Table 1.

Category	#	%
Members Listed	491	100%
No OIC Listed	333	68%
No Business Type Listed	140	29%
No Address Listed	17	3%
No Phone Number Listed	321	65%
No Email Listed	405	82%

Table 1: Member Database Review

In addition, there were irregularities identified within the Phone Number data category. Some entries had extra numbers or missing numbers. These anomalies would make it difficult to utilize this Membership Database to communicate with TCCIA Members via phone or through the existing WhatsApp communication application. Over 80% of the members listed don't have an email address listed, which renders this communication approach significantly ineffective.

There were no data categories that would allow a business to be easily identified as having an Officer-in-Charge that is a Women, Youth or Person with Disability. Having this category would be extremely beneficial because it would allow the TCCIA to target these businesses with information about opportunities that become available from the LGA W/Y/PWD Facilitation Loan Program. In addition, the lack of this category makes it very difficult to organize businesses that could become part of a Youth Group within the TCCIA Mbeya Chapter.

There were also no data categories that identified the website or social media account information of TCCIA members. Having this information would allow the TCCIA Mbeya Chapter to have a coordinated social media communication strategy. Without having this information, a coordinated social media communication strategy is not possible.

The database didn't have information about the Membership Type, Membership Fee or the status of the business (Active or Non-Active). This makes the database a less effective tool to be used for Membership Retention and Membership Management.

3.3 Marketing Material Review

Mbeya TCCIA Chapter provided three pieces of marketing material for review. Two were color brochures and one was a two-page word document entitled "Success Story". The marketing brochures are attached as Exhibit E. These brochures were very informative but lacked visual appeal. They were entirely comprised of text, with minor background graphics. This will make them less effective to capture and maintain the attention of their target audience. In addition, all three marketing pieces were in hard copies, which limits their distribution to either direct mail or at TCCIA attended events. This marketing medium and distribution channel greatly limits the ability of the TCCIA to effectively market their organization to existing and potential members. Despite these limitations, the TCCIA Mbeya Chapter has ordered 1,000 marketing brochures and has successfully delivered 95% of them at events and direct mail strategies. This level of distribution demonstrates that the marketing material is reaching the hands of potential customers, but there could be more effective and less costly marketing strategies to compliment this effort.

The Membership Application form is only available in a Microsoft Word document format. Online or electronic submissions are not available under the current process. The Membership Application collects information including business name, business registration, business type, business location, contact information via phone and email, website and Officer in Charge contacts. It requires the applicant to select 1 out of 17 possible Membership Types that best describes their business. There is no explanation or definition of the various Membership Types, which could be a detriment to a business successfully completing the Membership Application form. This is especially true because the admission and annual fee is based upon the selected membership type.

The Membership Fee Schedule is attached to the Membership Application form and delineates the Admission and Annual Fee by Membership Type. Similar to the Membership Application form, there is no definition of Membership Type so there is a possibility for additional questions that must be addressed prior to a business completing the Membership Application form.

3.4 Comparative Analysis

The Comparative Analysis component of the Project will be completed and included within the Final Report provided to the ENGINE HO at the conclusion of the Project. However, a summary of the Comparative Analysis will be provided to the participating TCCIA Regional Chapters and included as an addendum to their respective Project Reports.

Chapter 4: Membership, Communication and Marketing Documentation

4.1 Membership Subscription Process

The existing Membership Subscription Process is defined as all internal/external activities, fees, forms, documents and participation levels required for a business to become a paying member of the TCCIA Mbeya Chapter. The Membership Subscription Process is not currently documented. After extensive discussions with TCCIA leaders, a Membership Subscription Process Map was created and is shown in Exhibit F.

The Subscription Process requires the business to obtain the Membership Application form, which can be done in the TCCIA Office, TCCIA Events or through email. The business then attempts to complete the Membership Application form, but must speak with, email or visit TCCIA to answer any questions. The business must either travel to the TCCIA Mbeya Chapter location during office hours to submit the completed Membership Application form, email it to TCCIA staff or deliver it to TCCIA staff at an event. The Member Applicant can submit payment for the Admission and Annual Fee by paying the monies in person at the TCCIA Mbeya Chapter location or by directly depositing the funds in the bank account that is listed on the Member Application.

After payment is received the TCCIA staff provides the business with a receipt, Membership Certificate and the constitution of the TCCIA Mbeya Chapter. This can be done in person or via email. After completing the Member Application Process, the TCCIA staff enters the information into the Membership Database.

4.2 Membership Recruitment Process

The existing Membership Recruitment Process is generally defined as all internal/external activities, documented or undocumented processes, forms, documents and marketing materials utilized by TCCIA Mbeya Chapter to recruit members into the organization. The Membership Recruitment Process is not currently documented but is comprised of multiple activities that are completed by the TCCIA Executive Director and TCCIA Staff. These activities can be categorized by the following strategies: Word of Mouth Communication, Event Advertisements, Building Signage and Strategic Partnerships.

The existing Word of Mouth Communication Recruitment Strategy was identified by a majority of the TCCIA Members during the Interview Discussion as the reason why they joined the chamber in the first place. This strategy relies primarily upon the TCCIA Executive Director and the existing relationships that he has established throughout the greater Mbeya community. This recruitment approach is one of the most effective strategies for chambers throughout the globe. Marketing General Incorporated prepared a 2019 Membership Marketing Benchmarking Report by surveying 935 chamber organizations from around the globe. According to the report, 69% of survey respondents stated that they get most of their new members through word-of-mouth recommendation and 62% stated they get them through emails.¹

The existing Event Advertisement Recruitment Strategy consists of TCCIA Staff communicating with TCCIA Members and Non-Members about the advantages of attending TCCIA sponsored events. These events are designed to provide businesses with networking opportunities, educational training opportunities and opportunities to expand their business into other markets. The advantages that businesses receive are communicated with the assertion that the TCCIA Mbeya Chapter is the sponsor organization. This approach provides a direct connection between business benefits and membership in the TCCIA Mbeya Chapter.

The existing Building Signage Recruitment Strategy consists of having a centrally located office within the Mbeya Central Business District that has street signage visible to both pedestrians and vehicular traffic. This centralized location places the TCCIA Mbeya Chapter within close proximity to many businesses, which allows them to stop in and discuss the services provided by the chamber. The significance of this recruitment strategy is based upon the fact that it is exclusive and it provides a competitive advantage in engaging businesses. The rental cost of the office location that provides this signage strategy is a significant amount of the TCCIA Mbeya Chapter annual budget.

The existing Strategic Partnership Recruitment Strategy consists of the TCCIA Mbeya Chapter having formal and informal relationships with organizations that provide them with direct connections with businesses. The most significant strategic partnership is with the Mbeya Local Government Authorities. This partnership allows the TCCIA Mbeya Chapter to discuss business issues directly with the LGA and to collaborate in determining beneficial modifications to business regulations. The TCCIA Mbeya Chapter then works to advertise these advocacy successes to the broader business community to encourage membership.

To compliment these Membership Recruitment Strategies, the TCCIA Mbeya Chapter created multiple marketing brochures that are on display in their offices, distributed to businesses at events and distributed directly to businesses at their base of operations.

4.3 Membership Retention Process

The Membership Retention Process is generally defined as all internal/external activities, documented or undocumented processes, forms, documents and marketing materials utilized by the TCCIA Mbeya Chapter to retain members into the organization. The Membership Retention Process is not currently documented but is comprised of multiple activities that are completed by the TCCIA Executive Director and TCCIA Staff. These activities include making direct phone calls to members who haven't paid their Annual Membership Fees. It also involves meeting directly with businesses to encourage them to renew their Annual Membership. The third activity includes meeting with businesses at special events and encouraging them to renew their membership. There is no formal communication process throughout the year to encourage Member Retention. It is primarily completed on a reactive basis and not proactive.

4.4 Documentation Validation

On September 11, 2019, the Expert Volunteer held a Validation Meeting which involved a discussion of the progress made with the project, validation of the initial findings from the

Documentation Review Activities, Interview Discussions and to initiate a dialogue on the proposed recommendations and strategies for the project. At the request from the ENGINE Regional Representative, the Validation Meeting included individuals from the LGA Trade Office, LGA Community Development Office and a representative from the Cooperative Associations. The purpose for including the Community Development Office and the Cooperative Associations was because the Stakeholder Interviews had generated several opportunities that could be advanced with the participation from these organizations. Having them as part of the Validation Meeting allowed for there to be additional in-depth analysis and discussion on how to formalize the implementation steps for some of those opportunities.

Chapter 5: Recommendations for Membership, Communication and Marketing System

5.1 Membership Recruitment Strategy

There were 7 Strategies and 25 Action Steps identified that would improve the TCCIA Membership Recruitment Strategy. The overarching goal for the Membership Recruitment Strategy is to increase the opportunity for the TCCIA to connect with and engage potential members. A complete listing of the Strategies and Action Steps for Membership Recruitment are provided in Exhibit G and are summarized below.

The first Membership Recruitment Strategy is based on *Event Partnerships*. Partnering with the LGA and other business stakeholder groups can lead to an increase in event attendance, event revenue and TCCIA exposure to businesses. One specific event partnership was identified during the Member Stakeholder Interview Discussion. Including the LGA Trade Officer (LGATO) in the planning of an upcoming trade fair will help to increase possible attendance and allow for more coordinated event planning and event execution. The LGATO can assist with marketing the event on their communication channels and encourage businesses to attend the event. Since events have been identified as a significant opportunity to recruit members, having additional partners to increase attendance could directly benefit TCCIA Mbeya Chapter membership recruitment.

The second Membership Recruitment Strategy is based on *Data Sharing*. Sharing data between the TCCIA and LGATO will allow for both organizations to more effectively allocate resources to achieve their respective goals. Specifically, the TCCIA would be able to target the 6,294 businesses that have registered with the LGA during 2018. This will exponentially increase TCCIA's ability to gain access to the contact information for businesses in Mbeya. They could then use these new business contacts to implement a targeted marketing campaign to encourage membership recruitment. The LGATO also needs business feedback in order to more effectively review and modify business regulations. Having a clear process of sharing data will allow for the TCCIA to potentially increase members and provide the LGATO with needed business feedback to implement more effective regulations.

The third Membership Recruitment Strategy is based on the *LGA's W/Y/PWD Facilitation Loan Program*. The W/Y/PWD facilitation loan is designed to provide low and no interest loans to businesses who have owners that are women, youth or persons with disabilities. The TCCIA is uniquely equipped to add value to the loan program, which increases their ability to recruit more

members. Specifically, the TCCIA would like to become part of the Loan Review Committee, to have TCCIA Members be given special consideration for loans, to provide capacity building and training for loan recipients and to receive business information on loan recipients. The Community Development Officer (CDO) manages the W/Y/PWD Program and indicated during the Validation Meeting that they are having difficulty in identify businesses that could qualify for the program. This problem could be remedied with the help of the TCCIA, while simultaneously improving the TCCIA's ability to engage new businesses and recruit them as members. There was strong interest from the CDO to consider partnering with the TCCIA to better serve the W/Y/PWD Facilitation Loan Program during the Validation Meeting.

The fourth Membership Recruitment Strategy is based on *Development Partner Integration*. The FtF ENGINE Program (Component 2) and FtF Advancing Youth Program are the targeted development partners for integration with the TCCIA Mbeya Chapter. The ENGINE Component 2 has registered approximately 15 BDSPs, which have in turn serviced more than 2,500 MSMEs. Allowing the TCCIA to be introduced to and connected with the BDSPs and the MSMEs served by this program would greatly increase the TCCIA's ability to engage new businesses and recruit them as members. In addition, BDSPs would become more valuable to their clients because they would have the awareness of TCCIA's resources that they can share when serving MSMEs. The ENGINE Component 2 Representative is scheduled to meet with the TCCIA in October 2019 to begin discussing how to more effectively integrate the organizations.

The FtF Advancing Youth Program has a sophisticated communication network with their Community Mobilizers and the Youth Serving Lending Associations throughout multiple Wards in the Mbeya Region. Each YSLA has 15 to 25 youth owned small businesses and the Community Mobilizers are influential actors within the youth community throughout the Mbeya Region. Connecting the TCCIA Mbeya Chapter with these Community Mobilizer and YSLAs would increase the TCCIA's ability to engage new businesses and recruit them as members. In addition, the businesses within the YSLAs would be able to take advantage of the services provided by the chamber, which will help to support the success of the Advancing Youth Program. The contact information of the Community Mobilizers was provided to the EV in order to initiate the integration as part of this project.

The fifth Membership Recruitment Strategy is based on establishing a *Youth Committee*. The TCCIA is desirous of establishing a Youth Committee because there is a significant amount of youth and young entrepreneurs within the Mbeya Region. Targeting youth would allow for the TCCIA to increase their membership recruitment, while making the organization more sustainable in the long run. During the Membership Interview Meetings, it was identified that having a Youth Committee would be a tremendous benefit because young business owners could be mentored by senior business owners. This is already done by the TCCIA Staff but could significantly increase with the creation of a Youth Committee. In addition, the National TCCIA has provided a Youth Development Policy that describes the goals, structure and framework that should be used by regional TCCIA Chapters. This policy framework will help the TCCIA Mbeya Chapter to create the committee more efficiently and effectively.

The sixth Membership Recruitment Strategy is based on *Strategic Linkages*. It was identified during the Interview Discussions that the TCCIA Member Recruitment and Revenue Generation Strategies could be increased if it were to become more linked to the multiple Cooperative Associations within the Mbeya Region. This linkage benefit was evident when the Cooperative Association Representative explained their need for Legislative Advocacy Services and recognized that the TCCIA Mbeya Chapter was a strong leader in that area. The linkage benefit was increased when the Cooperative Association Representative encouraged the TCCIA to attend their regular meetings to showcase TCCIA Membership Benefits, encourage Membership Recruitment from the business members of the Cooperative Association and solicit member companies to purchase Certificates of Origin from the TCCIA. Many of the Cooperative Association members require Certificates of Origin. As the leading revenue stream for the TCCIA, having access to the 2,779 additional businesses within the Cooperative Associations would greatly increase the revenue potential for the TCCIA.

It is important to note that as a direct result from the Validation Meeting, the Cooperative Association Representative brought one of the business members to meet with the TCCIA to purchase a Certificate of Origin and submit a Membership Application form the following day. This resulted in immediate revenue generation by the TCCIA as a result of the Project and is shown in Photo 4.



The seventh Membership Recruitment Strategy is based on *Industry Meetings*. The National TCCIA Leadership and Membership Manual states “It is important for TCCIA to explore challenging policy issues which are relevant to all aspects of the business community. However, work could be undertaken to explore the impact that those issues will have on one particular sector. This could then be highlighted as part of a membership marketing campaign towards that sector.”² Having businesses within a similar industry can provide valuable insight on market conditions and the regulatory environment, which will allow the TCCIA Mbeya Chapter the opportunity to showcase their services, increase membership and possibly generate additional revenue. It is important to note that this strategy can only be accomplished by utilizing the updated Membership Database, which emphasizes the significance of having a Membership Database that is accurate and complete information.

5.2 Membership Management Strategy

There were 6 Strategies and 18 Action Steps identified that would improve the TCCIA Membership Management. The overarching goal for the Membership Management Strategy is to improve member retention, member subscription, data collection and streamline processes. A complete listing of the Strategies and Action Steps for Membership Management are provided in Exhibit H and are summarized below. In addition, a Membership Management Manual is provided that contains information on the recommended Subscription Process, Data Collection

Policies, Membership Application Forms and Membership Fee Schedules. The Membership Management Manual is attached as Exhibit I and is recommended to be adopted by TCCIA Management in order to empower the TCCIA Mbeya Staff to implement the manual.

The first Membership Management Strategy is based on *Membership Database Upgrades*. The National TCCIA Leadership and Membership Manual states: “It is of great importance that correct and up to date information on each member is kept by TCCIA on a database. This information should not only keep information of contacts but also financial details as well as information on issues which have been discussed by the member.”³ This insight became very clear during the Membership Database Review Activity when there were three separate databased provided for review with varying degrees of accuracy and completeness. After consolidating the data sets into one Membership Database, it is recommended that several additional fields be included in order to make this document more relevant to membership management. These additional fields include the following:

- Identification of W/Y/PWD
- Industry
- Membership Type
- Membership Fee
- Active/Non-Active Status
- Business Website
- All Social Media Accounts
- TCCIA Committee Interest
- Top Issues Discussed

Having these additional datasets will allow the TCCIA Mbeya Chapter to have targeted marketing campaigns, increased access to members news, improved revenue forecasting, more efficient membership retention efforts, improved succession planning and more strategic membership insight to create policies and programs. An Updated Membership Database has been provided to the TCCIA Mbeya Chapter as part of the Project.

The second Membership Management Strategy is based on *Membership Subscription Process Improvements*. Specifically, it is recommended that the TCCIA Mbeya Chapter utilize an upgraded Membership Application Form that captures additional information and is web based. The upgraded form will have all the relevant information required to populate the updated Membership Database. By including this information on the Membership Application Form, the TCCIA Staff will be able to more accurately maintain member information from the beginning of their membership tenure. This will increase the usability and relevance of the updated Membership Database. In addition, when the TCCIA Mbeya Chapter establishes a website, it is recommended that the Membership Application Form be prominently posted and able to be completed and submitted directly through the website. This will reduce the time and energy required for a business to submit a Membership Application form and improve the application collection process for TCCIA Staff. An Updated Membership Application Form as been provided to the TCCIA Mbeya Chapter as part of the Project.

The third Membership Management Strategy is based on *Leadership Outreach*. Specifically, it is recommended that each member of the Management Board of the TCCIA Mbeya Chapter commit to connecting with 20 Non-Active Members. These connections can significantly benefit

the chamber because it will generate valuable information that is keeping those Non-Active Members from becoming active. It will also allow for chamber leadership to personally interact with the business, reinforce its commitment to working to benefit the business and provide an opportunity for the business to reinstate its membership. During both Membership Interview Discussion, it was mentioned by all categories of membership that their awareness and involvement in the TCCIA Mbeya Chapter was due in part because of a meeting with an existing member. The impact of this leadership outreach will be greater because it is being conducted by a member of the Management Board, which indicates a level of organizational significance. If the 7-member Management Board met with 20 Non-Active Members per year for two years, it would equal more than double the current size of the TCCIA Mbeya Chapter membership size.

The fourth Membership Management Strategy is based on *Staff Outreach*. Specifically, it is recommended that the TCCIA Staff commit to connecting with the 20 Largest Active Members of the TCCIA Mbeya Chapter. This was also encouraged within the National TCCIA Leadership and Membership Manual.⁴ Connecting with the largest members will provide the chamber with important information that can be used to provide additional programming or adjust advocacy priorities. As a large member of the chamber, their needs should be proactively addressed in order to retain their membership. In addition, it would be beneficial for the chamber to express its appreciation and work to increase the business' loyalty to the organization. Their membership helps to increase the legitimacy and significance of the chamber as well, which reinforces the importance of accomplishing this strategy. There will be a cost of directly visiting with these members, but this expense is justified if it helps to retain the 20 Largest Active Members within the TCCIA Mbeya Chapter.

The fifth Membership Management Strategy is based on *Non-Active Member Surveys*. Specifically, it is recommended that the TCCIA Staff commit to surveying all Non-Active Members, except for those identified to meet with the TCCIA Management Board under the previously mentioned strategy. This survey is also encouraged within the National TCCIA Leadership and Membership Manual.⁵ After extensive discussions with TCCIA Staff and online survey research, a computer software called WhatsHash was identified as a viable option for a digital survey platform. WhatsHash is a free computer software that allows users the ability to send a brief survey to individuals that have a WhatsApp account.⁶ WhatsApp is a free and commonly used digital communication platform that only requires a phone number to participate. Since the TCCIA Mbeya Chapter captures a phone number within their Membership Database, this is a completely free and significantly effective survey option for Non-Active Members. The proposed survey question is proposed to be designed to capture what services the Non-Active Members most require from the TCCIA Mbeya Chapter. Once these services are identified, it is recommended that the chamber establish a strategy to ramp up those services and create a communication plan about the strategy for both Active and Non-Active Members. It is important to note that this strategy can only be accomplished by utilizing the updated Membership Database, which emphasizes the significance of having a Membership Database that is accurate and complete information.

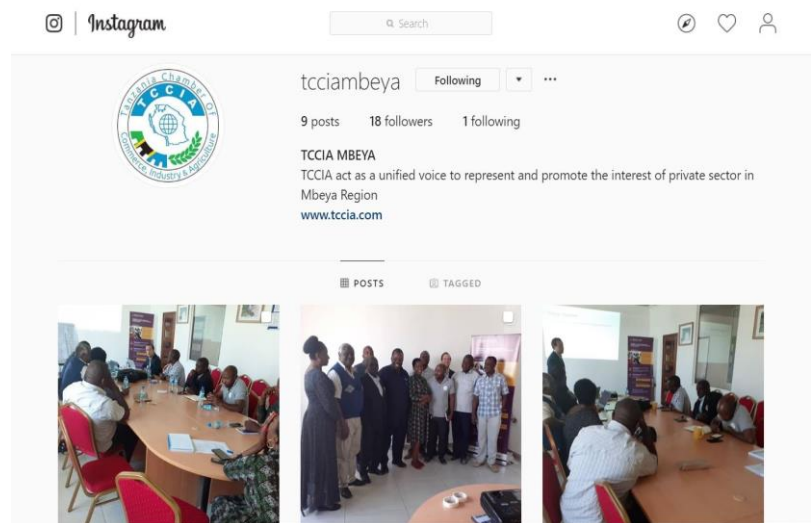
The sixth Membership Management Strategy is based on a *Customer Relationship Management (CRM)*. An effective CRM System requires an easy to use data intake model that allows for consistent data collection. To satisfy this requirement, the EV created a CRM Sheet that will allow any TCCIA Staff or Management to systematically interview members and collect relevant information that is easily integrated into the Updated Membership Database. This CRM Sheet is recommended to be used by all parties that interview or connect with TCCIA Mbeya Chapter Members. If utilized, the information collected during member interviews can easily be entered into the Updated Membership Database and used to implement various policy and communication strategies. An CRM Sheet has been provided to the TCCIA Mbeya Chapter as part of the Project.

5.3 Membership Marketing & Communication Strategy

There were 6 Strategies and 15 Action Steps identified that would improve the TCCIA Membership Marketing and Communication Strategy. The overarching goal for the Membership Marketing and Communication Strategy is to dramatically increase awareness of TCCIA to Target Audiences. A complete listing of the Strategies and Action Steps for Membership Marketing & Communication are provided in Exhibit J and are summarized below.

The first Marketing & Communication Strategy is based on *Social Media*. It is recommended that the TCCIA Mbeya Chapter establish social media accounts for Facebook, Instagram, Twitter and YouTube. Each of these social media platforms will exponentially increase the chamber's ability to communicate with and learn from its membership at no financial cost. The Updated Membership Database, Updated Membership Application Form and the CRM Sheet all allow for the collection of social media account information from chamber members. It is essential to utilize these new tools in order to effectively implement this strategy.

As a direct result of the Membership Interview Discussion, an Active Member volunteered to champion this marketing and communication strategy. This Active Member has already created an Instagram Account for the TCCIA Mbeya Chapter as evidence by Photo 5 below. He is also in the process of establishing the others. This is significant progress that has already been made since the Project began. The Active Member that has taken the initiative will be utilized to help spear head all aspects of this Social Media Strategy.



It is not enough to simply have a social media account, there needs to be a coordinated and systematically implemented communication strategy to make it successful. As such, the EV facilitated the creation of a Digital Media Strategy from a marketing firm based in Columbus, Ohio. JPRC is a digital media company that provides social media, public relations and communication strategy services to clients throughout the United States of America. Per the request of the EV, JPRC prepared a comprehensive Digital Media Strategy for each of the targeted social media platforms identified for this strategy. A copy of the Digital Media Strategy is attached as Exhibit K. This strategy document provides tactics, communication frequencies, metrics and best practices that can be utilized for each social media platform. By leveraging this information, the TCCIA Mbeya Chapter should be able to effectively use social media to significantly increase communication amongst members and improve their brand awareness within the Mbeya business community.

The second Marketing & Communication Strategy is based upon a *Communication Calendar*. As previously mentioned, having the means to communicate is the first step. Knowing how to communicate is equally important to a successful strategy. Therefore, the EV prepared an 8-Week Communication Calendar that will allow the TCCIA Mbeya Chapter to successfully begin the implementation of their new social media communication system. The 8-Week Communication Calendar is attached as Exhibit L. This digital communication calendar accounts for each social media platform and lays out communication content for each week over an 8-Week period of time. The communication content was determined based upon discussions of upcoming events, proposed actions that are recommended to be implemented by the chamber as result of this Project and various communication strategies outlined later in this Project Report. By following this calendar, the TCCIA Mbeya Chapter will be able to successfully communicate about their new social media communication strategy, advertise about upcoming events, encourage members to join the Youth Committee, highlight chamber services and showcase members in order to build more brand awareness. This will significantly increase marketing and communication without any financial cost. It is important to note that this strategy can only be successfully accomplished by utilizing the Updated Membership Database, which emphasizes the significance of having a Membership Database that is accurate and complete information.

The third Marketing & Communication Strategy is based upon a *Website*. The chamber is currently in the process of creating a website. However, the website is not yet established and therefore can be positioned to take advantage of the recommendations presented within this Project Report. Specifically, it is recommended that the chamber utilize an already existing website development software because it will significantly reduce the time, energy and resources required to establish a website. Two website development software companies were provided (www.wix.com and www.squarespace.com) to the chamber with associated pricing information. There is a financial expense to have the website hosted, but it is critically important to have an online presence if there is a goal of increasing membership and communication.

The fourth Marketing & Communication Strategy is based upon *Updated Marketing Materials*. The existing marketing materials, shown in Exhibit E, target a general audience and can primarily be distributed in person. This reduces the effectiveness of marketing to targeted audiences over

multiple communication platforms. By using Updated Marketing Materials, the chamber can target specific member audiences with more relevant and impactful information that will result in higher member satisfaction and participation in chamber activities. It is recommended that one marketing collateral piece, no more than 1 page, for each chamber service be created in a format that is able to be distributed electronically and manually. The existing chamber services include the following: Government Advocacy, Capacity Building, Access to Finance, Access to Markets and a Business Information Centre. These services could and should be evaluated based upon the information collected from the recommended Leadership Outreach, Staff Outreach and Non-Active Member Survey. The expense associated with this strategy would include the utilization of a graphic designer who can effectively take the service description and content provided by the chamber and transform it into a visually appealing and informative document. There would also be a printing cost for the Updated Marketing Materials that will be distributed manually through events, visits and within the Membership Pack.

The fifth Marketing & Communication Strategy is based upon a *Membership Pack*. A Membership Pack is simply a packet of information that is provided to new members in order to make them more aware of the chamber. The National TCCIA Leadership and Membership Manual states that a “Membership Pack will be of paramount importance as it is a tool that can keep the TCCIA’s membership informed of what TCCIA can offer. To develop ‘TCCIA Membership Pack’ as part of the drive to recruit new members and to retain the current membership.”⁷ According to the documented Subscription Process outlined in Exhibit F, the chamber currently provides new members with a Membership Certificate, Admission Fee Receipt and the Rules/Regulations of the TCCIA Mbeya Chapter. There is no information about the Legislative Priorities, Services, Upcoming Training/Event Schedule or Opportunities for Membership Involvement. By not providing this information to new members, the chamber is missing out on a great opportunity to shape that member’s trajectory and satisfaction with the organization. If provided with the above referenced information, a member will receive a well-designed Membership Pack that will give them a key reference point for all the major services, activities and opportunities provided by the chamber. An effective Membership Pack will increase organizational relevancy, membership participation and long-term sustainability.

The sixth Marketing & Communication Strategy is based upon *Membership Communication Strategies*. The Social Media Strategy and Communication Calendar is the means by which to communicate to TCCIA Members, but the content of those communications is just as important to organizational success. The following Member Communications Strategies are recommended to be implemented by TCCIA Mbeya Chapter.

- **Member of the Month:** TCCIA should highlight one Member on the Website and all Social Media Platforms per month. The content for this strategy should include the following: Business Name, Contact Person, Communication Channels, Photo of Business or Contact Person, Brief Business Summary and Personal Statement.
- **New Member Recognition:** TCCIA should highlight every new business that becomes a TCCIA Member on the Website and all Social Media Platforms. The content for this

strategy should include the following: Business Name, Contact Person, Communication Channels, Photo of the Business Contact, Brief Business Summary and the reason why they joined the TCCIA Chamber.

- **TCCIA Service Highlight:** TCCIA should highlight one Service they provide on a monthly basis. This should be a recurring communication strategy on the Website and all Social Media Platforms. The content for this strategy should include the following: Photo of the Updated Marketing Material, Brief Service Summary, Explanation of how members can use the service and a Testimonial from a TCCIA Member who has used the service.
- **Certificate of Origin Spotlight:** TCCIA should highlight a business who has received a Certificate of Origin on the Website and all Social Media Platforms. The content for this strategy should include the following: Business Name, Photo of the Business Contact, Brief Service Summary, Explanation of how members can use the service.
- **Legislative Advocacy Agenda:** TCCIA should highlight the current Legislative Advocacy Agenda they are pursuing with the LGA. This should be prominently placed on the Website and referenced on the Social Media Platforms. The content for this strategy should include a brief summary of the issues being advocated, the advocacy process, how members could contribute and any relevant meeting information.
- **Legislative Advocacy Success Stories:** TCCIA should highlight all Legislative Advocacy Success Stories on the Website and all Social Media Platforms. The content for this strategy should include a brief summary of the issue, the solution and the benefits that local businesses will receive.

Implementing these Membership Communication Strategies will work to increase member satisfaction, build brand awareness and establish a sense of exclusivity about the chamber that should lead to increased membership interest from Non-Members.

5.4 Revenue Generation Strategy

There were 5 Strategies and 16 Action Steps identified that would improve the TCCIA Revenue Collection Strategy. The overarching goal for the Revenue Collection Strategy is to expand existing revenue streams, while identifying and aggressively pursuing new revenue opportunities. A complete listing of the Strategies and Action Steps for Revenue Generation are provided in Exhibit M and are summarized below.

The first Revenue Generation Strategy is based on *Certificates of Origin*. Certificates of Origin are sold by chambers to businesses who want to export their products from Tanzania. They represented over 90% of all the revenue collected by the TCCIA Mbeya Chapter in 2018, excluding revenues from a Special Project.⁸ This makes it essential that the TCCIA Mbeya Chapter fortify and build upon this revenue stream for long-term financial sustainability. The target market for Certificates of Origin are primarily agricultural producers or light manufacturing firms. Identifying these businesses and then specifically targeting them with effective communication and

marketing materials is the most effective approach to fortify and build on this revenue stream. The Strategic Linkages approach to Membership Recruitment identified that Cooperative Associations are comprised of thousands of businesses with many of them needing Certificates of Origin for their products. This is one identifiable low hanging fruit that should be capitalized on by the chamber. The Validation Meeting initiated the linkage, which was already provided a financial return as identified in Photo 4 above. Leveraging the legislative advocacy need of the Cooperative Associations creates a tangible opportunity for the chamber to increase their sales of Certificates of Origin and member recruitment possibilities.

The second Revenue Generation Strategy is based upon pursuing *Development Partner Grants*. Specifically, it is recommended that the TCCIA Mbeya Chapter consider applying for a grant from the FtF Advancing Youth Program as part of its effort to establish a Youth Committee. The grant program is designed to increase income growth for youth; increase leadership and civic engagement for youth; and improve life skills for youth. The tenants of the TCCIA Mbeya Youth Committee are very similar and are significantly aligned with helping youth with income growth, leadership, civic engagement and life skills. After discussion with the Advancing Youth Program Representative about the chamber's Youth Committee, there was interest in meeting to discuss possible project concepts. With the momentum created by this Project, it is recommended that the chamber meet with program representatives in the short term in order to gather insights on how to establish a Youth Committee whose goals and administration qualify for funding from the FtF Advancing Youth Program.

The third Revenue Generation Strategy is based upon pursuing *Sponsorships*. Events and Meetings accounted for 40% of the total expenses incurred by the TCCIA Mbeya Chapter according to their 2018 Audited Financial Statements.⁹ Having a sponsorship strategy would help to reduce expenses and thereby generate more revenue from these events and meetings. Securing event sponsors is the easiest and most effective way to reduce cost and increase revenue. Many businesses, including members, have a need to advertise their products. The size and scale of the events and trainings provided by the chamber represent a significant opportunity for those businesses. The first step is to establish a sponsorship revenue goal that is realistic and can increase revenue and not diminish the appearance of the chamber's role in the event. Understanding the financial goal, the chamber should formulate a sponsorship package that provides details on what the sponsors will get if they participate. Standard sponsorship packages include event naming rights, event speeches and marketing collateral signage. Sponsorship interest can be collected from the upcoming trade fair and during the future outreach recommended by this Project Report.

The fourth Revenue Generation Strategy is based upon a *Member Referral Program*. It is recommended that the TCCIA Mbeya Chapter implement a Member Referral Program that encourages Active Members to recruit new members in order to receive a reduction in their Annual Dues. This can represent a significant opportunity for businesses who want to participate in the chamber, but don't have sufficient resources to remain an Active Member. Having the ability to reduce your chamber membership expenses will transfer member recruitment responsibilities from solely the chamber staff to the entire business membership. It should be

structured to ensure that the fee waivers provided for referrals don't offset the increase in membership revenues. The target goal should be for a 5 to 1 new revenue to fee waiver ratio. This will ensure that the chamber receives sufficient revenue compared to fee waivers. However, if that revenue to fee waiver ratio is not effective, it should be re-evaluated in the future to see if it should be modified in order to be more effective.

5.5 Action Plan and Implementation Strategy

For each recommended strategy, there is an Action Plan that identifies a Strategy Champion, Action Steps, Timeframe and Implementation Cost. Each of the Strategies were referenced above and their corresponding Action Plans attached as an Exhibit to this Project Report. It is important to note that after extensive discussion with TCCIA Staff, it was determined that the Timeframe element of the Action Plan would be best completed based upon an internal discussion between TCCIA Management and TCCIA Staff.

Considering that there are 74 specific actions identified to complete these strategies, the EV agreed that additional deliberation and prioritization was required by the chamber to effectively implement the recommendations from this Project Report. Therefore, the functional format of the strategy and supporting documentation was designed by the EV to be adaptable in order to suit the evolving needs of the TCCIA Mbeya Chapter. The complete list of documents prepared and provided by the EV to the chamber as part of this Project is attached as Exhibit N.

Chapter 6: Capacity Building Activities

6.1 Chamber Management Training

On September 13, 2019, the EV conducted a Capacity Building Meeting with the TCCIA Mbeya Chapter Management Team. This meeting allowed for interactive dialogue and discussion about how to effectively implement the recommended Strategies and their corresponding Action Plans. Specific attention was provided to the Action Plans that required direct involvement from Management or required Management approval for effective implementation. As a result, significant time was spent on the Membership Recruitment and Marketing & Communication Strategies.

At the conclusion of the meeting, it was determined that the TCCIA Staff would compile and summarize all the information provided, including the final recommendations within the Project Report, and get approval from the TCCIA Management to begin implementing the more significant strategic recommendations. Many of the other recommendations can be administratively completed or are already in the process of being implemented.

References

1. The 2019 Membership Marketing Benchmarking Report; p22; Prepared by Marketing General Incorporated; <http://www.marketinggeneral.com/knowledge-bank/reports/>.
2. Leadership and Membership Manual; p30; Prepared by the National Tanzania Chamber of Commerce, Industry and Agriculture; February 2016.
3. Leadership and Membership Manual; p35; Prepared by the National Tanzania Chamber of Commerce, Industry and Agriculture; February 2016.
4. Leadership and Membership Manual; p27; Prepared by the National Tanzania Chamber of Commerce, Industry and Agriculture; February 2016.
5. Leadership and Membership Manual; p28; Prepared by the National Tanzania Chamber of Commerce, Industry and Agriculture; February 2016.
6. <https://whatshash.com/user-guide/poll-on-whatsapp/>
7. Leadership and Membership Manual; p30; Prepared by the National Tanzania Chamber of Commerce, Industry and Agriculture; February 2016.
8. 2018 Audited Financial Statement for the Mbeya Chapter of the Tanzania Chamber of Commerce, Industry and Agriculture.
9. 2018 Audited Financial Statement for the Mbeya Chapter of the Tanzania Chamber of Commerce, Industry and Agriculture.

Exhibit A: Project Timeline

Activity Timeframe for TCCIA Mbeya		Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Activity #	Activity Name	4-Sep	5-Sep	6-Sep	7-Sep	8-Sep	9-Sep	10-Sep	11-Sep	12-Sep	13-Sep	14-Sep
2 Organization/Documentation Review												
2.1	ENGINE/TCCIA Orientation Meeting	X										
2.2	TCCIA Foundational Document Review			X								
2.3	Expert Volunteer Report Review			X								
3 Membership/Marketing Strategy Review												
3.1	TCCIA Staff and Membership Discussion		X									
3.2	TCCIA Staff, Mgmt and LGA Discussion			X								
3.3	TCCIA Membership Database Review			X								
3.4	TCCIA Marketing Material Review			X								
3.5	TCCIA Comparative Analysis											TBD
4 Membership/Marketing Documentation												
4.1	Membership Subscription Process					X						
4.2	Membership Recruitment Process					X						
4.3	Membership Retention Process					X						
4.4	Documentation Validation								X			
5 Recommendations for Membership Management System												
5.1	Membership Recruitment Strategy					X						
5.2	Membership Management Strategy					X						
5.3	Membership Marketing and Communication Strategy					X						
5.4	Membership Revenue Collection Strategy					X						
5.5	Strategy Validation								X			
6 Capacity Building Activities												
6.1	TCCIA Membership Management Training		X								X	
7 Final Reporting												
7.1	Final Report Submission and Presentation											X

Exhibit B: TCCIA Mbeya Organizational Chart

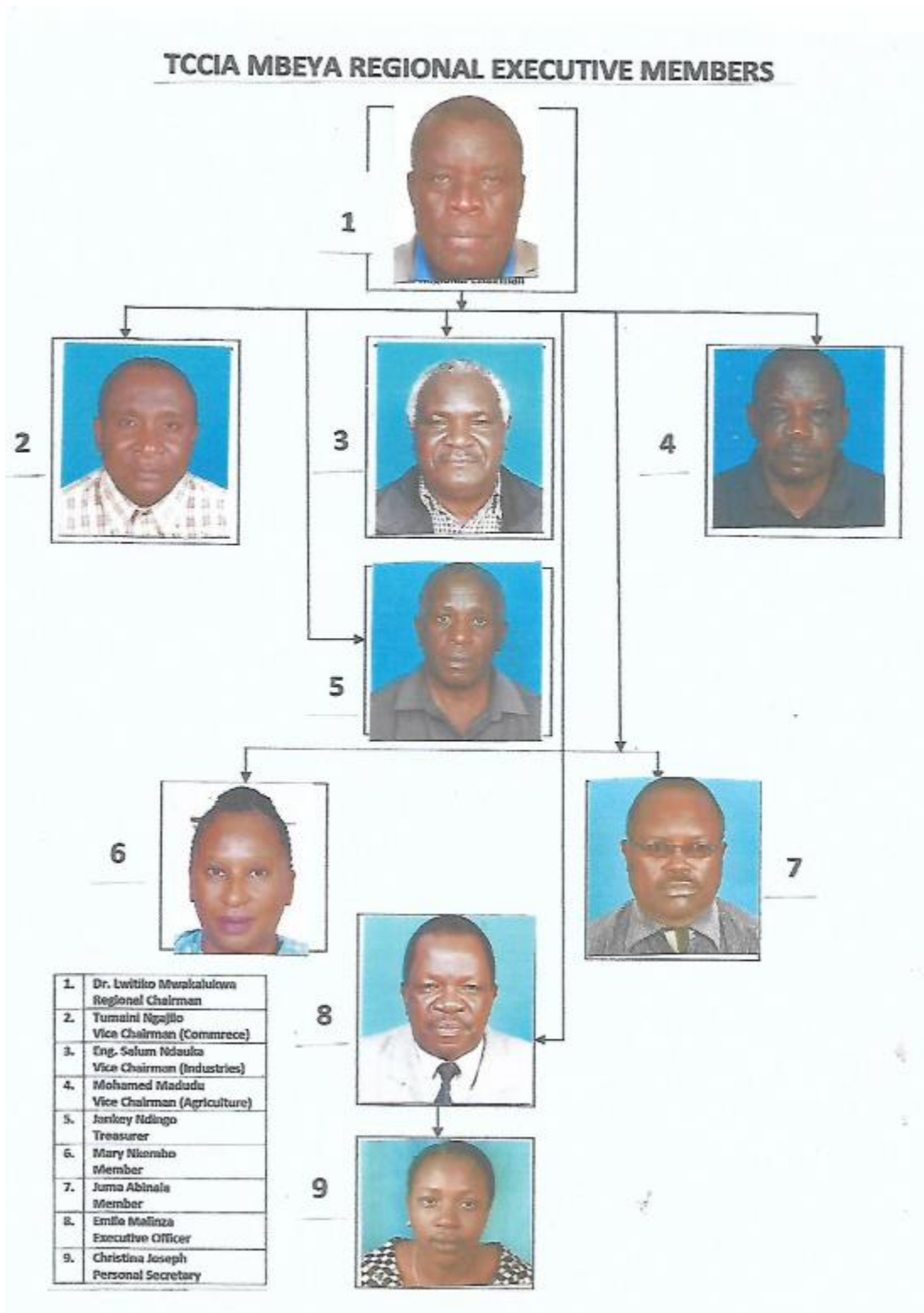


Exhibit C: TCCIA Document List

Mbeya Organizational Documents						
Doc #	Category	Document Type	Exist	Collected	Hard Copy	Electronic
1	Administrative	Travel and Petty Cash Request Form	X	X		X
2	Administrative	Payment Voucher Form	X	X		X
3	Administrative	Certificate of Origin Invoice	X	X		X
4	Administrative	Mbeya District Business Council Roster	X	X		X
5	Administrative	Mbeya Regional Business Council Roster	X	X		X
6	Administrative	Job Description Executive Officer	X	X		X
7	Administrative	Job Description Secretary	X	X		X
8	Audit	2019 Best Dialogue Program Audit	X	X		X
9	Audit	2018 Best Dialogue Program Audit	X	X		X
10	Audit	2019 TCCIA Audit Report	X	X		X
11	Contracts	Contractual Obligations	X	X		X
12	Corporate	Strategic Plan	X	X		X
13	Corporate	National TCCIA Strategic Plan	X	X		X
14	Corporate	Youth Committee Policy	X	X		X
15	Corporate	Articles of Incorporation	X	X		X
16	Corporate	Board Roster / Profile	X	X		X
17	Corporate	Tax Identification	X	X		X
18	Finance	Bank Reconciliation Statement	X	X		X
19	Finance	2018 Financials	X	X		X
20	Finance	2017 Financials	X	X	X	
21	Marketing	List of Services	X	X	X	X
22	Marketing	Marketing Material #1	X	X		X
23	Marketing	Marketing Material #2	X	X		X
24	Marketing	Marketing Material #4	X	X		X
25	Marketing	Marketing Material #3	X	X	X	X
26	Membership	Fee Schedule	X	X		X
27	Membership	Fee Schedule Recommended Changes	X	X		X
28	Membership	Initial Membership Database	X	X		X
29	Membership	Historic Membership Database	X	X		X
30	Membership	2018 New Member Database	X	X		X
31	Membership	Member Applications	X	X		X
32	Membership	Membership Certificate	X	X		X
33	Operations	National Corporate Social Responsibility	X	X		X
34	Operations	National Financial Manual	X	X		X
35	Operations	National Human Resource Manual	X	X		X
36	Operations	National Membership Manual	X	X		X
37	Operations	National Operational Manual	X	X		X
38	Reports	Best Dialogue: Improving Business Environment	X	X		X
39	Reports	Expert Volunteer: Organizational Assessment	X	X		X
40	Reports	Expert Volunteer: Organizational Assessment Summary	X	X		X
41	Reports	Expert Volunteer: TCCIA SWOT Charts	X	X		X

Exhibit D: Partnership Opportunities between the TCCIA and LGA

- 1) Issue: Council Meeting Dates and Agendas are not consistently publicized, which can lead to laws that negatively impact TCCIA members.
 - a. Opportunity: The LGA could notify the TCCIA of upcoming Council Meeting Dates and Agendas in order to allow the TCCIA to raise the business perspective about items being reviewed by City Council.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 1. Champion: LGATO and TCCIA CEO
 - a. Next Step: LGATO will email the TCCIA CEO the list of upcoming Council Meeting Dates and Agendas and will get a communication process in place to ensure the TCCIA is informed of all upcoming Council Meeting information.
- 2) Issue: The LGA Trade Office proactively works to create and/or change business regulations that impact TCCIA members. However, the TCCIA is not always involved during the deliberations to create and/or change those business regulations, which can negatively impact TCCIA members.
 - a. Opportunity: The LGA could include the TCCIA in the deliberations of modifying business regulations prior to them becoming an item on the Council Agenda.
 - i. Consensus Level: Need more dialogue to finalize.
 1. Champion: TCCIA CEO
 - a. Next Step: TCCIA CEO will provide a summary to the City Director and discuss this Partnership Opportunity.
- 3) Issue: The TCCIA believes that organizing and executing Trade Fair Shows would be more effective if the LGATO can participate. Currently only the RTO participates in that process.
 - a. Opportunity: The LGATO could receive authorization to participate in the planning and execution on the TCCIA sponsored Trade Fair Show.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 1. Champion: TCCIA CEO, RTO and LGATO
 - a. Next Step: TCCIA CEO will inform the RTO and invite the LGATO to meetings for the Trade Fair Show later this year.
- 4) Issue: If the LGA were to hold events for businesses without having the TCCIA participate, the TCCIA misses an opportunity to solicit new members.
 - a. Opportunity: The LGA Trade Office, or other appropriate LGA Department, could inform and invite the TCCIA to the business event.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 1. Champion: LGATO
 - a. Next Step: LGA will communicate to the TCCIA about upcoming business events.
- 5) Issue: The LGA administers a W/Y/PWD Loan Program. The TCCIA is not involved with this program, which limits their ability to help businesses.

- a. Opportunity: The LGA could give TCCIA Members precedence for loans and the LGA could allow the TCCIA to become part of the Loan Committee. In addition, the TCCIA could be used to provide technical assistance to loan applicants and loan recipients, which would increase the probability of a successful loan program.
 - i. Consensus Level: Need more dialogue to finalize.
 - 1. Champion: Community Development Office and City Trade Office
 - a. Next Step: TCCIA should send a letter to the Community Development Office to request a meeting to discuss this proposal and how it can benefit the loan program.
- 6) Issue: The LGA registers businesses continuously, but those new businesses are not aware of the TCCIA and the benefits that the TCCIA can provide them.
- a. Opportunity: The LGA could share the information of new business registrants with the TCCIA to allow the TCCIA to market to them and increase membership.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 - 1. Champion: City Trade Office
 - a. Next Step: TCCIA should send a letter to the City Trade Office to formally request the information. The Trade Office will then respond and send the data to the TCCIA. This should be done on a regular basis in order to ensure the TCCIA is up to date on new businesses within the region.
- 7) Issue: There are many businesses who chose not to pay taxes or don't understand how to be compliance with the tax system within Mbeya.
- a. Opportunity: The TCCIA could set up training sessions to encourage businesses pay taxes and provide them with information to help them become tax compliant.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 - 1. Champion: TCCIA CEO
 - a. Next Step: The TCCIA will evaluate how this can be done on a consistent basis. Currently, the TCCIA does this periodically with outside consultants.
- 8) Issue: The LGA lacks sufficient information about local businesses in order to effectively evaluate and modify business regulations.
- a. Opportunity: The TCCIA could collect and provide business information to the LGA to aid in modifying regulations and policy reforms.
 - i. Consensus Level: There was consensus between the LGA and TCCIA.
 - 1. Champion: TCCIA CEO and LGATO
 - a. Next Step: The TCCIA and LGATO will setup a meeting to discuss what business information that is needed by the LGA. They will establish a regular communication process to collect and disseminate information requested by the City Trade Office.



TCCIA GROWS YOUR BUSINESS - WE DELIVER SERVICES THAT PUT MONEY IN YOUR POCKET

- TCCIA is the Sole Provider of Certificates of Origin, Assisting Business Reduce Export Tax under EAC, SADC, and AGOA
- Business Information Center Facilitates Access to Finance and Markets
- Business Networking Events
- Lobbying and Advocacy with Government and Regulatory Agencies
- Education, Training, and Workshops
- Mediation and Arbitration Services
- Local and National Marketing and Promotion
- Investment Opportunities
- Expand Women and Youth Business

TCCIA Mbeya record of success contributing to business progress

- Reduction in the National VAT tax from 20% to 18% with a successful lobbying campaign
- Annual Vehicle Registration Fees were eliminated, promoting capital investment & improving trade
- Waiving of farm produce cess for consignments weighing up to 1,000 kgs when transported from the farm
- Removal of 17 produce gates & barriers from Tunduma to Dar es Salaam
- Trade Fairs organized, expanding agricultural and commercial access to regional markets (EAC and SADC)

Why I joined the TCCIA Mbeya chapter

"TCCIA is a mentor to my business and helped me in networking with potential customers, accessing financial services and general business consultancy." Elizabeth Mwakatobe, Mbeya Knitwear Company Limited (Member, TCCIA Mbeya)

"TCCIA helped me participate in the International Agro-machinery Expo in Jinan, China during March 2018 where I identified the best machinery for rice processing at factory prices. TCCIA also facilitated my attendance at the Tanzania National Business Council meeting in early 2018. I had a rare opportunity to talk with the President of Tanzania about problems facing agro-processors in the Mbeya region." Raphael Ndelwa, Director, Rapha Group Limited (Member, TCCIA Mbeya)

Join TCCIA Today!

Grow your business and help your community prosper by contacting our office

TCCIA Mbeya Regional Chamber
Lupa Way/Market Square Street
(next to TANESCO Billing Building)
P.O. Box 882, Mbeya, Tanzania
Phone: +255 767 770877, 767 346793
E-mail: tcciambeya@yahoo.com
Website: www.tccia.com

Growing Business Profitability in Mbeya



TCCIA

TANZANIA CHAMBER OF COMMERCE INDUSTRY & AGRICULTURE

TCCIA is recognized worldwide with other international chambers e.g. International Chamber of Commerce (ICC) and World Trade Organization (WTO) of the United Nations Organization (UNO)

Major activities are as follows:

1. Represent Private Sector in various forums with the Government and its institutions through District and Regional Business Councils, Regional Road Board, District and Regional Consultative Committees, TRA Tax Appeals, VETA and SIDO Boards etc
2. Lobbying and advocacy with the Government and its Institutions with regard to enabling business, industrial and agricultural environment
3. Recipient of trade grievances and submit them to relevant Government institutions for advocacy and law reforms.
4. Arbitrator in business disputes
5. Organizing and conducting capacity building trainings to entrepreneurs, industrialists and agriculturists
6. Organize local and international trade fairs and workshops.
7. Dissemination of business information and investment opportunities locally and internationally.
8. Issuance of Certificate of Origin to exporters
9. Agents for BRELA in respect of registration of business names
10. Issuance of TCCIA letters of recognition for members travelling overseas
11. Agents for BRITAM Insurance

The aim is to link members together to have one strong voice and collective bargaining power towards advocating for a better business environment

Mob: +255 (0) 767 346793, +255 (0) 784 770877, +255 (0) 715 770899,
Tel : +255 25 2503007, P.O.Box 3007 Mbeya

Barua pepe: tcclambeya@yahoo.com , Tovuti: www.tccla.com

Private sector - the engine of economic growth

Exhibit F: Current Membership Subscription Process

Current Subscription Process		
Step	Business	Chamber
1	Obtains the Membership Form from a TCCIA visit, email, event or TCCIA Office	Distributes Membership Form through a TCCIA visit, email, event and at TCCIA Office
2	Attempts to Complete Membership Form	
3	Speaks with, Emails or Visits Chamber Staff to confirm proper completion of Membership Form	Speaks with or Emails Business to answer questions on Membership Form
4	Travels to TCCIA Mbeya Office during Office Hours to submit Membership Form or Emails Membership Form to Chamber Staff	Works during Office Hours and Regularly reviews incoming emails
5	Submits Completed Membership Form to Chamber Staff at TCCIA Office or submits Completed Membership Form online	Certifies receipt of Membership Form in person or through email
6	Submits Payment of Admission and Annual Fee to Chamber Staff at TCCIA Office or submits directly to Financial Institution identified on Member Application	Accepts Payment in Person or is notified by the Bank of the Payment that was made
7	Accepts Receipt of Payment in person or through email	Provides Receipt of Payment in person or through email
8	Accepts Chamber Member Certificate in person or through email	Provides Chamber Member Certificate and Organization Rules/Regulations in person or through email
9		Inputs membership information into Membership Database

Membership Form, Admission Fees and Membership Fees are reviewed and updated each year.

Exhibit G: Membership Recruitment Action Plan

<p>Membership Recruitment</p> <p>1) Event Partnerships: Partner with LGA and Stakeholders to increase size, revenue and exposure</p>	<p>ACTION PLAN</p> <p>SHORT TERM</p>	<p>Champions: TCCIA EO, LGATO</p> <ol style="list-style-type: none"> Action: Document Event Dates from TCCIA, LGA and Stakeholders <ol style="list-style-type: none"> Timeframe: _____ Action: Share Event Dates and include entities in planning process <ol style="list-style-type: none"> Timeframe: _____ Action: Coordinate Event Dates to avoid conflicting schedules <ol style="list-style-type: none"> Timeframe: _____ Action: Identify Cost Sharing steps to increase event profitability <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

<p>Membership Recruitment</p> <p>2) Data Sharing: Share Business Data with LGA and Collect Business Data from LGA</p>	<p>ACTION PLAN</p> <p>SHORT TERM</p>	<p>Champions: TCCIA EO, LGATO</p> <ol style="list-style-type: none"> Action: TCCIA EO write formal letter requesting data on Business Registrants and W/Y/PWD Loan Program Recipients <ol style="list-style-type: none"> Timeframe: _____ Action: LGATO processes that letter and sends TCCIA the data <ol style="list-style-type: none"> Timeframe: _____ Action: LGATO prepares request to TCCIA for identified business data <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO writes formal letter every year requesting business data <ol style="list-style-type: none"> Timeframe: Annually <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

Membership Recruitment

3) W/Y/PWD Loan Program: Request Coopt to Review Committee, TCCIA Member Preference and Serve Borrowers

ACTION PLAN

MID TERM

Champions: TCCIA EO, CDO, City Director

1. **Action:** TCCIA EO drafts Summary of Project Considerations with specific requested actions
 - a. **Timeframe:** _____
2. **Action:** TCCIA EO writes letter including Summary and requests a meeting with the City Director to Consider Project Recommendations
 - a. **Timeframe:** _____
3. **Action:** TCCIA EO and City Director meet to discuss and finalize implementation approach and timeframe for Project Recommendations
 - a. **Timeframe:** _____

Cost: No Financial Cost



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Membership Recruitment

4) DP Integration: Connect with ENGINE BDSPs and Advancing Youth Program

ACTION PLAN

SHORT TERM

Champions: TCCIA EO, ENGINE Component 2 and Advancing Youth Representatives

1. **Action:** TCCIA EO sends meeting request to ENGINE Component 2 and Advancing Youth Program Representatives
 - a. **Timeframe:** _____
2. **Action:** TCCIA EO meets with Program Representatives individually to discuss how to integrate TCCIA into their communication and business engagement strategies
 - a. **Timeframe:** _____
3. **Action:** TCCIA EO and Program Representatives discuss and finalize implementation approach and timeframe for Integration Plan
 - a. **Timeframe:** _____

Cost: No Financial Cost



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Membership Recruitment

5) Youth: Establish TCCIA Youth Committee

ACTION PLAN

SHORT TERM

Champions: TCCIA EO, Youth Leader, TCCIA Youth Members

1. **Action:** TCCIA EO reviews existing Member List to identify Top 3 Youth Members and arranges a meeting
 - a. **Timeframe:** _____
2. **Action:** Meeting Members Review National TCCIA Youth Investors Program and align with needs of TCCIA Mbeya Chapter
 - a. **Timeframe:** _____
3. **Action:** Meeting Members identify top goals, determine committee structure and create outreach plan to engage businesses
 - a. **Timeframe:** _____
4. **Action:** Utilize **Updated Member Database** and Social Media Accounts to create a communication strategy for recruitment
 - a. **Timeframe:** _____

Cost: No Financial Cost



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Membership Recruitment

6) Strategic Linkages: Meet with Cooperatives, Associations and NGOs who have large business memberships

ACTION PLAN

SHORT TERM

Champions: TCCIA EO and Cooperative Leadership

1. **Action:** TCCIA EO requests meeting with Cooperative Leadership and meets with them to discuss possible linkages that benefit both parties and negotiates time to speak at upcoming Cooperative Meetings
 - a. **Timeframe:** _____
2. **Action:** TCCIA EO prepares strategy to request Cooperative Leadership advocate for TCCIA Memberships and Certificates of Origin Services.
 - a. **Timeframe:** _____
3. **Action:** TCCIA EO attends Cooperative Meetings and formally requests participation in TCCIA in exchange for advocacy assistance
 - a. **Timeframe:** _____

Cost: No Financial Cost



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Membership Recruitment

7) Industry Meetings: Utilize Database to convene Specific Industry Meetings

ACTION PLAN

MID TERM



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Champions: TCCIA EO and Secretary

- 1. Action:** Utilizing **Updated Member Database**, Secretary sorts members by Industry Sector and identifies a sector that can be directly serviced by TCCIA
 - a. **Timeframe:** _____
- 2. Action:** TCCIA EO creates meeting agenda that would support the businesses within the industry sector and is significant enough to encourage attendance
 - a. **Timeframe:** _____
- 3. Action:** TCCIA Secretary arranges meeting date, prepares communication materials, and secures ENGINE's office space
 - a. **Timeframe:** _____
- 4. Action:** TCCIA Secretary distributes meeting invitations through mail, phone, email and social media.
 - a. **Timeframe:** _____

Cost: Meeting Food and Flyer Printing

Exhibit H: Membership Management Strategy

<p>Membership Management</p> <p>1) Database Upgrades Modify and Update Member Database with new information</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO and Secretary</p> <ol style="list-style-type: none"> Action: TCCIA EO and Secretary connect with each Member to collect missing data and new information as recommended for the Updated Membership Database <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Secretary enters newly collected data into the Updated Member Database that is in Microsoft Excel format <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: No Financial Cost</p>
<p>SHORT TERM</p>	 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>	

<p>Membership Management</p> <p>2) Subscription: Increase ease and ways for Members to Subscribe to TCCIA</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO and Secretary</p> <ol style="list-style-type: none"> Action: TCCIA EO and Secretary uses recommended Updated Membership Form for all new members <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Secretary work with website developer to ensure the Updated Membership Form can be submitted via the website <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: No additional cost beyond existing website development contract</p>
<p>SHORT TERM</p>	 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>	

Membership Management

3) Leadership Outreach:
Connect with 20 Non-Active Members

ACTION PLAN

SHORT TERM



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Champions: TCCIA EO, Secretary and TCCIA Board Management

1. **Action:** TCCIA EO and Secretary identifies all Non-Active Members from **Updated Member Database**
 - a. **Timeframe:** _____
2. **Action:** Secretary provides the list to TCCIA Board Management and requests they choose 20 businesses each to contact
 - a. **Timeframe:** _____
3. **Action:** Secretary provides a **CRM Sheet** to TCCIA Board Management to complete during interviews
 - a. **Timeframe:** _____
4. **Action:** TCCIA Board Management connects via phone, email or visit with their 20 businesses
 - a. **Timeframe:** _____
5. **Action:** TCCIA EO and Secretary enters into the **Updated Member Database** the information from the **CRM Sheet**
 - a. **Timeframe:** Ongoing

Cost: No Financial Cost

Membership Management

4) Staff Outreach: Connect with Top 20 Active Members

ACTION PLAN

SHORT TERM



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Champions: TCCIA EO and Secretary

1. **Action:** TCCIA EO and Secretary identifies Top 20 Members from **Updated Member Database**
 - a. **Timeframe:** _____
2. **Action:** TCCIA EO and Secretary utilizes **CRM Sheet** and connects with businesses through phone, email or direct visit
 - a. **Timeframe:** _____
3. **Action:** TCCIA EO and Secretary enters into the **Updated Member Database** the information from the **CRM Sheet**
 - a. **Timeframe:** Ongoing

Cost: Possible Costs include travel for visits

Membership Management

5) Non-Active Survey: Brief Survey of Non-Active Members via WhatsApp

ACTION PLAN

MID TERM



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Champions: TCCIA EO and Secretary

1. Action: TCCIA EO and Secretary identifies Non-Active Members from **Updated Member Database**
 - a. Timeframe: _____
2. Action: TCCIA EO utilizes **Draft WhatsApp Survey**, downloads WhatsHash, inputs the Poll and sends to all Non-Active Members
 - a. Timeframe: _____
3. Action: TCCIA EO and Secretary records feedback from Non-Active Members into an **Updated Member Database** to be used for strategies
 - a. Timeframe: _____

Cost: No Financial Cost

Membership Management

6) CRM: Document Surveys, Connections and Interviews to ensure consistent customer relationships

ACTION PLAN

SHORT TERM



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Champions: TCCIA EO and Secretary

1. Action: TCCIA EO and Secretary utilize recommended **CRM Sheets** for outreach activities
 - a. Timeframe: Ongoing
2. Action: TCCIA EO and Secretary enter **CRM Sheet** information in **Updated Member Database** to be used for future member management activities
 - a. Timeframe: Ongoing

Cost: No Financial Cost



TCCIA | Tanzania Chamber of Commerce,
Industry & Agriculture

Mbeya Chapter

Membership Management System

Adopted: _____, 2019



TCCIA | Tanzania Chamber of Commerce,
Industry & Agriculture

Table of Contents

1. Subscription Process
2. Data Collection Policy
3. Communication Policy
4. Membership Application Form
5. Membership Fee Schedule
6. Manual Review Schedule

Subscription Process

Below is a map of the Subscription Process that outlines the internal/external activities, fees, forms, documents and participation levels required for a business to become a paying member of the TCCIA Mbeya Chapter.

Updated Subscription Process		
Step	Business	Chamber
1	Obtains the Membership Application Form from a TCCIA site visit, email, event, website, social media or TCCIA Office	Distributes Membership Application Form through a site visit, email, event, website, social media and at TCCIA Office
2	Attempts to Complete Membership Form	
3	Communicates with Chamber Staff via phone, email, event, site visit or at TCCIA Office to confirm completion of Membership Application Form	Communicates with Business via phone, email, event, site visit or at TCCIA Office to answer questions on Membership Application Form
4	Submits Completed Membership Application Form in hard copy at an event or at TCCIA Office OR Submits Completed Membership Application Form electronically through email or social media	Works at TCCIA Office during Office Hours and Attends Events and Certifies receipt of Membership Application Form AND Regularly reviews incoming emails and social media submissions and Certifies receipt of Membership Form
5	Submits Payment of Admission and Annual Fee to Chamber Staff at event or at TCCIA Office OR Submits Payment of Admission and Annual Fee directly to Financial Institution identified on Membership Application Form	Accepts Payment in Person AND Confirms Payment with Bank
6	Accepts Receipt of Payment in person or through email	Provides Receipt of Payment in person or through email
7	Accepts Chamber Member Certificate in person or through email	Provides Chamber Member Certificate and Organization Rules/Regulations in person or through email
8		Inputs membership information into Membership Database

Membership Form, Admission Fees and Membership Fees are reviewed and updated each year.



TCCIA | Tanzania Chamber of Commerce, Industry & Agriculture

Membership Management Manual

Data Collection Policy

Membership Database Categories

The TCCIA Mbeya Chapter collects data in the following categories for a Membership Database.

- Business Name
- Business Type/Business Industry
- Address/PO Box/Ward
- Officer in Charge
- Phone(s)
- Email/Website
- Member Tenure
- W/Y/PWD
- Social Media Accounts
- Membership Type/Rate
- Active/Non-Active
- Top Issues Identified


The Membership Database is kept in a Microsoft Excel Format to allow for proper sorting and manipulation.



Data Collection Policy

Customer Relationship Management Sheet

The TCCIA Mbeya Chapter utilizes the CRM Sheet provided to systematically collect data from members and inputs this information into the Membership Database.

		Customer Relationship Management Sheet	
Date:		_____	
Author:		_____	
Type:		<input type="checkbox"/> Call <input type="checkbox"/> Visit <input type="checkbox"/> Email <input type="checkbox"/> Event	
Business:		<input type="checkbox"/> Woman Owned <input type="checkbox"/> Youth Owned <input type="checkbox"/> PWD <input type="checkbox"/> _____	
Business Address:		_____ Ward: _____	
Business Type/Industry:		_____	
Contact Name:		_____	
Contact Phone:		_____	
Contact Email:		_____	
Social Media:		<input type="checkbox"/> Facebook <input type="checkbox"/> Instagram <input type="checkbox"/> Twitter <input type="checkbox"/> Youtube	
Business Website:		_____	
Membership Type:		_____	
Top Issues:		1) _____ 2) _____ 3) _____	
TCCIA Services:		Bank 1-7 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Event Interest:		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
		<div style="border: 1px solid black; padding: 5px; min-height: 100px;">Notes</div>	



Membership Application

Membership Application Form

The TCCIA Mbeya Chapter utilizes the Membership Application Form to systematically collect data from member applicants and inputs this information into the Membership Database.



Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA)
P.O. Box 882, MBEYA
Phone: + 255 25 250 3307
Email: tcciambeya@yahoo.com

MEMBERSHIP APPLICATION FORM

Business Information

Company Name: _____
License Number: _____
Business Type/Industry: _____
Business Registration Number: _____
TIN: _____
Women, Youth (under 35) or Person with Disability (Y/N): _____

Address

a) P.O. Box: _____
b) Street: _____
c) Ward: _____

Contact

a) Officer in Charge (OIC)/Citizenship: _____
b) Officer in Charge (OIC)/Citizenship: _____
c) Officer in Charge (OIC)/Citizenship: _____
d) Phone Number(s): _____
e) Language: _____
f) Email(s): _____
g) Website: _____
h) Facebook Account Name: _____
i) Twitter Account Handle: _____
j) Instagram Account Name: _____
k) WhatsApp Account (Y/N): _____

Business Interests

a) Explain Top Issue(s) Facing Business: _____

b) Expectation of the TCCIA (Circle all that apply):

Advocacy and Lobbying	Capacity Building and Training Programs	Linkage to Financial Institutions
Business Information Centre	Linkage to New Markets	Other: _____

c) Interested in a TCCIA Committee (Circle all that apply):

Executive Committee	Regional Executive Committee	Youth Committee
---------------------	------------------------------	-----------------



Membership Application

Membership Application Form

The TCCIA Mbeya Chapter utilizes the Membership Application Form to systematically collect data from member applicants and inputs this information into the Membership Database.

Membership Type
Check the Membership Type that is most applicable to your business. If you have questions about what is most applicable for your business, please contact the TCCIA Chamber Office.

And.	MEMBERSHIP TYPE	Check
1	Small Businesses	
	Small Industrial	
	Small Farmers	
2	Small Business Groups	
	Small Industrial Groups	
	Small Farmers Groups	
3	Central Businessmen	
	W - Central Industries	
	Central Farmers	
4	Associations/Union/Fellowship/one of the merchants	
	Vyama/Mzungano/Fellowship/one with industrial	
	Vyama/Union/Fellowship/one of farmers	
5	Major businessmen	
	With large factories	
	Big farmers	
6	International Companies	
7	Branches of International Companies	

- Attach the exact copy of the certificates that introduce your business.
- Admission and Annual Fee will depend on Membership Type and the Chamber Officer will show you the relevant standards. Fees are attached to this application.

Applicant Name: _____
Signature: _____
Date: _____

Chamber Receipt Confirmation
This section will be filled by the Chamber officer

I, _____, confirm receipt of the Application
on _____, 20__.

Signature _____

Seal:



TCCIA | Tanzania Chamber of Commerce,
Industry & Agriculture

Membership Management Manual

Member Fee Schedule

Membership Fee Schedule

The TCCIA Mbeya Chapter utilizes the Membership Fee Schedule provided to properly ensure revenue collection by Membership Type.



Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA)

P.O. Box 882, MBEYA

Phone: + 255 25 250 3307

Email: tcciambeya@yahoo.com

ADMISSION AND ANNUAL FEES RATES IN 2019

	TYPE OF MEMBERSHIP	Admission Fee	Annual Fee
1	Small Traders	50,000/=	30,000/=
	Small Industrial		
	Small Farmers		
2	Small Business groups	100,000/=	5 000/=
	Small Industrial Groups		
	Small Farmer Groups		
3	Medium traders	200,000/=	100,000/=
	W-Medium industrial		
	Middle farmers		
4	Vyama/Mis thewheat/Fellowship / Union of merchants	250,000/=	50,000/=
	Vyama/Muongano/Fellowship/Union with industrial		
	Vyama/Union/Fellowship / Union of farmers		
5	Major traders	500000/=	250000/=
	Large-Industrial		
	Big farmers		
6	International companies	1000000/=	500000/=
7	Branches of the international companies	250000/=	150000/=
Membership Certificate will be issued once you subscribe and payment is certified.			



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Membership Management Manual

Communication Policy

The TCCIA Mbeya Chapter utilizes multiple modes of communication for its Membership Management Strategy. They are highlighted below.

1) Office Location Advertisement

- Building Signage and A-Frame Signage allows pedestrians and vehicular traffic to identify office location.

2) Marketing Collateral

- Professionally designed Marketing Collateral provides recipients with consistent high impact content.

3) Website

- Professionally developed Website provides visitors with an interactive interface that provides relevant information, encourages communication and allows for membership participation with the chamber.

4) Social Media Strategy

- Multi-Platform Social Media Strategy allows for targeted communication that is easy to implement, measurable and brand building. Specifics strategies are provided.



Communication Policy

Social Media Strategy - Facebook

Platform	FACEBOOK
Tactic	<p>Facebook helps to build brand awareness, increase member engagement and member lead generation by providing account users with a digital platform to showcase information, advertise events, make announcements, build connections, share documents and facilitate online dialogues. We recommend the following actions for the TCCIA Mbeya Chapter:</p> <ol style="list-style-type: none"> 1. Create TCCIA Mbeya Facebook Account 2. Add description, contact information, photos of TCCIA Marketing Materials and Membership 3. Encourage Members to follow TCCIA Mbeya Page 4. Follow all TCCIA Mbeya Members, National TCCIA and targeted Stakeholders 5. Create a TCCIA Mbeya Facebook Group to allow Member to Member Connections 6. Encourage Members to join TCCIA Mbeya Group 7. Create Communication Calendar for a consistent Posting Schedule 8. Create short videos and link them to the TCCIA YouTube Channel
Frequency	A minimum of 3 times per Month and as often as desired.
Metrics	<ul style="list-style-type: none"> • ___ Number of Post per Month • ___ Number of Page Followers • ___ Number of Likes • ___ Number of Engagements – mentions and comments • ___ Number of Shares • ___ Number of Leads Generated or new Members • ___ Referring Traffic
Tips	Videos and Images help to increase engagement through likes, shares and mentions.



Communication Policy

Social Media Strategy - Instagram

Platform	INSTAGRAM
Tactic	<p>TCCIA Mbeya currently has 19 followers.</p> <p>Instagram helps to build brand awareness, member engagement and member lead generation by increasing the number of Page Followers. Additionally, Instagram is useful in building organizational reputation, responding to customer concerns in real-time, helping organizations engage with influencers and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none"> 1. Encourage Members to follow TCCIA Mbeya 2. Follow TCCIA Mbeya Members, National TCCIA, Stakeholders and ENGINE Youth Mobilizers 3. Create Communication Schedule for a consistent Posting schedule 4. Tag TCCIA Members and Non-Members who attend events and all new business members 5. Use the IG story feature to share videos, highlight events and members 6. Create at least two hashtags (e.g. #MbeyaTCCIA or #MbeyaBiz)
Frequency	A minimum of 4 times a Month and as often as desired.
Metrics	<ul style="list-style-type: none"> • ___ Number of Comments • ___ Number of Video Views • ___ Hashtag Performance • ___ Referral Traffic
Tips	<ul style="list-style-type: none"> • Videos and Images help to increase engagement through likes and shares.



Communication Policy

Social Media Strategy - WhatsApp

Platform	WHATSAPP
Tactic	<p>WhatsApp helps to marketing services and communicating with members by sending messages, images, eBooks, marketing collateral and other documents. It can be used to survey members and facilitate group discussions and meetings. We recommend the following actions:</p> <ol style="list-style-type: none">1. TCCIA Mbeya currently has an account2. Collect all TCCIA Mbeya Member phone numbers3. Create WhatsApp Communication Groups with different targets (e.g. Entire Membership, Youth, Industry Sector, Event Exhibitors, Ward Members, etc.)4. Create Communication Schedule for a consistent Posting schedule5. Create Surveys that can be distributed according to the Membership Strategy
Frequency	A minimum of 4 times a Month and as often as desired.
Metrics	<ul style="list-style-type: none">• ___ Number of Communications Sent• ___ Number of Responses to Communications
Tips	<ul style="list-style-type: none">• Keep messages short in order to increase readability.



Communication Policy

Social Media Strategy - Twitter

Platform	TWITTER
Tactic	<p>Twitter helps to build brand awareness, member engagement and member lead generation by increasing the number of Page Followers. Additionally, Twitter is useful in building organizational reputation, responding to customer concerns in real-time, helping organizations engage with influencers and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none"> 1. Create a Twitter Account 2. Encourage Members to follow TCCIA Mbeya 3. Follow TCCIA Mbeya Members, National TCCIA, Stakeholders and ENGINE Youth Mobilizers 4. Create Communication Schedule for a consistent Posting schedule 5. Tag TCCIA Members and Non-Members who attend events and all new business members 6. Retweet TCCIA Mbeya Member Posts 7. Create at least two handles (e.g. @mbeyatocia or @mbeyabiz) 8. Use a relevant hashtags and handles for each Tweet, Retweet and Tag
Frequency	A minimum of 4 times a Month and as often as desired.
Metrics	<ul style="list-style-type: none"> • ___ Number of Posts per Month • ___ Number of Followers • ___ Number of Mentions • ___ Number of Shares through retweets • ___ Number of Leads Generated or New Members • ___ Number of Twitter Influencers
Tips	<ul style="list-style-type: none"> • Videos and Images help to increase engagement through likes and retweets.

Communication Policy

Social Media Strategy - YouTube

Platform	YOUTUBE
Tactics	<p>Youtube helps to build brand awareness, member engagement and member lead generation by increasing the number of Channel Followers. Additionally, Youtube is useful in building organizational reputation and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none"> 1. Create a Youtube Account 2. Encourage Members to follow TCCIA Mbeya 3. Follow TCCIA Mbeya Members and ENGINE Youth Mobilizers 4. Create a Communication Schedule for a consistent Posting schedule 5. Create a short introduction video about TCCIA Mbeya 6. Create videos that highlight services, members and events 7. Encourage Members to create videos to post on TCCIA Mbeya account 8. Connect with National TCCIA Chapter
Frequency	<ul style="list-style-type: none"> • A minimum of 3 time a Month and as often as desired. • Create and post a video showcasing each TCCIA Event.
Metrics	<ul style="list-style-type: none"> • ___ Number of Views • ___ Number of Shares • ___ Number of Referring Traffic
Tips	<ul style="list-style-type: none"> • The best time to post videos are Thursdays and Fridays between 12 and 3 pm. • Videos should be short and no more than 2 minutes. • Bank videos so they are ready to go whenever you need them. • Post on a specific time and day to be specific so subscribers know when to expect videos






TCCIA | Tanzania Chamber of Commerce,
Industry & Agriculture

Manual Review Schedule

The TCCIA Mbeya Chapter strives to review this Membership Manual annually in order to update, modify and certify it provides for the optimal membership experience.

Exhibit J: Marketing and Communication Strategy

<p>Marketing and Communication</p> <p>1) Social Media: Establish Accounts on all major Social Media Platforms</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO, Secretary and Youth Champion</p> <ol style="list-style-type: none"> Action: Youth Champion creates Social Media Accounts in collaboration with TCCIA EO <ol style="list-style-type: none"> Timeframe: _____ Action: Secretary provides Youth Champion with needed information to populate Social Media Accounts <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO, Secretary and Youth Champion utilize and implement recommended Social Media Strategies <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

<p>Marketing and Communication</p> <p>2) Communication Calendar: Create a Communication Calendar to kick start Social Media Strategy</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO, Secretary and Youth Champion</p> <ol style="list-style-type: none"> Action: TCCIA EO, Secretary and Youth Champion review recommended Communication Calendar and finalize messaging <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO, Secretary and Youth Champion assign communication activities to ensure calendar is implemented <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

Marketing and Communication


3) Website: Ensure it is created to facilitate communication about benefits and services

ACTION PLAN

Champions: TCCIA EO, Secretary and Youth Champion

1. **Action:** TCCIA EO, Secretary and Youth Champion will identify a low- cost website development program
 - a. Timeframe: _____
2. **Action:** TCCIA EO and Secretary will create website content that will include History, Service Offerings, Member Highlights and Calendar of Events
 - a. Timeframe: _____
3. **Action:** TCCIA EO, Secretary and Youth Champion will utilize the website content to complete the website creation
 - a. Timeframe: _____
4. **Action:** TCCIA EO, Secretary and Youth Champion will create a communication campaign to rollout to members the existence of the new website
 - a. Timeframe: _____

Cost: No additional cost beyond existing website development contract



TCCIA

| Tanzania Chamber of Commerce, Industry & Agriculture

Marketing and Communication

4) Marketing Materials: Create a 1 Page Summary for each TCCIA Service Product

ACTION PLAN

Champions: TCCIA EO and Secretary

1. **Action:** TCCIA EO and Secretary either create or identify a TCCIA Member who can create a 1 Page Summary for each service product
 - a. Timeframe: _____
2. **Action:** Print copies of New Marketing Materials for events and member recruitment meetings.
 - a. Timeframe: _____
3. **Action:** Post copies on Social Media Platforms and on website
 - a. Timeframe: _____


Cost: Printing and maybe design



TCCIA

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<p>Marketing and Communication</p> <p>5) Membership Pack: Provide relevant and action-oriented information to new members</p>	<p>ACTION PLAN</p> <p>MID TERM</p>	<p>Champions: TCCIA EO and Secretary</p> <ol style="list-style-type: none"> Action: TCCIA EO and Secretary creates a FAQ document that allows new Members to understand the benefits of membership <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Secretary compiles Updated Marketing Materials, FAQ document, Organizational Materials and Membership Certificate and provides them to New Members. <ol style="list-style-type: none"> Timeframe: Ongoing <p>Cost: Printing and maybe design</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

<p>Marketing and Communication</p> <p>6) Strategic Communications: Create Communication practices that enhance membership experience</p>	<p>ACTION PLAN</p> <p>SHORT TERM</p>	<p>Champions: TCCIA EO and Secretary</p> <ol style="list-style-type: none"> Action: TCCIA EO and Secretary utilize recommended Communication Strategies to increase membership satisfaction, membership appreciation and organizational awareness. <ol style="list-style-type: none"> Timeframe: Ongoing <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		



Digital Media Strategies for TCCIA Mbeya

JPRC Summary: Founded in 2015, JPRC LLC is a boutique public relations firm that specializes in digital media strategy, media relations and crisis management. Based in Columbus, Ohio, JPRC works with a variety of local and national clients to help them meet their marketing and communications needs. Using a mix of traditional public relations and digital media strategies, JPRC crafts targeted marketing campaigns to tell compelling stories for clients. For more information, go to www.jprc.net.

Project Introduction:

The purpose of this plan is to provide digital media strategies for the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) Mbeya to enhance its marketing and communications efforts to its members.

Project Objectives:

- ✓ Promote Awareness of TCCIA Mbeya
- ✓ Advertise TCCIA Services and Events
- ✓ Highlight Achievements of TCCIA Members
- ✓ Complement existing traditional marketing and communications

Project Tactics

In order to complete these Project Objectives, JPRC has provided the following Tactics to enhance TCCIA Mbeya's digital media efforts. The Tactics include specific steps, frequency, metrics and general tips to achieve success.

Communication Calendar

In addition to the Digital Media Tactics, JPRC has provided a potential Communication Calendar to compliment and guide the tactics.

Communication Strategies

A summary of effective Communication Strategies to complement the Digital Media Strategies and Communication Calendar is also provided.



Platform	FACEBOOK
Tactic	<p>TCCIA Mbeya currently has ___ followers.</p> <p>Facebook helps to build brand awareness, member engagement and member lead generation by increasing the number of Page Followers. We recommend the following actions:</p> <ol style="list-style-type: none">1. Add photos of TCCIA Marketing Materials, Past Events and Photos of Membership2. Create Communication Schedule for a consistent Posting schedule3. Consider paying for Digital Marketing Campaigns for specific initiatives and fundraising efforts4. Create short videos and link them to the TCCIA YouTube Channel5. Increase the number of links to the TCCIA Website from the Page6. Encourage Members to follow TCCIA Mbeya7. Follow TCCIA Mbeya Members, ENGINE Youth Mobilizers
Frequency	<p>A minimum of 3 times per Month and as often as desired.</p>
Metrics	<ul style="list-style-type: none">• ___ Number of Post per Month• ___ Number of Page Followers• ___ Number of Likes• ___ Number of Engagements – mentions and comments• ___ Number of Shares• ___ Number of Leads Generated or new Members• ___ Referring Traffic
Tips	<p>Videos and Images help to increase engagement through likes, shares and mentions.</p>



Platform	INSTAGRAM
Tactic	<p>TCCIA Mbeya currently has ___ followers.</p> <p>Instagram helps to build brand awareness, member engagement and member lead generation by increasing the number of Page Followers. Additionally, Instagram is useful in building organizational reputation, responding to customer concerns in real-time, helping organizations engage with influencers and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none">1. Encourage Members to follow TCCIA Mbeya2. Follow TCCIA Mbeya Members and ENGINE Youth Mobilizers3. Create Communication Schedule for a consistent Posting schedule4. Tag TCCIA Members and Non-Members who attend events and all new business members5. Use the IG story feature to share videos, highlight events and members6. Create at least two hashtags (e.g. #mbeyatccia or #mbeyabiz)
Frequency	<p>A minimum of 4 times a Month and as often as desired.</p>
Metrics	<ul style="list-style-type: none">• ___ Number of Comments• ___ Number of Video Views• ___ Hashtag Performance• ___ Referral Rraffic
Tips	<ul style="list-style-type: none">• Videos and Images help to increase engagement through likes and shares.



Platform	WHATSAPP
Tactic	<p>TCCIA Mbeya currently has an account.</p> <p>WhatsApp helps to marketing services and communicating with members by sending messages, images, eBooks, marketing collateral and other documents. It can be used to survey members and facilitate group discussions and meetings. We recommend the following actions:</p> <ol style="list-style-type: none">1. Collect all TCCIA Mbeya Member phone numbers2. Create WhatsApp Communication Groups with different targets (e.g. Entire Membership, Youth, Industry Sector, Event Exhibitors, Ward Members, etc.)3. Create Communication Schedule for a consistent Posting schedule4. Create a Surveys that can be distributed according to the Membership Strategy.
Frequency	<p>A minimum of 4 times a Month and as often as desired.</p>
Metrics	<ul style="list-style-type: none">• ___ Number of Communications Sent• ___ Number of Responses to Communications
Tips	<ul style="list-style-type: none">• Keep messages short in order to increase readability.



Platform	TWITTER
Tactic	<p>Create a Twitter Account.</p> <p>Twitter helps to build brand awareness, member engagement and member lead generation by increasing the number of Page Followers. Additionally, Twitter is useful in building organizational reputation, responding to customer concerns in real-time, helping organizations engage with influencers and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none">1. Encourage Members to follow TCCIA Mbeya2. Follow TCCIA Mbeya Members and ENGINE Youth Mobilizers3. Create Communication Schedule for a consistent Posting schedule4. Tag TCCIA Members and Non-Members who attend events and all new business members5. Retweet TCCIA Mbeya Member Posts6. Create at least two hashtags (e.g. @mbeyatccia or @mbeyabiz)7. Use a relevant hashtags for each Tweet, Retweet and Tag
Frequency	A minimum of 4 times a Month and as often as desired.
Metrics	<ul style="list-style-type: none">• ___ Number of Posts per Month• ___ Number of Followers• ___ Number of Mentions• ___ Number of Shares through retweets• ___ Number of Leads Generated or New Members• ___ Number of Twitter Influencers
Tips	<ul style="list-style-type: none">• Videos and Images help to increase engagement through likes and retweets.





Platform	YOUTUBE
Tactics	<p>Create a Youtube Account.</p> <p>Youtube helps to build brand awareness, member engagement and member lead generation by increasing the number of Channel Followers. Additionally, Youtube is useful in building organizational reputation and helping promote events, news and initiatives. We recommend the following actions:</p> <ol style="list-style-type: none">1. Encourage Members to follow TCCIA Mbeya2. Follow TCCIA Mbeya Members and ENGINE Youth Mobilizers3. Create a Communication Schedule for a consistent Posting schedule4. Create a short introduction video about TCCIA Mbeya5. Create videos that highlight services, members and events6. Encourage Members to create videos to post on TCCIA Mbeya account7. Connect with National TCCIA Chapter
Frequency	<ul style="list-style-type: none">• A minimum of 1 time a Month and as often as desired.• Create and post a video showcasing each TCCIA Event.
Metrics	<ul style="list-style-type: none">• ___ Number of Views• ___ Number of Shares• ___ Number of Referring Traffic
Tips	<ul style="list-style-type: none">• The best time to post videos are Thursdays and Fridays between 12 and 3 pm.• Videos should be short and no more than 2 minutes.• Bank videos so they are ready to go whenever you need them.• Post on a specific time and day to be specific so subscribers know when to expect videos

Exhibit L: Communication Calendar

Platform	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Facebook	Post: Photos of TCCIA Location and Staff; Details for Upcoming Trade Fair; Encourage Join Youth Committee	Post: Photo and Testimonial of Youth TCCIA Member	Post: Invitation to upcoming Trade Fair	Post: Photos from the Trade Fair and encourage attendance	Post: Photos from Trade Fair	Post: Testimonials from Trade Fair	Post: Photo and Testimonial of Youth TCCIA Member	Post: Member of the Month, which highlights one TCCIA Member
Instagram	Post: Photos of TCCIA Location and Staff; Details for Upcoming Trade Fair; Encourage Join Youth Committee	Post: Photo and Testimonial of Youth TCCIA Member	Post: Invitation to upcoming Trade Fair	Post: Photos from the Trade Fair and encourage attendance	Post: Photos from Trade Fair	Post: Testimonials from Trade Fair	Post: Photo and Testimonial of Youth TCCIA Member	Post: Member of the Month, which highlights one TCCIA Member
WhatsApp	Message: Introduction of New Social Media Accounts and encourage members follow for future information	Message All Membership Communication Segment: Encourage Attendance at upcoming Trade Fair	Message All Membership Communication Segment: Encourage Attendance at upcoming Trade Fair	Message Youth Communication Segment: Encourage to join TCCIA Youth Committee	Message Youth Communication Segment: Encourage to join TCCIA Youth Committee	Message Youth Communication Segment: Encourage to join TCCIA Youth Committee	Message Youth Communication Segment: Encourage to join TCCIA Youth Committee	Message Youth Communication Segment: Encourage to join TCCIA Youth Committee
Twitter	Tweet: Summary of TCCIA Advocacy Service for Members	Tweet Summary of TCCIA Market Linkage Service for Members	Tweet: Encourage Attendance at upcoming Trade Fair	Tweet: Comments heard at the Trade Fair and encourage attendance	Tweet Summary of TCCIA Business Information Center for Members	Tweet Summary of TCCIA Advocacy Service for Members	Tweet Summary of TCCIA Finance Linkage Service for Members	Post: Member of the Month, which highlights one TCCIA Member
Youtube	Create: TCCIA Introductory Video		Create Video of Exhibitor or Attendee for upcoming Trade Fair	Create Video of Trade Fair to highlight attendance				

Exhibit M: Revenue Generation Strategy

<p>Revenue Collection</p> <p>1) Certificates of Origin: Identify Target Audience and Aggressively Market</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO, LGATO and Cooperative Leadership</p>
	<p>MID TERM</p>	<ol style="list-style-type: none"> Action: TCCIA EO review Business Registrant Data received from LGA and Updated Member Database to identify potential exporters <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO requests meeting with Cooperative Leadership to identify potential exporters <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO creates a communication plan to advertise New Marketing Material for Certificate of Origin Services to identified businesses <ol style="list-style-type: none"> Timeframe: _____
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		<p>Cost: Depends on Communication Plan; No Cost if electronic; Printing Cost if mailed</p>

<p>Revenue Collection</p> <p>2) DP Grants: Advancing Youth Grant Program to support TCCIA Youth Strategy</p>	<p>ACTION PLAN</p>	<p>Champions: TCCIA EO, Youth Champion and Advancing Youth Program Representative</p>
	<p>SHORT TERM</p>	<ol style="list-style-type: none"> Action: TCCIA EO sends meeting request to Advancing Youth Representative to discuss Youth Grant Program <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Youth Champion present information on the goals of the new TCCIA Youth Committee and get feedback on proposal requirements <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Youth Champion prepare proposal to secure funding for Youth Committee activities <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO and Youth Champion present proposal to Advancing Youth Representative <ol style="list-style-type: none"> Timeframe: _____
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		<p>Cost: No Financial Cost</p>

<h2>Revenue Collection</h2> <p>3) Sponsorships: Secure Sponsorships for events and communications to increase profitability and impact</p>	<h2>ACTION PLAN</h2> <h3>MID TERM</h3>	<p>Champions: TCCIA EO, TCCIA Management, LGATO, Cooperative Leadership, Targeted TCCIA Members</p> <ol style="list-style-type: none"> Action: TCCIA EO confirms annual event schedule based upon result from previous Member Recruitment Strategy <ol style="list-style-type: none"> Timeframe: _____ Action: TCCIA EO coordinates Event Planning Committees with relevant stakeholders and gains consensus on a Sponsorship Plan <ol style="list-style-type: none"> Timeframe: Event Dependent Action: Champions coordinate activities to recruit Event Sponsors <ol style="list-style-type: none"> Timeframe: Event Dependent <p>Cost: No Financial Cost</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

<h2>Revenue Collection</h2> <p>4) Referral Program: Create a program that compensates members for making referrals of new members</p>	<h2>ACTION PLAN</h2> <h3>SHORT TERM</h3>	<p>Champions: TCCIA EO, TCCIA Management and Secretary</p> <ol style="list-style-type: none"> Action: TCCIA EO prepares a Referral Program Proposal and presents to TCCIA Management <ol style="list-style-type: none"> Timeframe: _____ Action: Upon approval, TCCIA EO and Secretary add Program Information to the Communication Calendar and Website <ol style="list-style-type: none"> Timeframe: _____ <p>Cost: Cost of referral fees, but those will be offset by new membership fees</p>
 <p>TCCIA Tanzania Chamber of Commerce, Industry & Agriculture</p>		

Revenue Collection

5) Facility Upgrades: Having a facility with bigger offices and a conference room would reduce event expenses allow for more programming.

ACTION PLAN

LONG TERM

Champions: TCCIA EO, TCCIA Management

1. **Action:** TCCIA EO and TCCIA Management determine the type of facility that would best serve their long-term goals
a. **Timeframe:** _____
2. **Action:** TCCIA EO and TCCIA Management agree to how much money can be spent on a Facility Upgrade and being a multi-year budget and fundraising campaign to finance the project.
a. **Timeframe:** _____
3. **Action:** TCCIA EO identifies available facilities that meet those requirements and begins negotiation to purchase or lease the facility
a. **Timeframe:** _____
4. **Action:** Once in possession of the facility, the TCCIA could sub lease or rent out the space for events that would generate additional money for the TCCIA Operations and Programming
a. **Timeframe:** _____

Cost: Significant Costs that would have to be raised over a multi-year fundraising campaign



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Exhibit N: Documents Provided to TCCIA for Project Implementation

- 1) Final Report with Analysis, Conclusions and Recommendations
- 2) Action Plan Worksheet and Action Plan Detailed Summary
- 3) Membership Management Manual
- 4) Updated Membership Form
- 5) Updated Membership Database
- 6) Digital Media Strategy Document
- 7) 8 Week Communication Calendar
- 8) Communication Strategy Sheet
- 9) Customer Relationship Management Sheet
- 10) Non-Active Survey Instructions