

# big red



## Consulting - Membership

### BUILDING A FRAMEWORK FOR SUSTAINABLE MEMBERSHIP GROWTH

→ A CONCISE CASE STUDY



THE STATE CHAMBER

#### AT A GLANCE

##### CHALLENGES

- Membership retention was weakest within the first five years, creating long-term growth risk.
- Lack of clear data-driven insights for guiding staffing and programmatic decisions.
- Outdated membership structure and engagement strategies limiting value delivery.
- Sponsorship and event revenue models were under-optimized.

##### BENEFITS

- Increased **member retention**, reaching **94%**.
- Structural and commission changes to incentivize long-term growth.
- **Six-figure growth** in event profitability through revamped sponsorship and pricing.
- Continued use of Big Red M's data and insights, still referenced four years later.

#### OBJECTIVES

The Oklahoma State Chamber entered a period of transition in early 2020 with a new leadership team and the added disruption of the pandemic. Membership growth and revenue recovery were urgent priorities, but the Chamber lacked clarity on where to focus its efforts.

The leadership team sought to understand their members' perspectives more deeply. They wanted a data-backed view of member retention patterns, the real value of membership benefits, and where their communication and engagement strategies could be strengthened.

Ultimately, the Chamber needed a framework that would not just provide insights but guide tangible changes in staffing, sales structure, and revenue generation, ensuring the organization could sustain and grow its impact in the years ahead.

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## SOLUTIONS



This wasn't a report to sit on a shelf. Big Red M gave us implementable insights that shaped staffing, revenue strategy, and how we engage our members. We're still referencing the work years later.

**CARLA  
SCHAEPERKOETTER**

COO, Oklahoma State  
Chamber of Commerce

Big Red M began by conducting member interviews, a comprehensive survey, and benchmarking against peer chambers and Oklahoma-based associations. This work uncovered how the Chamber's current structure, dues model, and outreach efforts compared within the industry.

Our team then performed a detailed analysis of retention data, segmentation by company size, and marketing collateral. This helped pinpoint the early years of membership as the most at-risk, as well as areas where engagement and communications could be modernized for greater impact.

Based on the findings, we delivered tailored recommendations ranging from staffing realignment and commission restructuring to collateral upgrades and sponsorship model adjustments. These solutions drove measurable outcomes, including a **94% member retention** rate, **six-figure event profitability** improvements, and a stronger sponsor renewal pipeline.