



# How will chambers adapt and evolve to mega trends over the next decade?

## How will they ensure that their best days are yet to come?

These are the core questions explored in ACCE's seminal report - Horizon Initiative. The Horizon Initiative report is the product of more than a year's work by an ACCE Board Task Force. It taps the chamber industry's collective wisdom and draws heavily from social science scholarship and business research. The goal is not to tell chambers what they must do or be a decade from now. Instead, the value of this report is its potential to inspire ideas. The nine influences described in the Horizon Initiative Report are:



### Belonging and Gathering

Coming revolution in who engages with chambers and how they engage. Millennial-phobia is overblown, but membership questions abound. An audience isn't necessarily a network and every event doesn't necessarily create value.



### Population Shift

Population diversification continues on a national scale. Millennials displace boomers as the workplace majority and bring with them inclusive core values that challenge traditional perceptions of a chamber.



### Communications and Technology

Technology is unlikely to differentiate chambers, but human support will. However, supports will expect mass customization, complete connectivity and robust feedback loops.



### Political and Social Fragmentation

Splintering in politics and society is felt at the local level, not just in DC and statehouses. Trend is unlikely to reverse, but chambers have an opportunity in the "sane center."



### Scarcity and Abundance

On the cusp of unforeseen abundance, local economies can feel short of water, energy, talent, land and leadership. Swings in supply and demand happen quicker. Chambers must be nimble problem solvers.



### Resource Alignment

In the search for revenue beyond the rate card, chambers must tie money to the mission. Supporters will want progress more than engagement.



### Global Impacts

Exports will drive growth. The world will come to your door. Strong places will still matter to global companies. Small-medium companies need exposure and connections to global opportunities.



### Catalytic Leadership

Local leadership matters more in a diverse and distracted world. Chambers may have to get comfortable catalyzing change, not just coping with it.



### Engaging the Public Sector

As chamber executives, our jobs require us to work with a wide variety of people to get things done. It is critical that chambers and the professionals who manage them develop a strategy for engaging the public sector.