

NBCC strategic plan 2014-2016

1. Background

The Netherlands British Chamber of Commerce (NBCC) is a non-profit company limited by guarantee with members, which has the objective to promote and support bi-lateral Dutch British trade and investment. The NBCC has a well-established reputation since 1891. Both ambassadors are patrons of the NBCC.

Since 2001, when the UK government had lost interest in overseas trade and investment and the Dutch government withdrew its direct subsidy, the NBCC has focussed primarily on Dutch export through government led projects and commercial activities. As a consequence membership has been decreasing and limited attention could be given to British companies and export from the UK to the Netherlands. The scale of the current NBCC organization is too small to fulfil the ambition of the board for the NBCC to take a central and meaningful place in the promotion and support of bi-lateral Dutch British trade and investment. Since 15 August 2013 the London office, which has been without staff since 2010, has re-opened again at the premises of the Dutch embassy in London and the number of member activities has quadrupled both in the Netherlands and the UK.

In today's economic climate, export and inward investment are of utmost importance for both countries in creating economic growth. As a result there is a strong focus of both governments on export promotion and support again, in particular at the British end where much ground has to be gained. Although the focus is on the developing countries outside Europe, trade and investment between the UK and the Netherlands is very important for both countries. This awareness has resulted in the so called strategic business dialogue initiated by the British and Dutch governments. A major conclusion of the SBD is the strong need to support Dutch and British SMEs to stimulate export and inward investment. The NBCC aims to play a pivotal role in fulfilling this need as a membership and service organization, working in close partnership with the governments, the economic departments of both embassies and supported by the premier membership of large MNCs and service companies.

This strategic plan for the NBCC has the objectives:

- To re-establish a healthy all-encompassing member organisation, based on a platform of Dutch and British SMEs, MNCs and large professional companies.
- To become partner and the organization of choice for the Dutch and the British government in their efforts to promote and increase trade and investment between both countries.
- To continue being a leading provider of commercial support services for its members, in particular SMEs looking to develop reciprocal business in both countries.
- To support small start-up and innovative companies in export and inward investment.

In the process of developing this strategic plan, a number of steps have been taken by the NBCC already. However to be effective on a sustainable basis, a step change has to be made in creating sufficiently staffed representative offices in the Netherlands and the UK as well as a proactive board with member representatives. We have asked seed funding from both governments either in cash or in kind in the form of staff for the equivalent of

” 90.000 over a period of 3 years. Without this initial financial support, the NBCC will be unable to finance the required investments from its present Member Funds.

2. Vision, mission, objectives

2.1 Vision

The Netherlands British Chamber of Commerce is the not for profit membership organization and trade promoter of choice for both British companies who want to do business in the Netherlands and Dutch companies who want to do business in the UK by offering them a networking platform, supporting services and representation. The NBCC will closely cooperate with both governments, supporting their goals to promote business and to grow bilateral export and investment.

2.2 Mission

We deliver network opportunities and supporting services which fulfill the demands of our existing and potential members as well as delivering projects and trade missions.

2.3 Ambition/objectives 2016

NBCC Summary of ambitions/Objectives 2013-2016				
	2013	2014	2015	2016
Members				
Number of premier* members (industry & service)	20	30	40	40
Number of additional ordinary members (base is 175)	40	60	60	60
Member satisfaction measured	annually	annually	annually	annually
Number of networking events (annually, combined in both countries)	18	24	24	24
Staff numbers (including trainees)	5 (NL+UK)	7 (4 NL and 3 UK)	7 (4 NL and 3 UK)	7 (4 NL and 3 UK)
Turnover **) Membership and membership related events Services (net of project cost)	70.000 140.000	120.000 160.000	125.000 190.000	135.000 220.000
Required seed money/equivalents and assuming accommodation in embassies/consulates (EUR)		60.000	30.000	

3. Strategic priorities

To achieve vision and objectives while taking account of the SWOT the following strategic priorities have been set by the board. These have been incorporated into a detailed action plan for 2014-2016.

a. *Brand Value NBCC*

- i. To enhance the current value of the brand.
- ii. To review and enhance the brand manual based on the new strategic foundations, values and behaviors and including new ways of (electronic) communications.

b. *Members*

- i. To segment existing and potential members into:
 1. type (manufacturing/services, professional services)
 2. size (MNCs/large companies, medium/small) and sectors
 3. based on key sector priorities governments
- ii. To have a targeted and differentiated marketing approach to each of these segments including value proposition (product), price, distribution and promotion.
- iii. To give additional attention to export of British companies.
- iv. To protect and increase the Membership funds in order to establish long term viability and to actively create income generating projects.

c. *Government*

- i. To establish tight links between the NBCC and both governments as well as the Strategic Business Dialogue.
- ii. To establish close cooperation and transparency with the economic departments of the British Embassy in the Netherlands and the Dutch Embassy in the UK by a joint approach of (existing and potential) members, by dividing relevant tasks, sharing common objectives and developing a different set of services which adds value.

d. *Marketing*

- i. Distribution/sales/account management and communication
 1. To operate a direct account approach to large British and Dutch companies, including the board, in close cooperation with the embassies.
 2. To have besides direct sales an indirect sales approach through partners in the UK and the Netherlands to existing British and Dutch SMEs.
 3. To develop innovative direct marketing approaches.
 4. To enhance the use of new electronic media including web site, electronic newsletters and twitter/ Facebook.
- ii. Services
 1. To offer a value proposition to large and named British and Dutch manufacturing and services companies.
 2. To offer a value proposition for SMEs in both countries with a focus on top sectors.
 3. To enhance and further deepen competences and services in the areas of marketing, membership organization and services.

4. To enhance and maintain the existing database of companies and relations.
 5. To deepen relations with other International chambers of commerce to be able to benchmark, learn and contribute to a European and Global solution for trade promotion and support.
- iii. Pricing
1. To adopt a differentiated pricing scheme for the different market segments.
 2. To establish a price differentiation between membership packages per segment and specific commercial services.

4. people/organisation/board

- a. To establish a presence in the UK and the Netherlands again (in order to offer an overseas service in two countries with a local point of contact) with senior management roles in each country (MD and Deputy MD).
- b. To hire dedicated staff for membership marketing/promotion, dedicated project support and admin. (find creative solutions at the start to achieve that costs are contained such as trainees; staff provided by government on secondment).
- c. To co-locate the NBCC office with both embassies/consulate or similar to create tight cooperation as well as representative office solutions. (support in kind).
- d. To establish annual targets following a balanced score card.
- e. To develop the board into an active, balanced (UK-NL), well-connected, small board of which the chairman is member of the steering group SBD and in which representatives of both embassies actively participate as observers. Lay this down in a board charter.
- f. To update the memorandum and articles of association in such a way that they conform to the companies act 2006, support the strategy and follow current good practices for companies limited by guarantee or similar not for profit organizations.