

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The overall composition is clean and modern, with the text centered on a white background.

Barbershop In Our Changing World

Chris Rimple
President, Voices Incorporated

Class Information

- ▶ Name: Barbershop In Our Changing World
- ▶ Length: 1 session of 90 minutes
- ▶ Size: Unlimited
- ▶ Participants: Any, but targeted to chapter leaders
- ▶ Prerequisites: None
- ▶ Materials: PowerPoint slides
- ▶ Description: Is your chapter aging and struggling to grow? Is your audience shrinking? Generational and societal changes over the last 50 years have had dramatic impacts on non-profit and fraternal organizations, and barbershop is no exception. We'll examine these changes and their effects on your chapter, then learn specific strategies to use them for your advantage.

Objectives

- ▶ Provide participants with information and tools to become more effective chapter leaders
- ▶ Provide participants with an overview of generational and societal changes, and their impact on barbershop
- ▶ Provide participants with an understanding of customer groups and needs
- ▶ Provide participants with an understanding of how to attract new members

Participant Expectations

- ▶ Basic knowledge of the barbershop world and terminology
- ▶ Basic knowledge of chapter operations

Instructor - Chris Rimple

- ▶ Barbershopper since 2003
- ▶ Former chapter VP Music and VP Marketing, District VP Marketing, BHS Marketing instructor
- ▶ President of Voices Incorporated chapter, HCNW instructor, Harmony U instructor
- ▶ Disciple of Chuck Greene and J.R. “Digger” MacDougall - focus on generational/societal impacts to barbershop
- ▶ 51, married, no kids, work in high tech - in our “target market” for recruiting
- ▶ First barbershop experience at 18, but didn’t join for 20 years - plant the seed, it will grow
- ▶ Email - chrisrimple@yahoo.com

Agenda

- ▶ Logistics
- ▶ Class Demographics
- ▶ We've Got An Emergency
- ▶ Societal Changes
- ▶ Generational Changes
- ▶ Impacts Of Change
- ▶ Member Groups
- ▶ Needs Analysis
- ▶ Attracting Members
- ▶ Summary
- ▶ Q & A

Logistics

- ▶ Class is 90 minutes with no breaks
 - ▶ If needed, step out and rejoin quietly
- ▶ Ask questions at any time
 - ▶ Please raise hand and be acknowledged
 - ▶ There is also 10 minutes at end for general Q&A
- ▶ Silence the noisemakers
 - ▶ Phones, pagers, etc. can be on but in silent mode

Logistics

▶ Talk about it

- ▶ Post to social media using #HCNW2017

▶ Video recording

- ▶ Class is being recorded for later viewing online

▶ All materials available

- ▶ Slides, recordings, and all materials can be accessed online

Class Demographics

- ▶ How many in BHS? SAI? HI?
- ▶ How many years in barbershop?
 - ▶ 1-10? 11-20? 21-30? 31-40? 41-50? 51+?
- ▶ How many chapter administrative leaders?
- ▶ How many chapter music team members?
- ▶ How many at HCNW for the first time?

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We've Got An Emergency

Signs Are Obvious

- ▶ BHS membership has declined from 30k to 22k since 2005
 - ▶ Now at lowest level since early 1940's
 - ▶ Holding steady, but not for long
- ▶ Average member age is 60+
 - ▶ As members pass away, membership will drop further
- ▶ New members stay less than 2 years
 - ▶ Even with our recruiting efforts, we're not keeping the "new guys"

How Did We Get Here?

The world changed...

But did barbershop adapt?

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Societal Changes

Societal Changes Since 1945

- ▶ Suburban living and sprawl
 - ▶ Neighbors are unknown, less bonding with people who have similar values and interests
- ▶ Vocational class balance
 - ▶ Shift from agricultural and manufacturing to knowledge and service industries has flattened traditional hierarchies
- ▶ Speed up of everyday life
 - ▶ Work is no longer 9 to 5, overall free time significantly reduced
- ▶ Electronic media
 - ▶ Speed and availability of information
- ▶ Entertainment choices
 - ▶ No longer reliant on self-entertainment

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Generational Changes

Generations Alive Today

- ▶ Born before 1945 - Traditionalists
- ▶ 1945-1960 - Baby Boomers
- ▶ 1961-1980 - Generation X
- ▶ 1981-1995 - Generation Y
- ▶ Born after 1995 - Millennials

Traditionals

- ▶ Age 75 and higher
- ▶ Grew up in times of scarcity
 - ▶ Lived through the Great Depression and World Wars, or heard about them from parents
 - ▶ Banded together for survival
 - ▶ Believe in hard work, dedication, sacrifice
- ▶ Had more time than money
 - ▶ Made their own entertainment: music, reading, building things, etc.
 - ▶ Sang everywhere and for every occasion - in movie theaters, in cars, on buses, and on the corner
 - ▶ Very frugal, penny-pinchers

Traditionals

- ▶ Expect hierarchical leadership
 - ▶ Served in the military or have family members who served
 - ▶ Strongly patriotic, believe in honor, duty before pleasure, follow rules
 - ▶ Respect for authority, troops follow without question, trained to conform
 - ▶ Titles are important, chain-of-command mgmt, information is controlled
 - ▶ Usually agricultural or manufacturing background and one job for life
 - ▶ Most families had a working father and stay-at-home mother
- ▶ **Affiliation** is important
 - ▶ Spending time with people of similar backgrounds and experiences
 - ▶ Strong focus on fraternal organizations (unions, lodges, etc.)
 - ▶ Strong focus on families, neighborhoods
 - ▶ Past-oriented and history-absorbed

Boomers, Gen X, Gen Y, Millennials

- ▶ Age 75 and less, particularly true for those under 55
- ▶ Grew up in times of plenty
 - ▶ Live with 24 hour stores, ATMs, instant communication, etc.
 - ▶ Technology is an integral part of their lives
 - ▶ “Work smarter, not harder”
- ▶ Had more money than time
 - ▶ Many entertainment choices: sports, television, video games, internet, etc.
 - ▶ Willing to spend money on things they want
 - ▶ Time is a critical resource, little left for “hobbies”
 - ▶ Want activities to have “meaning”

Boomers, Gen X, Gen Y, Millennials

▶ Expect participatory leadership

- ▶ Usually work in a meritocracy, where everyone's ideas have equal value
- ▶ Less respect for authority - govt/business corruption taught them to distrust
- ▶ Usually knowledge or service worker, change employers and careers easily
- ▶ Often risk-takers, not “slackers” - more productive than earlier generations
- ▶ Multi-cultural, raised with equality, little patience for bigotry, less religious
- ▶ Usually both parents working, children more self-reliant

▶ **Achievement** is important

- ▶ Relationships are valuable, but within the context of accomplishments
- ▶ Friendships have no geographic boundaries
- ▶ Little patience for slow progress, what have you done for me lately?
- ▶ Value individual rewards and ability to shape/contribute to the final product

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Impacts Of Change

Impacts Of Changes

- ▶ Affects all non-profits and fraternal organizations
 - ▶ Volunteerism and membership have fallen dramatically
- ▶ Music has lost importance
 - ▶ Replaced by other entertainment forms
 - ▶ No longer included in many school programs
- ▶ Barbershop is not immune
 - ▶ Membership has declined for many years
 - ▶ Even with the recent popularity of televised singing contests, Glee, and Pitch Perfect, barbershop is not seeing a meaningful positive impact

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Member Groups

Two Groups With Different Needs

- ▶ Barbershoppers fit into one of two groups
 - ▶ Those with a preference for **Affiliation**
 - ▶ Those with a preference for **Achievement**
- ▶ The groups are very different in their needs
 - ▶ Understanding the differences is critical to a chapter's success
- ▶ Both groups want relationships
 - ▶ Affiliation members build relationships based on history, shared experiences, and similarities
 - ▶ Achievement members build relationships with others who are driven to the same level of accomplishment
- ▶ Groups are not age-specific, but age is often a guide

Member Activities & Drivers

▶ Fellowship

- ▶ Spending time with others
- ▶ Usually Affiliation

▶ Performance

- ▶ Singing for others and being acknowledged
- ▶ Affiliation or Achievement

▶ Competition

- ▶ Being measured against others
- ▶ Usually Achievement

Chapter Demographics

Group Discussion - 10 Minutes

Chapter Demographics

- ▶ What generations are in your chapter?
 - ▶ Traditionals? Boomers? GenX? GenY? Millennials?
 - ▶ What impact does this have?
- ▶ What portion is Affiliation- or Achievement-driven?
 - ▶ What impact does this have?
- ▶ What portion wants Fellowship, Performance, or Competition?
 - ▶ What impact does this have?

Needs Analysis

Customer Groups

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What Is A Customer?

In the context of your chapter, a customer is...

Any person, group, or entity that has, or could develop, an interest in a chapter

Summary Of Customer Groups

- ▶ Existing Members
- ▶ Potential (new) Members
 - ▶ Including former members
- ▶ Barbershop Fans
 - ▶ Including families/friends of members
- ▶ Public (not yet barbershop fans)
- ▶ Performance Opportunity
 - ▶ Including individuals, organizations, and media
- ▶ Chapter Leadership
 - ▶ Not exactly a “customer group” but with needs to consider

Your Chapter

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Chapter Customers

Group Discussion - 10 Minutes

Chapter Customers

- ▶ Which customer groups do you want to serve?
 - ▶ Existing Members
 - ▶ Potential (new) Members
 - ▶ Barbershop Fans
 - ▶ Public (not yet barbershop fans)
 - ▶ Performance Opportunity
 - ▶ Chapter Leadership
- ▶ Does that align with your chapter demographics?
 - ▶ If not, what is the impact?

Jack Of All Trades

Some chapters try to be “all things to all people”. Given that customer groups, including members, have needs that may not align...

How likely are those chapters to be successful?

Master Of Some

A chapter may be more successful by focusing on the needs of a limited number of customer groups. But this could reduce or eliminate Fellowship, Performance, or Competition, which may alienate some members.

How many chapters are willing to try this?

The Future?

Imagine a world in which...

There are many chapters, most with a single purpose

There are many members, happy in those chapters

Some are dual members, with no stigma attached

Most chapters have a unique “persona” and potential members are attracted to the chapter that “fits best”

Is that better or worse than what we have today?

Average Age Is 60+

- ▶ Most chapters are already made up of Affiliation members
- ▶ But to survive, they're encouraged to recruit younger members, who tend to be focused on Achievement
- ▶ As a result, neither group is having their needs met, and both groups are voting with their feet

Barbershop Needs Both

Good **Affiliation** chapters and good **Achievement** chapters are EQUALLY valuable

Both are necessary to help barbershop survive and thrive

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Attracting Members

What's Attractive?

To attract customers, you need to be delivering a product that they want.

For potential members, the properties of an attractive chapter include...

Potential Members - Affiliation

- ▶ Rehearsals are all about **Fellowship**
 - ▶ Loosely structured with plenty of breaks, chatter, and socializing
 - ▶ Lots of variety: chorus time, quartet activities, recognition, etc.
 - ▶ “Fun” singing - little attention to quality and music is learned at rehearsal
 - ▶ Regular visits to other chapters
- ▶ **Performance** is for fun and connection
 - ▶ Low pressure, for audiences without high expectations
 - ▶ Frequent opportunities to sing - holiday carols, singing valentines, arts in the park, etc.
 - ▶ Most performances are free - senior living facilities, schools, churches, etc.
- ▶ No interest in **Competition**
 - ▶ Usually no participation except as hosts

Potential Members - Affiliation

▶ Membership

- ▶ Focus is on interest in singing, not ability
- ▶ Limited or no audition standards
- ▶ Dues and chapter costs are intentionally low
- ▶ Existing members welcome new members openly

▶ Families

- ▶ Frequent non-singing social activities outside rehearsals
- ▶ Regularly attend rehearsals, develop a spouse auxiliary, etc.

▶ Director

- ▶ Retired musician or similar Affiliation-driven person with basic music skills, not a “heroic leader”

Potential Members - Achievement

- ▶ **Fellowship** is only a small part of rehearsals
 - ▶ Very focused, with few or no breaks, and strong riser discipline
 - ▶ Socializing is limited to before and after rehearsal
 - ▶ High attention to singing quality - music is learned and practiced at home
- ▶ **Performance** is for practice and income
 - ▶ Few public performances, rarely free, for audiences with high expectations
 - ▶ Rarely perform with other groups, except where relationships are important
- ▶ **Competition** is the goal
 - ▶ Participate regularly, usually annually
 - ▶ Use contest scores as a measurement of quality and progress
 - ▶ Rarely host, since it interferes with contest focus

Potential Members - Achievement

▶ Membership

- ▶ Focus on singing ability, ability to learn, and desire to sing well
- ▶ Extensive auditions
- ▶ Dues are high to cover coaching and other chapter costs
- ▶ Existing members look forward to the contributions of new members

▶ Families

- ▶ Infrequent or no organized non-singing social activities outside rehearsals
- ▶ Spouses and families are not participating in chapter activities

▶ Director

- ▶ Music educator or similar Achievement-driven person with excellent music skills

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You Can't Be Half-Pregnant

Becoming What You Want

It's hard to be both Affiliation and Achievement.
Is your chapter already what you want it to be?

If you decide to change, be prepared - the transition from Affiliation to Achievement often results in...

- ▶ Unhappy Affiliation members, who start to quit
- ▶ Chapter leadership gets worried, so they don't transition fully to Achievement
- ▶ Achievement members aren't happy, so they quit

Becoming What You Want

Some ideas to satisfy both groups...

- ▶ Since many Affiliation members are retired, form a “daytime chorus” for them
- ▶ If most of your members are Affiliation, form an octet of Achievement members
 - ▶ Start with a couple songs on the annual show
 - ▶ Let them self-direct to the standard that they want

If you can't make it work, then consider...

- ▶ Sponsor a new chapter, of the other type
- ▶ Partner with a local chapter that is not your type

Don't Oversell

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Retention Is Critical

- ▶ Retention is more important than recruiting
- ▶ Bringing in new members is meaningless if we can't keep them longer than 2 years
- ▶ It's usually harder to get new members than to keep the ones you have
- ▶ The best way to improve retention is to be honest - with existing members and prospective members

Don't Sell What You Don't Have

- ▶ Don't claim to be what you're not
- ▶ Don't recruit members of the wrong type
- ▶ If you're making the transition between types, be honest
 - ▶ Openly explain your situation and rate-of-progress to potential members
 - ▶ Accept that you may not be a good fit for them now, but might be later

Let's Make Every Chapter Great

- ▶ Are you working to make your chapter “the best” at what it wants to be?
- ▶ If you can't meet the needs of a member, are you encouraging them...
 - ▶ To go to another chapter that can better serve them?
 - ▶ To form a new chapter?
 - ▶ If not, why not?
- ▶ Once you have a great product, recruiting is easy
 - ▶ Many chapters fail to make a great product, so the money and effort they put into recruiting is wasted

Summary

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What Have We Learned?

- ▶ Other chapters have the same issues - share your good ideas and copy theirs
- ▶ Societal and generational changes are having huge impacts on barbershop
- ▶ Understanding the needs of members and potential members is critical
- ▶ Tailoring your product can improve member satisfaction and attract new members

Additional Resources

- ▶ Harmony College Northwest

- ▶ <http://www.harmonycollege.org>

- ▶ EVG Regional Leadership Academy

- ▶ <http://evgadmin.org/members/Calendar.php>

- ▶ BHS Healthy Chapter Initiative

- ▶ <http://www.barbershop.org/education/healthy-chapter-initiative>

- ▶ BHS Education (Harmony U / HU Online)

- ▶ <http://www.barbershop.org/education>

Questions?

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