

4 STRATEGIC PLANNING FOR THE FUTURE

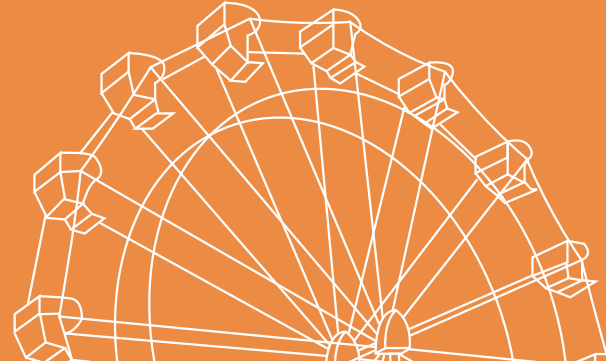
INTRODUCTION

A strategic plan is an essential tool for organizations to build and enhance your festival/event for future years. A long-term work plan process should include:

- refining your vision and mission
- reassessing the values of your organization
- identifying the strengths, weaknesses, opportunities and threats (SWOT Analysis)
- determining adjustments to the committee structure
- developing initiatives to maintain, sustain and recruit new committee members and volunteers
- prioritizing an action plan
- setting indicators for assessment and success

In essence, strategic planning takes a look at the festival/event through monitoring, reviewing, evaluating and then making any necessary changes. Whether you're a first time festival/event or have been in operation for several years, don't put off or ignore strategic planning; it is an essential building block for long-term sustainability and growth.





EVALUATING YOUR FESTIVAL/EVENT

SWOT Analysis

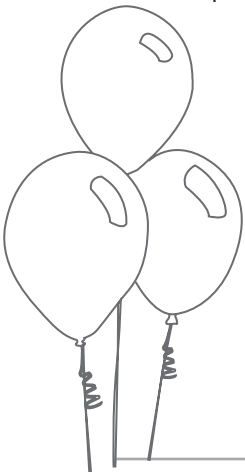
SWOT is a tool used by the business sector to determine Strengths, Weaknesses, Opportunities and Threats to promote success. It is also an effective means of analyzing the internal and external workings of a festival/event.

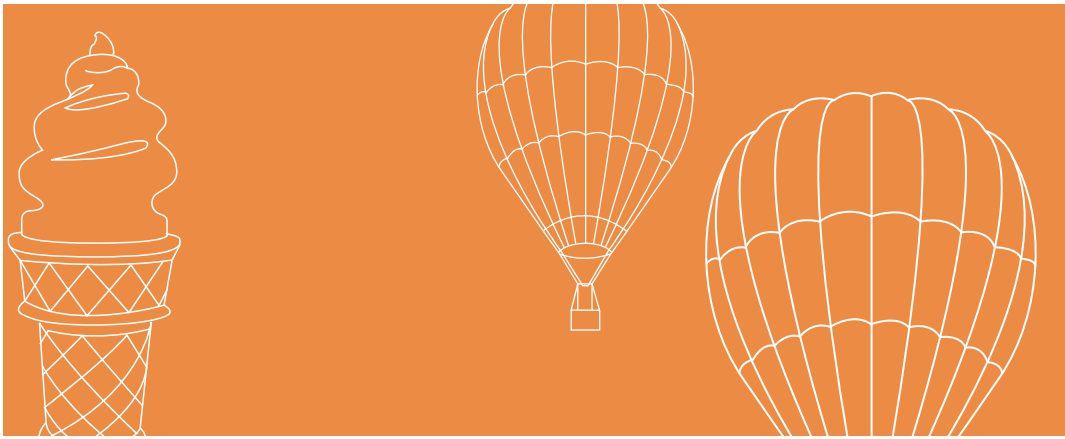
As an analysis tool, SWOT can be very helpful in guiding the decisions that are made regarding the maintenance, growth and sustainability of the festival/event.

You should conduct a SWOT on your overall festival/event as well as having each Coordinator conduct one on their individual area. Here are a few you might want to examine and include.

- How well did the Committee work through the planning process?
- How well did the programming reflect the objectives of the festival/event? Did the programming reflect the vision and mission?
- How effective was the programming in achieving the objectives? What outcomes were achieved? What outputs occurred?
- How effective were the Coordinators in their roles and responsibilities? For example, did they regularly attend meetings? Submit informative reports?
- What were the dynamics of the Committee? Did everyone agree on the objectives? Were the members prepared to fully participate in the planning and the delivery of the event?
- How accurate were the projected budget figures?
- How well were the resources allotted, and were there enough?
- What decisions can be made based on the outcomes?

A sample SWOT test follows on the next page. The intention of this sample is to provide you with an idea of how to approach an analysis of your festival/event committee, but is not to be considered a comprehensive analysis.





SAMPLE OF A SWOT TEST ON THE COMMITTEE OPERATIONS

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Strategic Planning	Several committee members have previous experience.	Some members were hesitant about agreeing on the objectives but did not provide any options.	Continue to look for members who can commit fully to the development and implementation of the festival/event.	If too much time is spent going over objectives members become disengaged.
Programming	The vision & mission of the event were evident as the quantitative & qualitative data suggests.	There were too many events for the first year. Feedback suggests that the audience were overwhelmed with choices.	Fine-tune the programming to meet the community's needs and the festival's/event's objectives.	Elimination of a program could reduce market appeal
Outcomes	The feedback from the business community indicates that they were pleased with their exposure on the site.	The site seemed to be cluttered with sponsorship signage.	Revisit the Sponsorship program to see how the sponsors can be recognized without compromising the aesthetic of the site.	Changing sponsorship recognition could alienate some of the business community.
Outputs	The number of volunteer staff was reached.	There is a transitory nature to the community and many of the volunteers may not be available next year.	During the year, develop strategies to hold and bring in new volunteers.	Many young people are leaving the area for school and jobs.
Committee Member Effectiveness	There were several members who went the extra mile to make things happen.	Some members missed, and were unprepared for meetings.	Review the roles and responsibilities of the committee members with the intent of instilling a desire to help the organization succeed in its objectives.	The public image of the committee could be compromised if we appear incohesive.



SWOT TEST TEMPLATE

All are coordinators should conduct the SWOT test, and present it to the planning committee.

ITEM	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

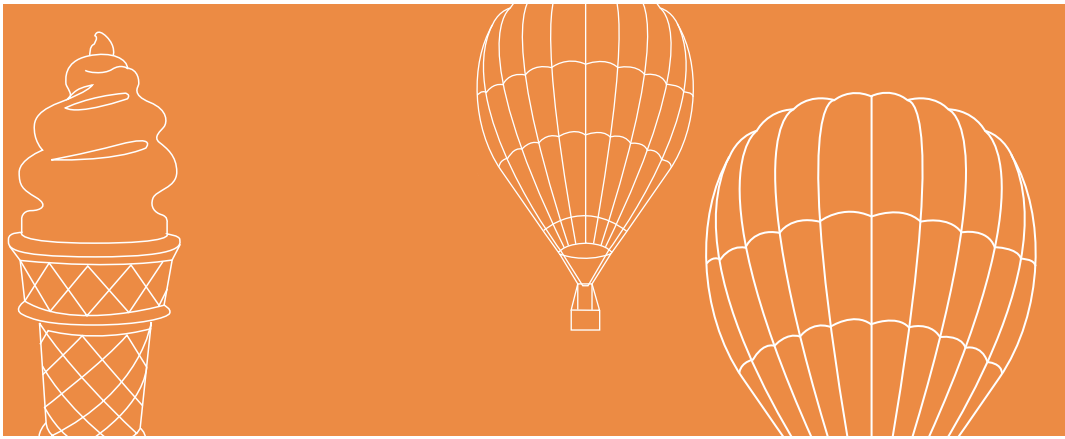
Information gathered through this evaluation will guide your decisions regarding the improvement of the internal and external operations of the festival/event towards a better structure that will not only sustain but aid in the growth of your festival/event over time.

In addition to the SWOT analysis, the planning committee should evaluate and document changes to the following areas of the festival/event:

- 1. Review Evaluation Reports:** Each coordinator should prepare an evaluation report (Part One, Section E). The Committee should review and discuss these reports to compile a list of recommendations for the next year's festival/event.

- 2. Review Vision and Mission Statements:** Now that you're festival/event is completed, it's important to take a look and re-evaluate your Vision and Mission Statements. Do they need to be adjusted or tweaked to more clearly define the goal(s) of your festival/event? Will your goal(s) for next year be different in some way? How will this affect your Vision and Mission Statements?

- 3. Review Theme:** Did the theme resonate with the audience? Did the programs complement the theme or detract from it? Did all components of the festival/event build on the theme? Where could improvements be made?



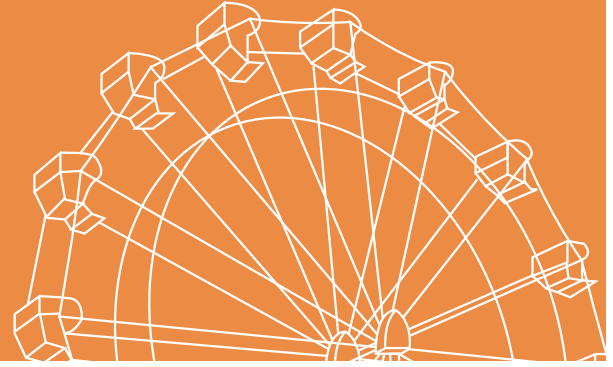
4. **Review Organizational Structure:** What changes would you make to the committee structure? Would you add more members to the committee? Would you seek more specialized skills in your coordinators?

5. **Review Target Audience:** Did you attract the markets/audience you targeted? Would you expand your market appeal or more clearly target your market next year? Do you want to expand beyond a community festival/event to a regional or provincial festival/event?

6. **Review Entertainment and Activities:** What changes or additions would you make to the program in response to the audience/market you want to attract? What changes would you make to the program based on evaluation survey results? What changes would you make to the program to better reflect the theme?

7. **Review the Length of Your Festival/Event:** Should you expand the number of days of the festival/event or change the date for next year?

8. **Review the Production/Logistics:** What production/logistic changes should be made? Is a different venue required? Are some adjustments in the layout required? Was the equipment sufficient? What additions or changes would you make to the facilities used?



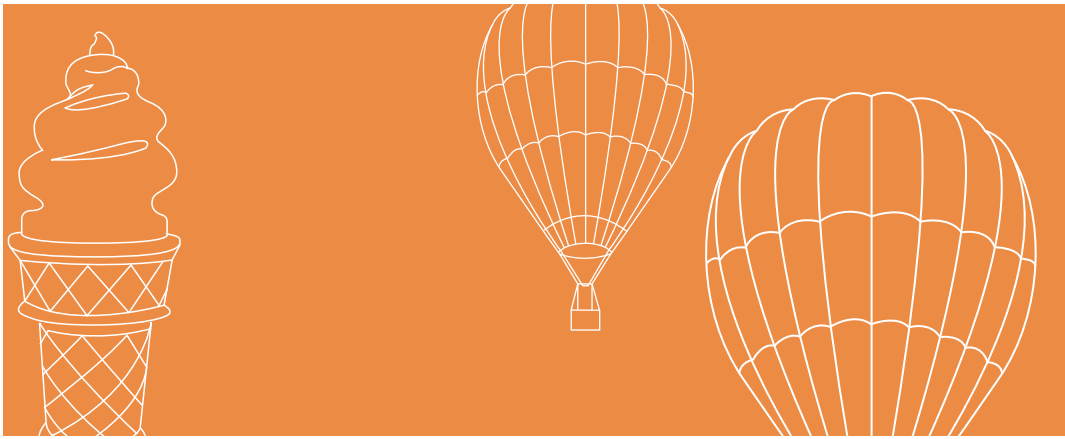
9. Review Media Relations/Promotion Activities: What changes would you make to the media relations/promotion activities? Were you effective at attracting media interest and did it help in the promotion of your festival/event? Where could you obtain additional free promotion? How could you target your promotion to reach your audience/market?

10. Review Sponsorship/Fundraising: Are there new funding sources/grants that you could apply for next year? When is the deadline for application? Did your sponsors feel they received sufficient recognition? Are there additional business/sponsors that could be approached next year?

11. Review Volunteer Program: Did you have enough volunteers? In what program areas were additional volunteers needed? Would you make changes to the volunteer orientation and training? What other sources of volunteers could be tapped for next year's festival/event?

12. Review Budget: How accurate were the projected budget figures? Was the budget sufficient and would the budget need to be increased next year?

NOW THAT YOU HAVE REVIEWED YOUR FESTIVAL/EVENT, IT'S IMPORTANT TO DOCUMENT ALL THE CHANGES AND SHIFTS BEING RECOMMENDED FOR NEXT YEAR'S FESTIVAL/EVENT. ALTHOUGH THERE IS ALWAYS ROOM FOR IMPROVEMENT, DON'T OVERLOOK CELEBRATING YOUR SUCCESSES. AFTER THE WORK IS DONE AND THE EVALUATION COMPLETE, THINK ABOUT WAYS THAT YOU CAN GET YOUR TEAM TOGETHER TO THANK THEM FOR ALL OF THEIR SUPPORT AND START GETTING EXCITED ABOUT PLANNING FOR A BIGGER AND BETTER FESTIVAL/EVENT NEXT TIME!



USEFUL RESOURCES FOR PART FOUR

- XI. For further information on strategic planning see the Free Management Help Library at http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm
- XII. There are many different approaches to evaluation that can be found at the Free Management Library www.managementhelp.org;
- XIII. Further information on effective board governance can be found at the Alberta Culture and Community Spirit site under Governance <http://www.culture.alberta.ca/bdp/governance.aspx>
- XIV. Free Management Library, <http://www.managementhelp.org/evaluatn/outcomes.htm>;
http://www.managementhelp.org/evaluatn/fnl_eval.htm
- XV. Centre For Health Promotion through the Minnesota Department of Health, http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/eval_why.htm

