

- Pick 2 in each area

Winter Guard International Strategic Plan

Draft
January 21, 2009



Winter Guard International

The long and rich history of Winter Guard International has made it an asset to the greater Dayton region. The economic impact of the organization has been estimated at more than \$15,000,000 for the two weekend events alone of direct and indirect economic activity. Less measurable but of more mission relevance to Winter Guard is the very significant impact the organization has on the positive development of young people across the nation.

A current situational analysis would identify many untapped opportunities and potential for growth and recognition for this organization.

A thorough SWOT analysis should be done but based on a quick assessment the following would most certainly be in the forefront of issues.

Strengths

Dedicated, passionate and committed leadership
Lead organization in its industry
Financially stable
Has "put down roots" for next several years
Size of market (international as well as national)

Weaknesses

Is not yet known/fully embraced by home community
Reach makes depth difficult
Has not capitalized on nonprofit status
Board diversification
Infrastructure still soft — how to expand

Opportunities

Lack of local competition
501©3 status
Community connections
Increased interest in this type of industry
"Friend builder" ← exists at local companies
National reputation

building "fans"/alumni

Threats

Economy
Lack of education/understanding
National competition (Circuits)
Inconsistent participation and interest
Capacity

Winter Guard International desires to grow and deepen its reach and impact. As is almost universally the case, in order for the organization to do so it will need to focus on two fundamental issues...expanding market share and obtaining capital. The present leadership has long experience and knowledge of the organization. This short strategic plan is not meant to be a replacement for a thorough marketing plan or development plan. It will however provide some framework and direction as the organization seeks to put order and direction to its efforts.

Strategic Priority I

Ensure the current lines of business are healthy and strong

Action Items:

- Survey current participants/directors
- Conduct focus groups
- Develop strategies/perks to create/maintain engagement
- Develop a toolkit for startup "educators" in a box
- Set annual reasonable goal for number of new participants
- Create more personal methodologies – website testimonials, letters, etc.
- Develop an awards program for participants in a broader sense
- E-blast and text messages?

partner, blogging

essay contest

- full on
- "offered airline" & discount flights
- "offered hotel" & discounts

budget
travel impact
fly #
airline
Regional hotel
Test. to eat

-philosophy

where R they now
alumni?

Strategic Priority II

Enhance understanding and appreciation of Winter Guard and its mission

Action Items:

Create a long-range marketing and public relations plan, *done by Steve A.*

- Understand and segment market and match messaging
- Establish Winter Guard International as THE leader in industry *- within industry*
- Look for marketing partners/collaborators to cross market *-(Dayton)*
- Work with development team to obtain in-kind contribution of ad space, air-time etc.
- Visit and attend events with other community leaders
- Increase ability to mail by decreasing direct costs
- Maintain a relationship with past participants
- E-blasts, text messages
- Research, research, research the value of what you do

- Access channel *- Regional* **DATU**
Suzan Zure
Randy/Tom

PAM *?(McDonald)?*
Time Warner Spots

- DPL Funds

- Hospitals

- Dayton Foundation (mile parks) Presidential Grants \$5,000

Mont County A&C District - Project Grants
Nov: Oct 31 year in advance
one 30.09

CW will help write

Nov: Oct 31 year in advance
09 10

Strategic Priority III

Increase contributed revenue to the organization

Action Items:

Create a long-range development plan

- Fundraising audit (current position, tools)
- Develop key fundraising messages
- Seek alignment with other community initiatives (*Economic evolution*)
- Define and distinguish the advantage of partnering with Winter Guard to corporate funders *- meeting Denise*
- Identify and create sponsorship opportunities
- Identify other potential giving opportunities
 - Annual drive, alumni association, etc.
- Identify one major special event which brands the organization and provides dollars to an area of high funding interest (scholarships, mentoring etc.) *bull / Get her rose on board*
- Reassess board composition to include those who can give or get
- Website to allow online giving *←*
- Provide opportunities for potential or current contributors to meet children involved directly or through marketing pieces
- Build relationships with home community – go to events
- Research, research, research

Strategic Priority IV

Increase earned revenue to the organization

Action Items:

Audit and assess current fee structures (earned revenue)

- Research other like organizations' fee structures today
- Develop programs for new participants
- Develop rewards for increased participation

Strategic Priority V

Address organizational infrastructure issues

Action Items:

- **Do the preceding portion of this plan first**
- Assess the organization's capacity to accomplish plan with current staff
- Develop a clear direction for the near future and share it profusely
- Carefully and thoughtfully prioritize the tactics
- Assess ability to realistically complete priorities with current assets including board
- Consider ability to add board members who could help
- Use board effectively by creating committees to address specific area.
- Assess financial ability to hire additional staff in areas of revenue growth
- Do a careful analysis of realistic return on investment in these areas – is it worth it to try to cut budget in other areas to meet need?
- If hiring new staff is not a possibility, select only two initiatives at a time to implement
- Do not add additional initiatives until two are done
- Be organic and flexible, but do not allow mission drift

Add
Interns
to help