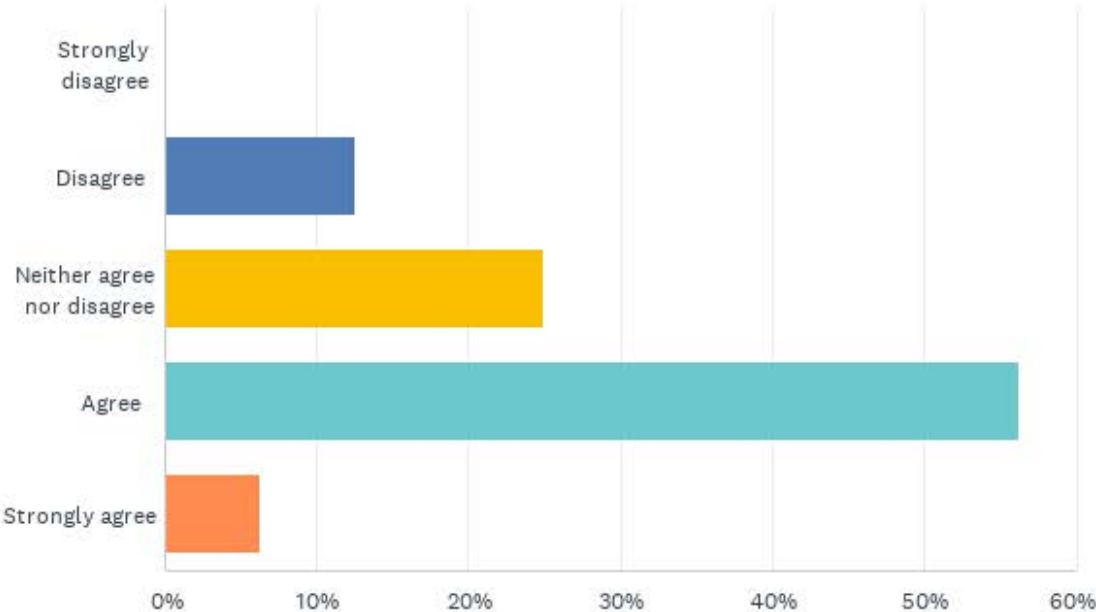


Q1 SWOT Review: Review the 2025 SWOT Analysis and identify the one threat you believe is most imminent.

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	Expenses and Affordability	5/14/2026 11:47 PM
2	Organization and staffing, as if these are not addressed/converted to strengths where possible, none of the other goals/priorities can be accomplished to a degree that is needed and sustainable.	5/14/2026 10:39 PM
3	Expense/Affordability; though Echo Chamber is a very close second.	5/14/2026 3:10 PM
4	Expenses & Affordability	5/14/2026 2:59 PM
5	Staffing	5/14/2026 10:47 AM
6	While I believe there are a couple on the list that are imminent, I do think venue space and event needs rises a bit above the others.	5/14/2026 10:33 AM
7	Expenses are a huge threat for groups	5/14/2026 9:12 AM
8	Cost	5/14/2026 6:31 AM
9	Expenses and Affordability	5/12/2026 9:27 PM
10	Staffing seems to be the most imminent, given that without personnel resources, any direction change or additional strategic priority will likely be unsustainable.	5/12/2026 4:47 PM
11	Expense and affordability are the most immediate concerns, though not necessarily the greatest long-term threats. Rising costs will lead parents, programs, and governments to increasingly question the value students and teams receive from the WGI experience. It is therefore critical that WGI continues to clearly communicate and reinforce the value it brings to these stakeholders. The greatest threat comes from external organizations — whether government entities, potential competitor organizations, or emerging disruptors (e.g., competitors to Competition Suite). WGI is well positioned to defend against these threats due to the strong moat it has built through its reach, brand awareness, and infrastructure. That said, the organization must continue innovating and evolving its offerings to further protect itself against uncontrollable external forces.	5/12/2026 1:34 PM
12	Venue Space and Increased Event Needs - close 2nd, Expenses/Affordability	5/12/2026 10:31 AM
13	Venues	5/11/2026 10:27 PM
14	Revenue diversification	5/11/2026 9:20 PM
15	Limited Revenue Streams.	5/11/2026 4:47 PM
16	Expenses and affordability	5/11/2026 2:47 PM

Q2 How true is the mission statement? How clear is it?



Q3 Where is the obscurity? What are we missing?

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	The mission statement is fairly clear. The statement uses active voice and is a good length. However, the use of the words "unparalleled" and "events" does create some avoidable obscurity. I would suggest finding alternative phrasing to better define the intention of this section of the statement.	5/14/2026 11:47 PM
2	I think there are some really great components, with inspiration and education of performers, and the spirit of inclusion, personal development, and community. That said, the statement has more ambiguity than specificity. I think it's important to define who is the primary audience for the mission - is it performance units, parents, schools/administrators, individual performers, unit staff and directors? The performer is also passive in the MS... we're doing things at/to/for them, rather than speaking directly to their empowerment or some other way that conveys we're providing a tool/path with them as agents of their own growth. What is the comparison to unparalleled competitions and events? Is it UDA, DCI, local circuits? It doesn't really specify HOW WGI is different, it just vaguely makes that claim. Back on the audience note, it doesn't mention any of the MANY other figures who play huge parts in the success of and need for WGI, only the performers. And maybe that's all we want it to be, but it's worth exploring. Is there a way to specify how the performing arts uniquely develop young people/performers that other activities don't? Do the WGI Values directly support the mission statement? Can the mission statement and the values be used to make decisions for the organization, both regarding internal and external scenarios?	5/14/2026 10:39 PM
3	In practice, what are the "events" beyond the competitions? What else does WGI do?	5/14/2026 3:10 PM
4	Education at the performer level appears to be the gray area. We offer a lot of education to performers through our inclusive programs, and to group instructors and designers through the education reps. I'm not certain we convincingly live up to the "educate young performers around the world" piece of the statement.	5/14/2026 2:59 PM
5	Does WGI actually educate and inspire in the majority of cases, or does it facilitate educators and inspiration? This mission statement makes it sound like WGI does more at the student level than I have observed.	5/14/2026 10:47 AM
6	I will likely answer this question very similarly than the next one. It might seem counterintuitive, but I think it's a misconception that education should be part of the mission. I think that aspect, combined with personal development come in conflict with the various missions of individual organizations and circuit partners, and the work they do to educate younger groups to instill readiness for them to become participants nationally at regionals and World Championships. It could be argued that the education and development has already taken place and continues to happen whether they attend a WGI event or not.	5/14/2026 10:33 AM
7	Feel the growth internationally has been limited. Decision needs to be made if we are fully committed to around the world.	5/14/2026 9:12 AM
8	Educate and inclusion	5/14/2026 6:31 AM
9	Focusing in on what makes WGI unique... "The Sport of the Arts" part. This mission statement definitely applies to WGI but could apply to a lot of other activities as well. I wish it could hone in a bit more on the performing/marching arts/Sport of the Arts. Considering there are tens of thousands of people in the audience at World Championships and watching FLO as well, we could certainly cast a wider net to "inspire" more than just the young performers.	5/12/2026 9:27 PM
10	WGI is unsure of its identity as either an event producer or a broader ecosystem of impact. Until that is answered, this mission aims to be about event hosting. Also, the mission at no point mentions color guard, percussion, winds, music, pageantry, etc so what types of events are even being held?	5/12/2026 4:47 PM
11	Is the role of WGI to educate young performers, or is it to create a space where educated performers can compete? I believe WGI has an opportunity to take on a stronger leadership	5/12/2026 1:34 PM

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role in education, but I do not think it is fully serving that role today. In my view, this represents a significant opportunity for the organization moving forward.

12	I feel like if you dig deep enough in every portion of this statement, you can come to the conclusion of the organizations priorities as it relates to its core values. What MAY be missing (and I dislike Mission Statements that are too pin point), is how we define the word "unparalleled".	5/12/2026 10:31 AM
13	"Indoor marching arts" missing. Governing body is missing.	5/11/2026 10:27 PM
14	"what we do" or what "kind" of events we organize is not clear. The position and authority is unclear. What are we the best in the world at doing? Who is our direct comparison?	5/11/2026 9:20 PM
15	My worry is that it doesn't actually tell what kind of competitions or events we present. Could the Mission Statement be used by Next Broadway Star with the exact same language?	5/11/2026 4:47 PM
16	If anything it is missing the specific references to guard, percussion and winds	5/11/2026 2:47 PM
17	I believe WGI also has a duty to the educator not just the performer.	5/11/2026 1:06 PM

Q4 If you were new to WGI, what would you think we do based on this statement?

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	I would assume WGI facilitates the development of young performers - of an undefined medium - positioning them to maximize their success.	5/14/2026 11:47 PM
2	I think it sounds like an organization that is trying to do the right thing and create a positive environment/performance opportunities, but I wouldn't know which performing arts, or what those competitions looks like or what exactly a student might get out of it.	5/14/2026 10:39 PM
3	Provide live competitions (like the Olympics) that are educationally focused.	5/14/2026 3:10 PM
4	Offer more education to the individual performers via utilizing some of our activity's amazing educators. If compensation for the effort is involved, that seems worth the spend to me. We offer competition for performers, but we aren't always "growing" performers. The groups take on that work.	5/14/2026 2:59 PM
5	If I were 100% new, I would have no idea this is an entity that prioritizes guard, percussion, and winds. I imagine that is by design, but I imagine I would immediately drift to thinking this was an art competition.	5/14/2026 10:47 AM
6	Welcome groups to attend WGI events and create an educational and communal space when they come.	5/14/2026 10:33 AM
7	Establish educational programs and events	5/14/2026 9:12 AM
8	A youth program for scholastic participants (similar to a YMCA or Girl Scours but for guard/percussion/winds.	5/14/2026 6:31 AM
9	Hold competitions and events	5/12/2026 9:27 PM
10	We host events for young performers (assuming aged 5-18).	5/12/2026 4:47 PM
11	I would not immediately understand the types of competitions being offered. Is it cheer, dance, interpretive dance, or something else entirely? The messaging feels somewhat vague, though perhaps that ambiguity is intentional.	5/12/2026 1:34 PM
12	Host events.	5/12/2026 10:31 AM
13	Could be anything competitive	5/11/2026 10:27 PM
14	An outsider would likely come away understanding why the organization exists emotionally, but not necessarily what it actually does. The phrase "Sport of the Arts" creates an intentional hybrid identity - something positioned between sports, artistic performance, education, and youth enrichment. The mission never explicitly mentions the artistic disciplines themselves. It does not frame WGI as an arts preservation institution, entertainment company, governing body, or professional artistic organization. Instead, the mission reads more like a developmental ecosystem focused on shaping young performers through competitive experiences.	5/11/2026 9:20 PM
15	I think it's a bit ambiguous, as stated above. I think when we stopped being "Winter Guard International" it made this less clear. The "performers" part is a clue, but what do those performers actually do?	5/11/2026 4:47 PM
16	We have some kind of competitions or events that sound like a good time.	5/11/2026 2:47 PM
17	WGI is the custodian of the activity, its rules, health, and the experience,	5/11/2026 1:06 PM

Q5 Where is WGI falling short of supporting these goals?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	If by goals you mean the different components of the missions statement, I think inspiration and education are (mostly) inherent in the pageantry arts - how does WGI support that? is it just the competitions, or are there other ways to best ensure we can check the box for inspiring and for educating? and what are our markers for confirming we created community, inclusion, and personal development? What is WGI doing that directly accomplishes these goals? We can definitively say that WGI hosted competitions and events. The rest is hard to quantify in a way that lets us "check it off the list"	5/14/2026 10:39 PM
2	Is there anything to "community" beyond many groups competing? Not clear what WGI means by this. Those of us that competed certainly have a sense of community with each other, and WGI provided a vehicle for it, but was there much beyond that? Perhaps that has changed in the 12 years I've been out of regular contact with WGI. There's a community for the directors/educators (if they choose to embrace it), I think.	5/14/2026 3:10 PM
3	Mentioned above, I think we have an amazing resource of our community. For WGI to select a few of the leading instructors in it's membership to champion a performer development series could go a long way.	5/14/2026 2:59 PM
4	Broadly, it seems WGI is succeeding at supporting these goals	5/14/2026 10:47 AM
5	Education is stronger and more structured at the circuit, group level for one as it is the opportunities provided there that ensures more groups get educated, prepared, and encouraged to aspire, and ultimately compete at the WGI level. Recognition of that might help steer the organization in the direction of a mission that more accurately reflects the reality of where the organization is and where it should go in the future. In addition, I do think selling, too hard, the idea of community, fails to recognize that community is dependent upon the participants themselves and the leadership/example of it's most visible people.	5/14/2026 10:33 AM
6	Education programs for all involved could be stronger.	5/14/2026 9:12 AM
7	Clarity on the thing we do well or offer. Too vague and not wholly accurate	5/14/2026 6:31 AM
8	-Servicing the "A" classes more considering they are our majority -Casting a wider "International" net -Exploring the "personal development/education" part	5/12/2026 9:27 PM
9	Does WGI have an ownership of education to the young performers? Is that the instructor's ownership or WGI broadly? How does a regional spark inclusion? Merely based on location?	5/12/2026 4:47 PM
10	1) WGI is missing an opportunity to take on a stronger leadership role in education and the development of performers. This could also represent a monetization opportunity. 2) WGI could be more deliberate and explicit in defining the communities it serves.	5/12/2026 1:34 PM
11	The only portion of this statement that I feel we've slipped on lately, is the personal development portion as it relates to Education of the designers, staff and members of our participating units as well as the judges. WGI used to be known as the best judges in all of pageantry and I'm no so sure that is still the case.	5/12/2026 10:31 AM
12	Educating young performers	5/11/2026 10:27 PM
13	Based on some of the historical documents shared in preparation for this meeting, my impression is that WGI has spent much of its history reimagining itself as a champion of color guard - positioning it as a legitimate and respected art form worthy of recognition for its creativity, athleticism, and artistic merit. From my perspective, I wonder if color guard has, in many ways, arrived at that goal. If so, does percussion - and now winds - share that same long-term objective? I'm curious what the broader vision and target look like moving forward, and how WGI defines success for each of its divisions in the next phase of its evolution.	5/11/2026 9:20 PM
14	I think that we do a wonderful job of inclusion and community. We count on the units themselves to handle the personal development aspect, and I'm sure that's done at different	5/11/2026 4:47 PM

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	levels with each unit.	
15	From the young people I talk to it seems that many believe we are falling short on the education component as they all want to see WGI engaged in more education at all levels.	5/11/2026 2:47 PM
16	WGI is not doing enough to support the educator and advocating for programs in the schools.	5/11/2026 1:06 PM