

In 2003, the Tournament of Roses® began a long-range strategic planning process. Our objective is to build commitment among our stakeholders, focus our vision and priorities, ensure we are working toward the same goals and operate better in our environment.

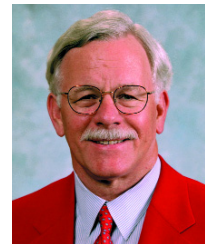


vision 2010

VOLUME TWO Strategic Planning Off to a Great Start

This newsletter is intended to bring you up to date on the progress of the Strategic Planning Team and the three task teams. It is not intended to repeat all of the information that has already been shared. If you would like to refer back to the information from the first newsletter, it is available on the membership web site at <http://members.tofr.org>.

President's Message. As November approaches, we all know that New Year's Day is just around the corner. Looking back, this has probably been one of the most exciting summers in recent years. Fifty-three members of our dedicated volunteer family have been working hard to ensure the long-range vitality of our great organization. As President, I am extremely proud of the hard work and dedication of this group of people who have truly jelled in their efforts on behalf of the entire membership.



In this issue we will bring you up to speed on what the three task teams worked on over the summer and early fall: what they accomplished, what recommendations they made and what their next steps are.

We look forward to keeping you informed, and we welcome any questions or comments that you may have. Thank you for all you do for this great organization.

A Quick Refresher

The Strategic Planning Team (SPT) is a five-year task force that is overseeing the strategic planning process for the association. During February and March of this year, the SPT utilized the findings from two research studies conducted last year to develop a set of key strategic documents — issue areas, core values, and mission and vision statements — and an issue-based work plan. The team presented their recommendations to the Executive Committee at their retreat this spring. They then followed up by developing an action plan to address the strategic issues.

This action plan included identifying, categorizing and sorting individual issues into categories or “issue areas”. Overall, 16 issue areas were identified. A decision grid was established to rank them in order of priority based on criteria such as importance, urgency, ease of accomplishment, visibility within the organization, and controversy level.

Three issue areas were chosen and approved by Executive Committee for study this year: *Sponsors and Float Participants*; *Internal Communication* and *Membership Satisfaction and Retention*. Each issue area had its own task team to examine the

selected issues over the next several months. The SPT managed the process, overseeing the task teams.

Throughout the summer and early fall, the task teams met to examine and analyze their issues. They presented a monthly report on their activity and status to the SPT. At the monthly task meetings, the SPT approved actions, timelines and methodology, provided feedback and recommended additional actions to the task teams.

Sponsors and Float Participants

Methodology. To develop their issue areas, the Sponsor and Float Participant Task Team (SFPTT) reviewed past professional research, hosted a Sponsor Summit which included focus groups and held meetings for discussion and analysis.



The Strategic Planning Team is extremely pleased with the work of the task force teams and we appreciate the time and energy put forth by everyone involved in this process. It has proven to be a true cooperative effort that has resulted in valuable progress for the organization. We look forward to continuing this process next year.
~ Libby Evans Wright

Those involved with the strategic planning process realize the importance of protecting the traditions we associate with the Tournament of Roses and the Rose Parade. The task teams also recognize the need to evaluate and recommend changes that will keep our association vital and our parade exciting.
~Linda Klausner

Issues. The SFPTT reviewed the following issues:

- *Relationships with Sponsors and Float Participants:* How can we best attract them and how can we maintain satisfying, consistent and growing relationships with them?
- *Measuring value to Sponsors and Float Participants:* How do we find out what they need from us and, more importantly, how do we measure our success at meeting those needs?
- *Packaging benefits for the future:* How do we enhance the perception of value by finding new opportunities for participation and better packaging of benefits?



clearly established responsibilities.

- Survey float participant expectations and develop metrics for measuring fulfillment.
- Better identify and package value opportunities related to sponsor participation with the TOR.



The staff has been asked to take the initial follow-up actions on these recommendations. The task team will serve next year to validate any recommendations on the above areas.

Member Satisfaction and Retention

Methodology. The primary methodology of the Member Satisfaction and Retention Task Team (MSRTT) was the development of the All-Member Survey designed to determine the satisfaction levels of the members, and to

Recommendations.

The task team made the following recommendations:

- Develop a marketing plan based on clear long-term goals and measurable objectives.
- Establish staff and volunteer structures with more

Citizens Business Bank, FTD, Home Depot, Nextel and Smart & Final were part of a panel discussion which resulted in a productive exchange of ideas among all of the sponsors in attendance. Kodak and Starbucks made individual presentations to the group, sharing the experiences of a long-time sponsor and a new sponsor, respectively.

give members an opportunity to communicate their feelings about their Tournament experiences.

The survey was anonymous and confidential and was conducted by an outside consultant. It was web-based although there was also an option to receive it in the mail. The survey was conducted this summer and 698 members (54%) responded either by mail or on-line. The complete survey results are available on the membership web site at <http://members.tofr.org>. On page five of this newsletter you will see some of the highlights of the survey.

In an attempt to keep the scope of the team's effort focused, they did not study the following areas: recruitment, membership development (i.e., evaluations, assignments and training), or internal communications issues. These areas will be studied by other task teams.

Issues. The MSRTT task was to study internal issues that affect membership satisfaction and retention. Their focus was on the following issues:

- Expectations of members

- Member morale
- Member workload and burnout
- Promotion system
- Member suggestions
- Minority/ethnic issues
- External influences on member satisfaction



The All-Member Survey results indicated that 95% of white suiters joined the Tournament to give back to the community.

- Rewards
- Leadership opportunities

Recommendations.

The task team identified several areas in the survey results that need to be further studied by reviewing the demographics of the responders grouped by age, gender, ethnicity or length of service.

The task team will also conduct additional analysis to include focus groups or follow-up surveys to gain more insight into the identified areas.

Internal Communications

Methodology. To develop their issues, the Internal Communications Task Team studied the organizational study report of internal interviews con-

There were several things that stood out about the All-Member Survey, but the most encouraging was the number of people who took the time to complete the survey. In the business world, when a survey is optional, they get about 20-25%. We got 54%. That's good for us.

~ Bud Griest

The strategic planning process is helping identify the areas that we need to focus on as an association for the continued health of our organization. The task teams are offering opportunities for the membership to get involved with issues and make recommendations for improvement.

~ Sally Bixby

I think it is healthy for every organization to periodically take a look at itself. By doing so, we can help maintain the quality of the Tournament and ensure that our members continue to enjoy and take pride in their duties.
~ Mark Harmsen

All-Member Survey Highlights
~ 91% of members said they understand and support the mission, core values and vision of the Tournament.
~ 90% feel the pride and satisfaction from being a member of the Tournament is well worth the time and effort.
~ 85% like being assigned to a different committee every two years.
~ 89% have generally enjoyed their committee assignments.

ducted by a professional consultant, developed questions regarding internal communications for the All-Member Survey and analyzed the results. They also reviewed all forms of internal communications within the Tournament, how these forms of communications are distributed and the attitude of the general membership toward these communication vehicles.

The task team identified and characterized 24 distinct communications vehicles that are used within the Tournament. In an effort to keep the scope focused the task team did not study the following areas: committee to committee communications and internal committee communications. These areas will be studied by another task team.

OUR Mission Statement

As a volunteer driven, non-profit organization the Tournament of Roses Association brings people together to create premiere events and entertainment celebrating the New Year.

The Tournament of Roses enriches the lives of the many people and organizations it touches by providing satisfying, meaningful and rewarding experiences.

Findings.

- Internal communications are generally in good shape.
- *Timely Topics* is well received and performs a useful service.
- The rumor mill is not as important to active members as we might have thought.

Recommendations.

- Create a members-only internal web site.
- Develop a member feedback forum.
- Create a “breaking news” email system to inform members of announcements and important time sensitive information.



According to the All-Member Survey, 86% of members read *Timely Topics* regularly and 84% feel it is a good source of Association news.

Pasadena Tournament of Roses Association
391 South Orange Grove Boulevard
Pasadena, California 91184

Address Service Requested

Presorted
First Class
US Postage
PAID
Pasadena, CA
Permit No. 277

VISION 2010 Volume Two

OUR Vision Statement

To be a globally admired New Year's celebration whose combined event audience is the largest in America.

To be respected as a vital community organization that provides significant economic benefits throughout the Southern California region and beyond.

To combine a compelling vision of excellence with financial vitality and independence.

To serve as an inspiration and model for other volunteer and non-profit organizations throughout the world.

Overall, this has been an exciting first year for the strategic planning effort. All involved recognized the need for a planning effort. We feel that we have established a positive momentum for the future. The three task teams, *Sponsor and Float Participants*, *Membership Satisfaction and Retention* and *Internal Communications* will reconvene in early 2005 to continue their good work. The SPT will continue to manage the process.

The chair of the SPT will transition from Libby Evans Wright to Paul Holman for the efforts in 2005. Three new task teams will start up in February.

As we learn more, we will continue to share!