

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.



vision2010

VOLUME ONE The Tournament Works Toward a Rosy Future

This newsletter is intended to inform you of the activities of the Strategic Planning Team and the work being performed. 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.

President's Message. One hundred fifteen years ago, our founders set out on a remarkable journey. Although their path was uncertain, they understood that the success of the new city of Pasadena would hinge on attracting people to the area. They started the Tournament of Roses with the goal of building for the future.



Now, more than a century later, the Tournament has embarked on a strategic planning process to study the critical elements of our success over the past years. As an organization, we still face the challenge of building for tomorrow — and we accept that challenge. We are extremely proud of our heritage, but also mindful that we need to continue to explore and embrace opportunities that will ensure our wonderful organization continues to be a vibrant and contemporary entity.

As we prepare the organization for the future, we must respect our heritage and, at the same time, initiate actions aimed at more effective ways of achieving lasting success. Therefore, we have embarked on a five-year strategic planning project aimed at evaluating the organization and identifying our strengths, weaknesses, opportunities and threats, as we plan for our future.

Any time you start a strategic planning process, you need to clarify what it is and what it is not. Strategic planning is a process that builds explicit understanding of our values among stakeholders; builds a framework that guides and supports our work; builds milestones to monitor achievements and results; and fosters successful communications and teamwork among all elements of the Tournament of Roses.

Strategic planning does *not* predict the future; does *not* make decisions that cannot be changed; is *not* a substitute for the judgment of leadership; and is *not* always smooth and predictable.



STRATEGIC PLANNING TEAM: Front row, from left: Bud Griest, Sally Bixby, Leo Hendler, Libby Evans Wright (Chair), Bill Flinn, Maura Rountree-Brown. Second row, from left: Rick Jackson, Robin Flynn, Ken Burrows, Roger Molvar, Mike Riffey, Gail Schaper-Gordon, Gerald Freeny. Back row, from left: Carrie Graves, Steve Caine, Jeff Allen, Dave Davis, Paul Holman. Not pictured: Mitch Dorger, CL Keedy.



SPONSORSHIP TASK TEAM: Front row, from left: Chuck Carroll, Maura Rountree-Brown (Co-chair), Roger Molvar (Chair), Linda Klausner. Back row, from left: Dana Coates, Wendy Matthes, Loren Brodhead, Bill Flinn. Not pictured: Fred Cordova, Scott Jenkins, Todd Vradenburg.

Professional Consultants and Surveys

One of the most important responsibilities an organization has is to preserve itself and its operations for the future. This requires careful management of current resources and activities, as well as periodic efforts to examine the threats and opportunities that will face the organization in the future. Traditionally, such strategic planning efforts start with studies of both the external and internal environment.

For our external study, we engaged ComSciences to conduct a two-phased market research study. ComSciences is a Los Angeles based communications consulting and market opinion research firm.

The external study was divided into two groups — (1) Sponsors and media and (2) Viewers — to help identify our opportunities and threats and to determine the perceived value of the Tournament's products.

For our internal study, we hired business psycholo-

gist Gail Schaper-Gordon, Ph.D. of the Global Consulting Partnership. Her company helps organizations work through challenges to achieve continued success and excellence.

OUR NEW Core Values

Striving for excellence in everything that we do.

Respecting the Tournament of Roses heritage.

Being innovative and inspirational.

Practicing teamwork with passion, commitment and enthusiasm.

Promoting volunteerism, diversity and community support.

Operating with honesty and integrity.

Bringing people together.

Having fun.

We felt it was important to turn our study focus to those who know the Tournament better than anyone else—our membership. We felt strongly that by tapping into the brainpower and experience that exists within the Tournament, we would get an important view of the strengths and weaknesses of the organization.

The Strategic Planning Team

The Strategic Planning Team (SPT) is a five-year task force that will oversee the development and management of a long-term strategic plan for 2010 and beyond.

The SPT members were selected by the Executive Committee. They are current and past leaders who reflect the organization's diversity, as well as future leaders, who were all willing to commit to



INTERNAL COMMUNICATIONS TASK TEAM: Front row, from left: Kinden Mitchell, Bessie Rush Johnson, Robin Flynn (Co-chair), Steve Caine (Chair), Laurie Barlow. Back row, from left: Caryn Eaves, Adria DeBaca, Pam Knapp, Esler Johnson, Carol Fletcher, Katie McFadden, Mark Harmsen. Not pictured: Marla Borowski, Otis Triplett.



MEMBERSHIP SATISFACTION AND RETENTION TASK TEAM: Front row, from left: Bak Jong, Sally Bixby (Co-chair), Bud Griest (Chair), Donna Muñoz. Back row, from left: Laura Farber, Randy Isaac, Tony Alexakis, Katie McFadden, Steve McNall, Bill Flinn. Not pictured: Amit Patel, Bill Leishman.

at least three years of the five-year strategic plan for 2010. Individuals were selected to represent the following groups: Executive Committee, Past Presidents, Chairs, Vice Chairs and Staff. The SPT has 15 members and is chaired by Libby Evans Wright.

The SPT utilized the findings from the research studies conducted last year. The external studies — the Parade sponsor and media study, and the viewer study — and the internal study served as resources for the identification of issue areas.

Early this year, the SPT integrated the study findings, developed a set of key strategic documents — core values, and mission and vision statements (featured in this newsletter) — and then developed a work plan based on key issue areas. The team presented their recommendations to the Executive Committee at their retreat this spring. They then developed action plans to address the issue areas.

Strategic Documents

Core values serve as a moral, ethical and behavioral compass, as well as

contribute meaning to everyone's participation. Our new core values are featured on page three.

A mission statement is the organization's deeply-felt sense of purpose. It describes the Tournament's reason for being and is written in *purpose* language. It describes who we are, what we do (as it is perceived, in a deep way, by our stakeholders), for whom we do it and why we do it. Our new mission statement appears at right.

A vision statement is the idealized dream of what the Tournament will be achieving in a decade's time and how it will be viewed by the various audiences that matter. Our new vision statement may be found on page six.

Team Actions

Once all study results were in hand, the SPT began identifying, categorizing and sorting individual issues into categories that include: financial, people, organization, customers/sponsors and partners. Overall, 16 issue areas were identified. A decision grid was estab-

lished to rank them in order of priority based on criteria such as: importance, urgency, ease of accomplishment, visibility within the organization and controversy level. The SPT will recommend appointing two to three task teams annually over the next five years to study the various issue areas.

OUR NEW 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.

The three issue areas that were chosen for this year and approved by the Executive Committee for study are: *Sponsors and Float Participants; Internal Communication and Membership Satisfaction and Retention*. Each initiative has its own task team (pictured throughout the newsletter) to examine the selected issue over the next several months. The SPT will serve as a guide to the process, overseeing the task teams.

All-Member Survey

One of the first activities of the Membership Satisfaction and Retention Task Team has been to design an all-member survey. The purpose of the survey is to determine the satisfaction levels of the members, to give members an opportunity to communicate their feelings about

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Coming soon...

Look for information about your
All-Member Survey in the mail.

VISION 2010 Volume One

OUR NEW 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.

their Tournament experiences, and to identify any areas of improvement for the organization and its operations. Each member will receive details about this confidential survey and instructions on how to complete it. Information collected by the survey will be summarized and presented to the Membership Satisfaction and Retention Task Team, then the task team will develop recommendations from the data collected.

In September, the recommendations will be presented by all three task teams to the Executive Committee. All of the approved recommendations will be implemented in 2005!

This newsletter is our first roll-out of information on the strategic planning process and our new core values, mission and vision statements. Please look for the familiar Vision 2010 masthead in future issues of this publication. As we learn more, we plan to share!