

# **AFCI**

# **Strategic Plan**



# **AFCI Mission – Global Perspective ● Local Impact**

## **Strategic Area Missions**

- **Education – Global Knowledge ● Local Power**
- **Marketing – Global Visibility ● Personal Service**
- **Administration/Finance – Global Value ● Local Strength**

## **Strategic Area Goals**

- **Education**
  - Create a highly-informed membership
  - Build the AFCI into a body of knowledge for member and industry use.
- **Marketing**
  - Aggressively communicate the AFCI's identity and its messages.
  - Assist AFCI members with their marketing messages.
  - Identify and provide marketing opportunities for members.
  - Facilitate effective internal communications with members
- **AdminFin**
  - Build and maintain member trust in the AFCI
  - Deliver member services that are consistent with member needs.
  - Establish the highest professional standards for AFCI-Member film commissions.

## **Strategies for 2004 – 2007**

- **Education**
  - Develop consistent, accessible educational products for AFCI members
  - Create information development partnerships with entertainment industry associations and entities
  - Coordinate and facilitate ongoing communication with and among AFCI members to facilitate peer learning
  
- **Marketing**
  - Expand relationships with entertainment industry publications and trade events for ongoing cooperative marketing
  - Improve and expand AFCI print and electronic marketing vehicles for organization and member messages
  - Increase ease and effectiveness of internal communication methods
  - Continue to promote the AFCI Locations Trade Show as the premier event of its kind
  - Increase AFCI brand awareness
  
- **AdminFin**
  - Refine AFCI operational policies and communicate those policies to members and partners
  - Promote and enforce AFCI membership standards
  - Evaluate AFCI's membership structure
  - Stabilize income streams
  - Evaluate structure, role and organization of Executive Office

# EDUCATION OBJECTIVES FOR 2004

## STRATEGY - DEVELOP CONSISTENT, ACCESSIBLE EDUCATIONAL PRODUCTS FOR AFCI MEMBERS

- **Objective 1 - Evaluate contract education position to manage and expand AFCI education programs.**
  - Process:
    - Determine budget structure for position and products
    - Make recommendation to Board
  - Coordinator:
    - Education Committee
    - Chief Executive Officer
  - Evaluation Measure:
    - Attendance at education events
    - Sales of education/information products
    - Member evaluation of educational products
  
- **Objective 2 - Offer Film Commission Fundamentals in Europe and evaluate educational offerings in North America, Asia and other locations around the world.**
  - Process:
    - Evaluate Cineposium for member effectiveness
    - Evaluate advanced educational opportunities for AFCI membership at other venues
    - Identify host cities/partner events
    - Determine budget and schedule
    - Create marketing plan
  - Coordinator:
    - Education Committee
    - Director of Meetings & Events
  - Evaluation Measure:
    - Attendance at FCF Events
    - Evaluation Responses
  
- **Objective 3 – Identify and capture select Cineposium and Film Commission Fundamental programming and make available for electronic distribution**
  - Process:
    - Identify potential production vendors
    - Identify Cineposium/FCF programming to capture
    - Determine and evaluate budget scenarios
    - Design Web or CD-ROM interface
    - Develop marketing and distribution plan
  - Coordinator:
    - Education Committee
    - Executive Office
  - Evaluation Measure:
    - Number of products sold or frequency of programming accessed
    - Product evaluation responses

**STRATEGY - CREATE INFORMATION PARTNERSHIPS WITH ENTERTAINMENT INDUSTRY ASSOCIATIONS AND ENTITIES**

- **Objective 1 - Establish relationship with research company for development of research products for AFCI membership**
  - Process:
    - Identify potential research company vendors with entertainment industry experience
    - Identify specific member research needs
    - Develop research proposal and evaluate responses
    - Develop budget scenario
  - Coordinator:
    - Education Committee
    - Executive Office
  - Evaluation Measure:
    - Member response to survey requests
    - Research products sold.
  
- **Objective 2 - Arrange redistribution of news and information from select trade publications.**
  - Process:
    - Identify entertainment industry publications containing pertinent news for members.
    - Craft relationships with publications for redistribution of information
    - Design Internet-based vehicle (Document Library) for delivery
  - Coordinator:
    - Education Committee
    - Executive Office
  - Evaluation Measure:
    - Number of relationships with information organizations
    - Evaluation responses

**STRATEGY - COORDINATE ONGOING COMMUNICATION WITH AFCI MEMBERS TO FACILITATE PEER LEARNING AND KNOWLEDGE**

- **Objective 1 - Connect Member Profile Survey with member dues process to increase participation. - COMPLETE**
  - Process:
    - Reevaluate Member Profile Survey form and questions
    - Redesign Member Profile Survey and distribute with 2004 Dues Invoices
    - Compile results and distribute to AFCI membership
  - Coordinator:
    - Education Committee
    - Executive Office
  - Evaluation Measure:
    - Percentage of AFCI members participating in survey.
  
- **Objective 2 - Establish members-only online flash survey program (DEFERRED UNTIL RESPONSE FROM WEB DEVELOPMENT COMPANIES; ALSO LINKED TO WORK ON FOLLOWING OBJECTIVE 3)**

- Process:
  - Identify and evaluate Web-based survey components or build into overall Web development process
  - Test survey components
  - Initiate online survey process
- Coordinator:
  - Education Committee
  - Executive Office
- Evaluation Measure:
  - Usage statistics for survey component
- **Objective 3 - Create an information portal for AFCI members through the redesigned AFCI website.**
  - Process:
    - Identify and design information management areas
    - Identify and evaluate Web development companies
    - Draft budget scenarios
    - Assist Web development company with template design, and content organization
    - Develop website marketing plan
    - Ongoing management of website content
  - Coordinator:
    - Education Committee
    - Marketing Committee
    - Executive Office
  - Evaluation Measure:
    - Website usage statistics

# Marketing Objectives for 2004

## STRATEGY - EXPAND RELATIONSHIPS WITH ENTERTAINMENT INDUSTRY PUBLICATIONS AND TRADE EVENTS FOR ONGOING COOPERATIVE MARKETING

- **Objective 1 - Offer cooperative marketing opportunities for the AFCI and its members at trade events.**
  - Process:
    - Evaluate potential marketing events lists
    - Contact event coordinators of Sundance 2005, AFM/AFI, Cannes, London Production Show, HIFF (Hawaii International Film Festival), ShowBiz Expo/Entertainment Technology World, and a New York opportunity (TBD) to discuss options
    - Receive and review proposals for cooperative marketing
    - Create a slate of events
    - Organize AFCI and AFCI-member involvement at events
  - Coordinator:
    - Marketing Committee
    - Director of Meetings & Events
  - Evaluation Measures:
    - Participation in events by membership
  
- **Objective 2 - Generate marketing proposals from Trade Publications**
  - Process:
    - Evaluate potential publications and match to marketing purpose
    - Contact publishers to discuss options
    - Receive and review proposals for cooperative and trade-out marketing
    - Apply trade out credits to targeted and general marketing needs
  - Coordinator:
    - Marketing Committee
    - Chief Executive Officer
  - Evaluation Measures:
    - Advertising value of marketing agreements

## STRATEGY - IMPROVE AND EXPAND AFCI PRINT AND ELECTRONIC MARKETING VEHICLES FOR ORGANIZATION AND MEMBER MESSAGES AND INFORMATION DELIVERY

- **Objective 1 – Increase reach and effectiveness of *Locations Magazine*, Membership Directory and explore other external communications.**
  - Process:
    - Evaluate partnerships with publishing companies that can perform contract or license agreement publishing
    - Evaluate content of *Locations Magazine* and Membership Directory to assure compatibility and efficiency
    - Evaluate advertising sales or sponsorship possibilities
    - Establish Editorial Group to oversee publishing processes
  - Coordinator:
    - Marketing Committee

- Executive Office
  - Evaluation Measures:
    - Requests for subscriptions/mailings
    - Advertising Sales
- **Objective 2 – Improve AFCI Website**
  - Process:
    - Create components and feature list to help determine specific needs.
      - (Including integration of *Locations Magazine* and Location Inquiry Service)
    - Evaluate web development companies
    - Blueprint information management and web development processes
    - Oversee database and web development process
    - Market availability of AFCI website
  - Coordinator:
    - Contract Web developer
    - Executive Office
    - All Committees
  - Evaluation Measures:
    - Website usage

**STRATEGY – INCREASE EASE AND EFFECTIVENESS OF INTERNAL COMMUNICATIONS METHODS**

- **Objective 1 – Create improved *News & Notes* member newsletter template**
  - Process
    - Coordinate development process with contracted web developer
    - Evaluate template design and conduct user tests
    - Create *News & Notes* editorial criteria
    - Establish *News & Notes* content development process
    - Implement in conjunction with new AFCI website
  - Coordinator:
    - Contract Web developer
    - Executive Office
    - Editorial Group (TBD)
  - Evaluation Measures:
    - Member Surveys/Responses
- **Objective 2 – Establish user-friendly AFCI member forum for online discussion**
  - Process:
    - In conjunction with the overall web development project, identify third-party forum components
    - Conduct user tests and evaluate prices
    - Implement in new AFCI website
    - Market availability to AFCI members
  - Coordinator:
    - Contract Web developer
    - Executive Office
    - All Committees

- Evaluation Measures
  - Forum Usage

**STRATEGY - CONTINUE TO PROMOTE THE AFCI LOCATIONS TRADE SHOW AS THE PREMIER EVENT OF ITS KIND**

- **Objective 1 – Increase participation and attendance in Locations Trade Show**
  - Process:
    - Identify film industry guilds/associations for co-marketing
    - Use electronic media for highly-targeted marketing
    - Create accessible registration process in AFCI website
    - In conjunction with Education Committee, develop seminars to be held during Locations Trade Show
    - Create and implement a PR plan for Locations Trade Show by March 1, 2004.
    - Increase AFCI visibility at Locations Trade Show
  - Coordinator:
    - Marketing Committee
    - Executive Office
    - Locations Trade Show Producer
  - Evaluation Measures:
    - Attendance at Locations Trade Show 2004
    - Exit/Exhibitor Surveys

**STRATEGY - INCREASE AFCI BRAND AWARENESS**

- **Objective 1 – Develop a communications plan**
  - Process:
    - Perform a communications audit
      - Identify key audiences, including global and emerging markets
      - Identify key marketing messages
      - Identify delivery methods
    - Evaluate need for public relations services
    - Implement plan
  - Coordinator:
    - Marketing Committee
    - Executive Office
  - Evaluation Measures:
    - Film Industry surveys

# Admin/Fin Objectives for 2004

## STRATEGY – REFINE AFCI OPERATIONAL POLICIES AND COMMUNICATE THOSE POLICIES TO MEMBERS AND PARTNERS

- **Objective 1 - Investigate and develop AFCI policies on strategic planning; fees and charges; Board, Committee, Advisory Board, and Executive Office operations; event planning and delivery; publishing; and list management.**
  - Process:
    - Research sample policies for non-profits or similar agencies.
    - Draft Policies
    - Review/Approval of Policies by Committees/Board of Directors
  - Coordinator:
    - AdminFin Committee
    - Legal Counsel
    - Executive Office
  - Evaluation Measures:
    - AFCI Member comments on Policies
  
- **Objective 2 - Publish policy statements in Documents Library of AFCI Website.**
  - Process:
    - Scan/Convert Policy Documents to PDF
    - Upload to AFCI Website
  - Coordinator:
    - Contract Web developer
    - Executive Office
  - Evaluation Measures:
    - Downloads of Policy documents

## STRATEGY – PROMOTE AND ENFORCE AFCI MEMBERSHIP STANDARDS

- **Objective 1 – Revise and confirm Membership criteria and establish rules and processes for enforcement.**
  - **Process:**
    - Establish a subcommittee within AdminFin (Janice, Sara, Pat, Catherine, Martin) to handle membership issues; the subcommittee would set criteria for membership, validate membership, and enforce standards and handle complaints
    - Beef up the application process to require demonstration of how and where the AFCI member office candidate will provide required core services
    - Annual membership renewal process that requires demonstration of office services being offered
  - **Coordinator:**
    - AdminFin Committee
    - Executive Office
    - Legal Counsel
  - **Evaluation Measures:**

- **Objective 2 - In conjunction with Education Committee, develop educational standards for AFCI members and enforcement mechanism for those standards**
  - **Process:**
    - Subcommittee (Pat, Sara, Martin, Janice, plus member reps) to evaluate existing AFCI Member educational status and needs
    - Create certification program based on Film Fundamentals and Cineposium for new members; testing
    - Create education requirement for on-going members to be satisfied through advanced curriculum offered at Cineposium and other venues; testing
    - Request by-law change placing scope of curriculum requirements in policies and procedures
    - Manage educational status of all AFCI members
  - **Coordinator:**
    - AdminFin Committee
    - Education Committee
    - Executive Office
    - Legal Counsel
  - **Evaluation Measures:**
    - Number of AFCI members that satisfy Curriculum standards
    - Evaluations of education product users

#### **STRATEGY – EVALUATE AFCI’S MEMBERSHIP STRUCTURE**

- **Objective 1 - Evaluate AFCI Membership needs in film commission service markets around the world.**
  - **Process:**
    - Determine AFCI member service needs, considering regional and cultural differences
    - Evaluate potential networks in core regions
    - Establish process for interfacing with networks
    - Evaluate budget requirements for network support
  - **Coordinator:**
    - AdminFin Committee
    - Executive Office
    - Legal Counsel
  - **Evaluation Measures:**
    - Number of AFCI member networks
- **Objective 2 – Reevaluate AFCI membership services and membership structure and evaluate possible affiliate memberships**
  - **Process:**
    - Evaluate AFCI potential member benefits relative to possible affiliates.
    - Evaluate affiliate membership possibilities, including surveying industry groups for interest

#### **STRATEGY – STABILIZE INCOME STREAMS**

- **Objective 1 - Reevaluate AFCI Member Dues structure and develop dues fee schedule that matches increasing AFCI operational costs.**

- **Process:**
    - Evaluate dues structure for affiliate members
    - Determine basic average AFCI service costs per member
    - Identify increased member services and benefits for which a dues increase would pay
    - Propose dues structure to membership for discussion
    - If appropriate, vote on dues increase
  - **Coordinator:**
    - AdminFin Committee
    - Executive Office
    - Legal Counsel
  - **Evaluation Measures:**
    - Member Vote on dues
    - Number of AFCI members
- **Objective 2 - Reevaluate existing AFCI fees for consistency with standard market rate for those services.**
    - **Process:**
      - Evaluate and compare expenses and income for trade show, advertising and other services costs to other non-profits, for profit organizations
      - Create proposed fee structure and evaluate against future budget
    - **Coordinator:**
      - AdminFin Committee
      - Executive Office
      - Locations Trade Show Producer
      - Locations Magazine Publisher
    - **Evaluation Measures:**
      - Overall AFCI service product sales
      - Member evaluations

**STRATEGY – EVALUATE STRUCTURE, ROLE AND ORGANIZATION OF EXECUTIVE OFFICE**