



# NH SCOT<sup>®</sup>

## 2021-2024 STRATEGIC PLAN



## OVERVIEW

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This strategic plan was developed in late 2020 and early 2021 by the Board of Governors and Executive Director with the intent of creating a three-year strategic roadmap for NHSCOT. The collective, highly-engaged process leading to the development of this plan considers internal and external challenges and opportunities, operational objectives, strategic outcomes, and an aspirational vision of the Board and staff. The final version of the plan was approved by the board on March 24, 2021.



## MISSION STATEMENT

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NHSCOT is a nonprofit organization whose purpose is to promote and preserve Scottish culture for future generations.



## VISION STATEMENT

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To be the gateway to all things Scottish.

## VALUES STATEMENT

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NHSCOT embraces the Scottish values of stewardship, education and hard work to build community and celebrate our culture.



## UNIQUE MISSION ADVANTAGE

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NHSCOT delivers broad reaching year-round gatherings across generations of families and friends, in celebration of a shared sense of traditional and contemporary Scottish culture: music, arts, language, food and drink, and so much more!





## FOUNDATIONAL ELEMENTS OF OUR IMPACT

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The following operational principles – consistent with our mission, vision, and desired impact—are used to inform, drive, and evaluate the development and achievement of our operations:

- We seek to create and nurture an organization that’s impactful, consistent, effective, positive, and passionate about our mission and vision.
- Our operating culture is based on responsibility and ownership for following through on our promises and commitments, transparency and honest communications, and innovative design and execution of our programs and events.
- Our goals and initiatives are designed using SMART strategic objectives to benchmark progress and be able to make course corrections when needed. In this way, we are committed to being specific with what we wish to accomplish, commit ourselves to measurable outcomes and impacts, engage in achieving our goals within our organization’s capacity, and ensure realistic and relevant initiatives that are aligned with our mission.

## STRATEGY IN ACTION

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Strategic planning allows NHSCOT to maintain a proactive posture, recalibrate its sense of direction, increase operational efficiencies, enhance market share and profitability amongst the increasingly competitive nonprofit sector, and strengthen the durability of its business model.

The NHSCOT Board of Governors, its leadership and its staff embarked upon this strategic planning process for multiple reasons, including to avail itself of the opportunity to look forward and reassess its longer-range goals due to the challenges and opportunities posed by the pandemic. Strategic planning is a critical component of the Board's fundamental fiduciary and governance responsibilities.

Beginning with a transparent discussion that assessed its current and future environment, including a deep look at its strengths, weaknesses, opportunities, and threats, NHSCOT launched into a goal-setting process built upon three broad and far-reaching strategic goals, as noted below. The drivers of the goal-setting process were to remain mission-driven, increase organizational relevancy and competitiveness, and enhance its financial health while better serving the needs and wishes of its constituents.







## NHSCOT

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NHSCOT works to foster interest in all aspects of Scottish culture while promoting an understanding of our heritage by providing inspiring experiences that explore the past, illuminate the present and imagine the future.

NHSCOT's mission is to preserve and promote Scottish culture for future generations. The vision is to be the gateway to all things Scottish as we embrace the values of stewardship, education and hard work to build a community and celebrate Scottish heritage.

Founded in 1976, NHSCOT is recognized today for its excellence and leadership in the Scottish world and partners with VisitScotland, the Eastern United Pipe Band Association, the Federation of United States Teachers and Adjudicator of Highland Dance, Collette Travel, the Association for Scottish Games & Festivals, NYC Tartan Week, Scots of New England as well as the Secretaries for Scottish Affairs of the British Embassy, as examples.

With the assistance of over 300 volunteers, NHSCOT offers dozens of programs annually that focus on several Scottish culture and history such as music, dance, history, athletics, film, food, art, language and more. Our three best-known programs are the NH Highland Games & Festival; Halfway to the Games, a spring Gaelic music fest; and Hogmanay, a family New Year's celebration. These events attract over 37,000 visitors to New Hampshire and generate more than \$10 million for the state's economy. Additionally, NHSCOT has an annual Heritage Seminar series, a teaching pipe band, a youth piping and drumming after school program, Scottish Bound, an internationally attended virtual book club and the NHSCOT Fund which awards scholarships & grants quarterly.

The NHSCOT Board of Governors sets goals and priorities to keep NHSCOT mission driven, relevant and financially healthy now and for the future.

## MOVING FORWARD

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The annual, year-round programming that NHSCOT offers provides culturally rich, mission driven, fun and often hands-on experiences to the large Scottish, as well as non-Scottish, populations of New Hampshire, New England – and beyond.

The pandemic has empowered NHSCOT to embrace virtual programming. Virtual programming has been a dynamic tool enabling NHSCOT to reach broader and more diverse audiences. It will continue as an important part of the programming long after the pandemic ends.

As you explore the 2021-2024 Strategic Plan, you'll clearly see a forward-leaning organization at work to provide high-quality, mission-driven programs, activities, and events, while driving toward becoming the gateway to all things Scottish. NHSCOT is dedicated to preserving and promoting Scottish culture for future generations and commits itself to building a vibrant and sustainable future through this strategic plan.





## DEVELOPING THE PLAN

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NHSCOT believes in a strong and resilient governance model. As such, it maintains a commitment to operating under a dynamic strategic plan. Toward this end, the 2021-24 Strategic Plan was developed in partnership with organizational staff and the entire NHSCOT Board of Governors in late 2020 and early 2021.

This plan represents more than 60 hours of dialogue, debate, research, data collection, surveying, and decision-making amongst key organizational stakeholders and leaders. NHSCOT's 2021-2024 Strategic Plan was approved by its full board of governors at its March 24, 2021 meeting, will be overseen by the full board under the auspices of the governance committee, and will be operationalized under the leadership of the Executive Director. Quarterly, the Board of Governors will review the plan, analyze and measure the outcomes to ensure the completion of the goals and initiatives.

The plan's structure is straight forward, having established three goals that each provide strategic direction for the organization (see below). Each goal contains a more detailed **goal statement** and a set of **initiatives**, serving as the main areas of emphasis guiding operations. These initiatives were created using a SMART (specific, measurable, attainable, relevant/realistic, and time-bound) strategic model. The tactical matrix, not shown in this document, serves as the daily operational plan carried out by staff and committees.



# STRATEGIC GOALS & INITIATIVES

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## 1. GOAL: EXPAND OUR PHILANTHROPIC PROGRAM

**GOAL STATEMENT:** Over the next three years, execute a comprehensive philanthropy program that will begin to generate dependable, reliable, and consistent revenue from donors, strategic alliances, and/or members, hitting the goals set forth in the Initiatives.

**Initiative 1:** Diversify our membership program by creating new audiences focusing on clans and games attendees with varied audience messages/treatments that speak to the motivating factors behind their relationship with NHSCOT; implemented in the fall of 2021.

**Initiative 2:** Develop and establish a planned giving and major gifts program by December 2021 with a reportable database operational thereafter in 2022.

**Initiative 3:** Build a region-wide corporate sponsorship program, linked to our year-round programs and events that will yield 10% growth annually.

**Initiative 4:** By Q2 2021, ramp up a foundation grant program that yields an average of three proposal submissions per year starting in January 2022.





## 2. GOAL: GROW OUR YEAR-ROUND PROGRAMMING

**GOAL STATEMENT:** Over the next three years, continue to develop, implement, expand, and bring focus to, our programming. Provide year-round activities that interest and engage people, providing greater membership opportunities and diverse income streams.

**Initiative 1:** Focus on three annual marquee events (NH Highland Games, Beltane, and Hogmanay) as anchor events as major drivers to increase membership and income streams by 10% by December 2023.

**Initiative 2:** Diversify other year-round program offerings, expanding beyond our current menu of activities, that increases our membership each year by 5% over our current baseline and expands our revenue streams, over the next three years.

**Initiative 3:** Develop and establish programming that speaks to and attracts more young families with children, allowing us to create the next generation of NHSCOT members and friends, by the end of 2022.

**Initiative 4:** Bring programming opportunities into alignment with our membership program and better explain the benefits of NHSCOT's membership by December 2023.

**Initiative 5:** By 2022, develop and implement a new marketing strategy that shares the story of NHSCOT's year-round programming menu, thereby expanding our reputation beyond the Highland Games.



### 3. GOAL: EVALUATE AND ENHANCE OUR BRAND

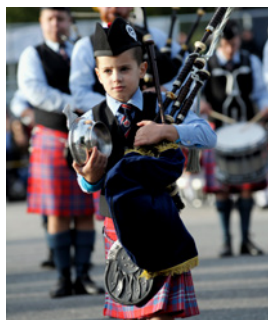
**GOAL STATEMENT:** Beginning immediately, create and execute a comprehensive brand evaluation process and design and implement a brand enhancement campaign that achieves both broad-based and focused connection to NHSCOT's brand using diverse marketing pathways and assets to better connect with stakeholders, strengthen relationships, and enhance the organization's public image. *Above all, ensure that NHSCOT is associated, aligned, and linked to everything we do, produce, and stand for.*

**Initiative 1:** Develop and implement a broad-range branding evaluation process that includes how our current NHSCOT brand is received, thought of, interpreted, and acted upon, capturing information from internal and external stakeholders that will benefit the organization's new branding plan. Report on outcomes by the end of 2023.

**Initiative 2:** Incorporating findings from the evaluation process, larger trends, and market opportunities, create a branding and marketing plan that will be launched by the end of 2024. Ensure that it incorporates traditional and innovative marketing elements, is aligned with our corporate narrative, connects our programs and events, and positively impacts our philanthropy and membership programs.

**Initiative 3:** Develop a process and system for memorializing the brand evaluation process and data baselines for future actions and work toward including these data in the organization's operational and strategic decisions.

**Initiative 4:** Throughout the implementation of the strategic plan, ensure that existing and new organizational resources and assets are kept in sharp alignment with all the other elements of NHSCOT.





# GOAL AND INITIATIVE PRIORITIZATION

## 2021-2024 NHSCOT OPERATIONAL STRATEGIC PLAN - GANTT CHART OF STRATEGIC PRIORITIES

Based on average rankings of all 12 initiatives. Rankings were scored as 1 to 12; 1 being higher priority and 12 being lower priority. Average rankings of 1-4 start in year 1; 4.1-8 start in year 2; and 8.1+ start in year 3.

Goal: Expand Our Philanthropic Program			
<b>Initiative 1.1:</b> Diversify our membership program by creating new audiences focusing on clans and games attendees with varied audience messages/treatments that speak to the motivating factors behind their relationship with NHSCOT; implemented in the fall of 2021.			
<b>Initiative 1.2:</b> Develop and establish a planned giving and major gifts program by December 2021 with a reportable database operational thereafter in 2022.			
<b>Initiative 1.3:</b> Build a region-wide corporate sponsorship program, linked to our year-round programs and events that will yield 10% growth annually.			
<b>Initiative 1.4:</b> By Q2 2021, ramp up a foundation grant program that yields an average of three proposal submissions per year starting in January 2022.			
Goal: Grow Our Year-Round Programming			
<b>Initiative 2.1:</b> Focus on three annual marquee events (NH Highland Games, Beltane, and Hogmanay) as anchor events as major drivers to increase membership and income streams by 10% by December 2023.			
<b>Initiative 2.2:</b> Diversify other year-round program offerings, expanding beyond our current menu of activities, that increases our membership each year by 5% over our current baseline and expands our revenue streams, over the next three years.			
<b>Initiative 2.3:</b> Develop and establish programming that speaks to and attracts more young families with children, allowing us to create the next generation of NHSCOT members and friends, by the end of 2022.			
<b>Initiative 2.4:</b> Bring programming opportunities into alignment with our membership program and better explain the benefits of NHSCOT's membership by December 2023.			
<b>Initiative 2.5:</b> By 2022, develop and implement a new marketing strategy that shares the story of NHSCOT's year-round programming menu, thereby expanding our reputation beyond the Highland Games.			
Goal: Evaluate and Enhance our Brand			
<b>Initiative 3.1:</b> Develop and implement a broad-range branding evaluation process that includes how our current NHSCOT brand is received, thought of, interpreted, and acted upon, capturing information from internal and external stakeholders that will benefit the organization's new branding plan. Report on outcomes by the end of 2023.			
<b>Initiative 3.2:</b> Incorporating findings from the evaluation process, larger trends, and market opportunities, create a branding and marketing plan that will be launched by the end of 2024. Ensure that it incorporates traditional and innovative marketing elements, is aligned with our corporate narrative, connects our programs and events, and positively impacts our philanthropy and membership programs.			
<b>Initiative 3.3:</b> Develop a process and system for memorializing the brand evaluation process and data baselines for future actions and work toward including these data in the organization's operational and strategic decisions.			
TIMELINE	Year 1: June 1, 2021–May 1, 2022	Year 2: June 1, 2022–May 30, 2023	Year 3: June 1, 2023–May 30, 2024