

Proposal
Strategic Planning and
Change Management
2022-2025

for
Afropop Worldwide



Prepared
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INTRODUCTION AND FOCUS OF CONSULTANCY

The focus of this consultancy by **global posse productions, inc.**, is to ensure that Afropop, identify areas of need to strengthen the capacity of the organization. Through this consultancy with Afropop, programs, management, governance, resources and systems will be reviewed. Through re-articulating mission and vision as well as identifying the most important issues for the organization to address, we hope to ensure sustainability and self-determination through reviewing and strengthening internal revenue streams so that daily operating expenses are achievable from grants, music showcases, gifts, presentations and programming of Afropop.

By creating a strategic plan and applying **stage-based lifecycle diagnostic approach and theory** developed by Susan Kenny Stevens (2002, 2008) with a special focus on **Founder's Lifecycle**¹, this objective is achievable, through an twelve-month process from **April, 2022 to April, 2023** whose steps includes:

STARTING POINT FOR STRATEGIC PLANNING: PLANNING TO PLAN

- 1. How will the board and key staff be oriented to the process?***
- 2. Is there organizational readiness for strategic planning?***
- 3. How much commitment is there to the process?***
- 4. What do you expect to accomplish?***
- 5. How long will it take?***
- 6. Who, beyond board and staff, should be involved?***
- 7. What do you do with managers and other key individuals who are not part of the formal strategic planning committee?***
- 8. How will we encourage boldness, risk-taking and creativity on the part of planning participants?***
- 9. Where should the planning be done?***
- 10. Should a consultant be used for all or part of the process?***

¹ NONPROFIT LIFECYCLES: Stage-based Wisdom for Nonprofit Capacity. This model was used in the planning process of this business plan. The lifecycle approach to non-profit capacity into a set of discrete stages, defined by the competencies and performance measurements associated with each stage.

INFORMATION GATHERING AND WORK PLAN, literature and media review of any previous business plan, assessments and funding and capitol campaign strategies to identify Afropop organizational lifecycle placement and identification of critical issues facing the organization through weekly meetings and interviews with the Leadership Team as well as their constituents.

Purpose of step: To identify and assess changes and trends in the world around the organization likely to have a significant impact on it over the next 5-10 years like the 2020 Covid 19 global pandemic and social unrest following the death of George Floyd. We look at political, economic, cultural, technological, social, lifestyle, demographic, competitive, and philanthropic trends related to Afropop. We then determine which changes are opportunities for Afropop (for example, opportunities to grow) and which could be threats to us in some way (trends that can keep Afropop from being successful). Finally we identify implications for selected changes and trends -- ways the organization might respond to the opportunities and threats we identify.

ASSESSMENT OF DATA COLLECTION for internal, external needs, through focus groups, cultural scans, market research, surveys to identify trends

Purpose of step: To identify and assess changes in the needs and perceptions of the organization's markets and constituencies. For Afropop, these include clients (record labels, bookers, agents, artists, and consumers of its philanthropic services (podcasts and episodes), worldwide and African and Africa Diaspora consumers, funders, donors, and volunteers, paid staff, board members, collaborators, and any competitors. The assessment attempts to answer the following questions:

- 1. Who are the organization's key markets and constituents?***
- 2. What are the needs, perceptions, and service expectations of each market?***
- 3. What are the emerging market trends?***
- 4. What are the implications for the organization -- how should the organization respond to these changes and trends in its markets?***

CRITICAL STRATEGIC ISSUES AND CHOICES FACING AFROPOP

Purpose of step: To identify critical strategic issues facing the organization. Critical issues are fundamental policy or program concerns that define the most important

situations and choices an organization faces now and in the future. Critical issues can reflect long-standing problems in the organization, the community served or recent events that are anticipated to have a significant impact on the organization and/or community served. Critical issues can also reflect major shifts in thinking that challenge "business as usual". The selection of issues is important because it determines the range of decisions the organization's leaders will consider in the future. In some instances, like yours, an organization is already aware of the critical issues that the strategic planning process must help it address. In most situations, the Leadership Team planning process participants discern critical strategic issues as they work on the external, market and internal assessments. In developing the actual wording of the critical issue statements, it's helpful to reflect on the following:

The external changes and trends having the greatest positive and/or negative impact on the organization . . . Major changes and trends in the needs, perceptions and service expectations of our markets and constituencies . . . Internal strengths and weaknesses of the organization that will seem to have an impact on future success Afropop.

DEVELOPMENT OF A STRATEGIC VISION STATEMENT FOR AFROPOP

Purpose of step: To develop a strategic vision statement. The vision statement describes what we want the organization to look like in ideal terms in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting. Through the vision statement, the organization attempts to respond to the challenges and issues expressed in the form of critical issues. (PLEASE NOTE: Although the words "mission" and "vision" is used interchangeably, they are distinct in an important way: Mission describes "general purpose"; Vision describes "future direction".

MISSION STATEMENT REVIEW/REVISION FOR AFROPOP

Purpose of step: To develop an organizational mission statement. The mission statement is a broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it (our ultimate end). If a mission statement already exists, the focus of this step is on reviewing it in light of the emerging vision statement and if necessary revising the language. Here are some questions that can aid in the review of an already-existing mission statement:

Questions for a Critical Review of an Existing Mission

1. Is the mission statement clear and on target in today's operating environment?

- 2. Do you have any specific questions or concerns with respect to the mission statement?**
- 3. Does the mission statement duplicate the mission of any other organization? If so, what should we do about it?**
- 4. Considering the answers to these questions, how, if at all, should the mission statement be changed?**

DEVELOPMENT OF TWO OR THREE BROAD DOABLE GOALS

Purpose of step: The process will culminate in a strategic plan for Afropop to strengthen their capacity through focusing on three possible viable goals to address:

- 1. Doable Goal #1:**
Projected partnerships and viability for revenue streams from archive/ artists that includes educational and community/social activism projects to promote Africa and Diaspora music and culture.
- 2. Doable Goal #2:**
Marketing, Finances, Public Relations, upgrading budget and granting, fundraising and gift/subscription platforms
- 3. Doable Goal #3:**
Succession, Governance, Board Development, Organizational Management

FORMULATION OF STRATEGIES FOR EACH GOAL

Purpose of step: To develop strategic goal statements consistent with the vision statement. Strategic goals are broad statements of what the organization hopes to achieve in the next 1-3 years. Goals focus on outcomes or results and are qualitative in nature. To develop strategies for each goal. Strategies are statements of major approach or method for attaining goals and resolving specific issues. Ideas for strategy emerge from the earlier internal, external and market assessments, -- especially the strengths and weaknesses identified in the internal assessment as well as the implications statements developed as part of the market and external assessments. A strategy is judged potentially effective if it does one or more of the following:

- 1 Exploits environmental opportunities**
- 2. Defends against environmental threats**
- 3. Leverages organizational competencies**
- 4. Corrects organizational shortcomings**
- 5. Offers some basis for future competitive advantage**
- 6. Counteracts forces eroding current competitive position**

ANNUAL OBJECTIVES

Purpose of step: To develop annual objectives consistent with the goals and strategies of the strategic plan. Objectives are specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame. Objectives include who will accomplish what by when and how. Strictly speaking annual objectives are not part of the Strategic Plan of an agency. Objectives are the core of the agency's Annual Operational Plan that is based on the strategic plan itself.

PREPARATION FOR OPERATIONAL PLANNING BASED ON THE STRATEGIC PLAN (DEVELOPING ANNUAL OBJECTIVES)

The process will culminate in a strategic plan for Afropop to strengthen our capacity through focusing on four annual objectives, budget and viable goals to address:

Programming: These topics could include granting and fundraising to reviewing pricing/ of all deliverables, ways to evaluate programming at year end appeal/Gala/Giving Tuesday and developing partnerships, strategic alliances for educational/community/ global based programming;

Marketing and Public Relations: These topics could include communication and technology and issues related to capacity of Afropop with new MAC hardware and applications for the entire leadership team and staff, to strengthen their visibility through rebranding, use of social media, and communicating with constituents;

Finances: These topics could include financial management, internal financial structure of Afropop and relationship with show stations and outlets like PRX, funding development, including all matters pertaining to granting strategy, expenses, audit, payroll taxes, and budget expenses during fiscal year (beginning June of every year;

Governance:

These topics could include strengthening organizational leadership, which includes succession plan, board development, and clarity of internal management and staff retention and communication.

PROPOSED PLANNING OUTCOMES

- Board leadership and management staff will have a thorough understanding of the critical issues and choices facing Afropop through the year 2025.
- A strategic plan document including a mission statement, strategic vision statement, goals and strategies will be produced. The plan will give special attention to organizational structure that will best support the overall strategic plan. The document will also include a blueprint for strategic alliance building in support of the overall strategic plan.
- An Evaluation Framework consisting of critical success factors for each goal statement and performance measures for strategies selected for first year operational planning will be developed.

- The organization's mission and strategic vision will have a day-to-day relevance on management and governance.
- There will be enthusiasm and support for the strategic plan at all levels of the organization.

PROPOSED PLANNING CALENDAR

A proposed timetable outlines the specific steps of the planning process. Also included is a reference to the person and/or group responsible for each step. Afropop Strategic Planning Committee (Board) will determine the actual planning calendar.

Afropop Work Draft Plan Outline

<i>Components of Work Plan</i>	<i>Information Needed to Complete Components</i>	<i>Responsibility</i>	<i>Deliverables Timeline/Schedule</i>
1. Assessment	Document review of internal and external organizational assessments Document review of website and brochures, exp. regarding history and leadership information	MWS to read and develop understanding of Afropop)	April 15, 2022
2. Mission and Leadership	Interviews with Sean, Banning, Staff, President, Board Chair Website brochures	MWS	June 15, 2022
3. Vision and Programming	Interview with Sean, Banning, President and Board Chair	MWS	July 15, 2022
4. Outreach to Community	Survey of key members of staff), constituents, local businesses and funders.	MWS to design instruments	September 15, 2022
5. Identification of 2-4 Broad Goals: Program, Outreach, Financial, Leadership	Interview with Sean, Banning, President, Board Chair, and Financial Officer Gathering of all draft information and formatting	MWS	November 15, 2022 January 31, 2023
6. Draft Work Plan			March 15, 2023
7. Final Plan			April 15.2023