



Norwegian Fjord Horse Registry (NFHR)

STRATEGIC PLAN

January 2009

OVERVIEW

This document signals the Board of Director's desire to create and define a clear strategic direction for the NFHR. It is the committee's and the Board of Directors' consensus regarding what will constitute NFHR's future success. It answers the following two strategic questions:

1. Where is the NFHR going? *NFHR's future direction*
2. Why is it going there? *NFHR's reason for existence and core purpose*

Once we decide the where and why then we will address the How we are getting there?

PLANNING HORIZONS

There are four planning horizons that are used by successful organizations today.

- 10 to 30-year Planning Vision
- 5 to 10-year Critical Assumptions
- 3 to 5-year Strategic Planning
- 1 to 2-year Annual Operational Plan

These horizons significantly differ in strategic focus and the length of planning time. Organizations that successfully employ the four planning horizons understand the difference between what should never change and what should be open to change. They are aware of the difference between what is genuinely sacred to the organization and what is not. This rare ability to manage continuity and change is facilitated by the development and use of the four planning horizons.

STRATEGIC FOCUS

Organizational strategic focus or intent is very important. One of the challenges facing NFHR is the fact that there is more to be done for members and breed than it has resources to accomplish. The temptation to do everything can often lead a not-for-profit organization to try to be "all things to all people." The result of this approach is not doing anything particularly well. If everything is important, nothing is important. Planning strategically is counter to the all-things syndrome. It is about identifying a limited number of key strategic activities that the NFHR must undertake to move successfully into the future. Implementing the new strategic direction will bring focus to NFHR's future activities.

STRATEGIC APPROACH

The NFHR provides a wide range of programs and services to the breed and members. The approach in defining the new strategic direction was not to identify what the NFHR is doing today, but to determine what must be done in the future to be successful. This strategic direction is not about business as usual — *it is about change!*

This approach separates the strategic direction and 5-year strategic plan from the annual operational plan. As the Board of Directors oversees the development of the annual operational plan, the strategic direction is a constant reminder of what must be changed to steer towards the envisioned future.

UPDATING THE 5-YEAR STRATEGIC PLAN

The NFHR's 3 to 5-year planning horizon will be developed and published in a separate document.

DEVELOPMENT OF THE STRATEGIC DIRECTION

The objective of the strategic committee is to create a credible and relevant strategic direction in the form of a user-friendly document, to assist leadership in making sound decisions in order to sustain NFHR's success.

We wish to thank NFHR volunteers, Board of Directors, and staff who offered their valuable time and hard work to participate in the successful development of this strategic direction. It is the responsibility of NFHR's entire team to give the new direction meaning and life.

5 TO 10-YEAR CRITICAL ASSUMPTIONS

EXTERNAL ASSUMPTIONS

The following are the NFHR's 10-year assumptions concerning the key external trends, challenges, or issues that will affect the Fjord Horse breed and the NFHR in the future. They may represent future opportunities or threats.

Financial Issues

- Financial issues can be major challenges for many people involved with horses. The cost of owning and keeping horses is rising rapidly.
- The cost of participation and showing also continues to rise.
- Economic factors may make all equestrian activities, especially on a competitive level, less accessible to people with limited income.
- There will be increased competition for sponsors' dollars.

Roles and Regulations

- There is a lack of clear understanding of the NFHR's role versus the Fjord Horse Foundation's, and the regional Fjord Horse organizations' role in serving the Norwegian Fjord Horse breed community
- There is some lack of a clear understanding of NFHR's role in serving the Norwegian Fjord Horse breed community.
- The NFHR is constantly being asked to take on additional responsibilities to support the breed

Image & Recognition

- The general public has a lack of knowledge of horses and the Norwegian Fjord Horse.
- Other equine and equestrian organizations are beginning to recognize the Norwegian Fjord Horse for its potential and abilities.
- The NFHR lacks consistent promotional activities.

MEGA ISSUES

Mega issues are overriding issues of strategic importance that cut across multiple outcome areas. They concern key issues that the NFHR must address, illuminating choices it must make and challenges that need to be overcome to better: serve its members; fulfill its purpose, cause or mission; and successfully move into the future. The strategic committee developed the following mega issues.

Strategic

- What is NFHR's role or niche in the future? Why will it exist in the future? What is its mission? Who will it serve?
- How can NFHR satisfy the varied needs of the member and the Norwegian Fjord Horse community?
- How much emphasis and resources should be devoted to meeting the needs of the member and the Norwegian Fjord Horse community?
- How can NFHR better integrate members of local Fjord Horse organizations into the national organization so that they feel supported by NFHR and, in turn, support the national organization?
- What is NFHR's changing role and how does it fit synergistically with the Fjord Horse Foundation?

Financial

- What does NFHR need to do to generate a steady source of additional income outside of dues increases? How can NFHR deal with competition from other groups or associations for equine related dollars?
- What will NFHR need to do to provide consistent support for NFHR's Education and Promotional activities so that these programs can be expanded and improved?
- How can, or should, NFHR support the fundraising efforts of the Fjord Horse Foundation?
- How can NFHR find ways to afford a dedicated national office?

Registration

- How can the NFHR improve its registration and membership data collection, reporting and storage capabilities?
- How can NFHR improve and verify the registration process?
- How can the NFHR encourage all Fjord Horse owners to register their Fjord Horses?

NFHR Culture

- How can NFHR create a culture that is more inclusive and less exclusive?
- How can NFHR improve the communication with its members, the Fjord Horse community, the equine community and the general public?

Key Stakeholders and Strategic Partners

- How can NFHR improve its strategic relationship with other equine organizations to benefit Norwegian Fjord Horse breed?
- What does NFHR need to do to develop a successful and ongoing relationship with the Fjord Horse clubs? Why should they work with us, and how do they benefit from that relationship?

Membership Value, Relevancy and Indispensability

- How can NFHR increase its membership base and member participation?
- In what way can the organization best define, fund, communicate and nurture the diverse membership segments and members who fit and support its mission in many different ways?
- What kind of programs and services does NFHR need to provide to its members so that

they value their NFHR membership?

- How can NFHR become of value to people interested in the Norwegian Fjord Horse?
- How can NFHR improve the overall quality of the Norwegian Fjord Horse?
- What programs can the NFHR develop that are unique to NFHR and do not compete with local Fjord Horse clubs?

Image, Reputation and Brand

- How can NFHR better position itself as the voice of the Norwegian Fjord Horse community?
- How can NFHR increase its image at the grassroots level? What do people think of the NFHR, and who knows we exist?
- Should we consider a name change to NFHR?
- Should the NFHR find a dedicated national office?

Infrastructure

- What kind of governance structure and process will NFHR need to achieve its goals and sustain its success in the future? What kind of leadership succession planning program should be developed for future Board members?
- How can NFHR develop better events to showcase the Norwegian Fjord Horse?
- How will the NFHR need to grow its staff infrastructure in the future to increase its capacity to meet members' increased expectations and demands?
- Can the NFHR reduce the bureaucracy of committees and retain the desired level of member "ownership" and input?

LONG RANGE STRATEGIC PLANNING HORIZON

(10 TO 30 - YEAR ENVISIONED FUTURE)

NFHR is developing a 10 to 30-year planning horizon, which consists of a core ideology and 10 to 30-year envisioned future.

Core ideology clarifies what must be preserved in an environment of rapid and unpredictable change and consists of NFHR's core values and core purpose.

The *core purpose* describes NFHR's very reason for being or existing — why NFHR will or should exist for a long, long time (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to NFHR and its efforts over a long period of time?

The Norwegian Fjord Horse Registry is dedicated to registration and promotion of the Fjord Horse, along with education and recognition of achievement of the Fjord Horse community.

Core values are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to NFHR and its members.

Core values are so fundamental that they seldom change — *if at all*. They define the behavior

required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that NFHR would preserve the core values even if it were admonished for having these values.

Excellent service to members
Quality education
Honesty, integrity and accountability
Open communication
Welfare of the horse
Harmonious relationship between horse and rider
Respect for all members

ENVISIONED FUTURE GOAL

The *10 to 30-year envisioned future* consists of a single, 10-plus-year, *goal* and a vivid description.

The *envisioned future* is a huge challenge, and its achievement will require NFHR to move outside of its comfort zone. The goal can be accomplished and has a clear finish line but will require great effort and luck. The goal will stimulate membership activity, commitment, and participation beyond NFHR's present leadership. The *envisioned future* is very clear and compelling to members and does not require explanation. It sets the direction for a succession of future 3 to 5-year strategic plans.

NFHR will be the MUST-JOIN organization for all Fjord Horse owners and enthusiasts.

A vivid description shows what the world would be like if the NFHR should complete its envisioned future goal.

When NFHR completes its *envisioned future* goal, the Norwegian Fjord Horse and the NFHR will be:

Widely known as the voice of the Fjord Horse community in the USA with no confusion about its role and responsibilities in its relationship to other equine organizations;
Taking advantage of its office location to promote the Fjord Horse and the NFHR to the public;
Involved in a number of beneficial relationships, partnerships and coalitions that advance the Fjord Horse breed;
Financially strong and able;
Enjoying a significantly increased membership;
Providing a number of new, consistent, quality educational programs;
Meeting the varied needs of adults, youth, professionals, breeders, officials, high performance competitors, and non-riding/driving Fjord Horse enthusiasts;
Recognized for a culture that is more inclusive and less exclusive.

3 TO 5 - YEAR PLANNING HORIZON

The NFHR's 3 to 5-year strategic plan will be developed and included in a separate document.