



2011-2012

STRATEGIC BUSINESS PLAN



# Strategic Business Plan for Bike Florida & Share the Road

This document comprises a strategic plan for Bike Florida & Share the Road. It reviews its strengths, weaknesses, threats and opportunities; presents a series of fundamental statements relating to Bike Florida & Share the Road's vision, mission, values and objectives; and sets out Bike Florida & Share the Road's proposed strategies, goals and action programs.

## **STRENGTHS, WEAKNESSES, THREATS & OPPORTUNITIES**

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to Bike Florida & Share the Road now and in the foreseeable future:

<b>SPRING TOUR</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>•Experience</li> <li>•Name Recognition</li> <li>•Word of mouth</li> <li>•Unique timing</li> <li>•Variety of routes and cyclists</li> <li>•It's appeal to novice cyclists</li> <li>•Value</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>•Limited window to hit for the date</li> <li>•Ageing demographic</li> <li>•Few families participate</li> <li>•While it does offer a “cheap” Florida vacation, the economy has trimmed numbers.</li> <li>•The logistics make it a challenge when volunteers are limited.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>•Market Saturday/Sunday a cycling festival to expand demographic.</li> <li>•Eden tour demonstrated its appeal for nature-based tourism promotion.</li> <li>•Possibly simplify – fewer locations for example – to rein in logistics.</li> <li>•Promote the rider/volunteer role.</li> <li>•National media exposure could promote growth.</li> <li>•Ageing demographic</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>•A lot of fixed expenses that can make the difference between profit and loss.</li> <li>•Cuts in tourism dollars and state budgets.</li> </ul>

## ST. JOHNS RIVER-TO-SEA LOOP TOURS

### Strengths

- It's a unique experience.
- Great tie to eco/active tourism.
- This route could be considered a national cycling treasure.
- Fall/Winter tours appeal to the snowbound riders in colder climates.
- Local communities seem to be interested in seeing it succeed
- Smaller groups are easier to handle.
- Having a minimum number requirement limits potential loss.
- Good branding opportunity
- Potential to be as profitable, less labor intensive than the spring tour
- Comparably priced with other luxury bike tours
- Should grow in popularity as the trail network expands, improves
- Does not compete with existing tours.
- Same route each time, so less time spent planning routes, making new arrangements, etc.

### Opportunities

- If it can survive its early growing pains it could be a tour with a waiting list, which makes planning easier and the ride more lucrative.
- It could increase Florida's overall status as a cycling destination.
- The local economic impact can highlight the value of cycling to those who don't ride.
- Expand to niche market such as fitness, weight loss, birding.
- Opportunity to develop a premier luxury ride that would be our signature event
- Opportunity to join with host communities, especially St. Augustine, to promote, market the event.
- Opportunity to recruit riders for this tour from among riders of spring tour.
- Once established, we could begin to plan, implement other smaller, bed-and-breakfast type tours.

### Weaknesses

- St. Johns doesn't have immediate national name recognition or appeal, we have to build that.
- The high cost does limit our market.
- To build it will take time.
- Lack of infrastructure – bike rental companies, long-distance paved trails.
- Difficult to market, promote
- Multiple tours: Staffing/volunteer labor intensive
- Trail network may not be completed
- Difficult getting communities to cooperate in marketing, promotion
- A distraction from the ongoing work on putting on spring tour

### Threats

- If we build it successfully, it could draw competition from private tour groups that will have shouldered none of start-up expenses/risk
- Lack of promotional dollars.
- While setting a minimum number limits our financial losses, •cancelling tours because we don't reach the minimum carries its own negative baggage.
- Shrinking state budget.
- Staff fatigue
- Lack of volunteers
- Inadequate fiscal resources
- Inability to successfully market-promote the event

### SAFETY EDUCATION

#### Strengths

- Safety is a strong selling point
- Lives can be saved
- Knowledge can make cycling more enjoyable.

#### Weaknesses

- It's expensive
- Requires coordination and personnel.
- Cooperating agency already doing this well.

#### Opportunities

- The potential of saving lives is attractive.
- Tying this into youth cycling could connect it to fighting childhood obesity and promoting fitness

#### Threats

- By cutting back on safety emphasis, we risk making our organization less attractive

### SHARE THE ROAD

#### Strengths

- Fund raiser
- Gives cycling high visibility
- Allows cyclists who are also motorists to display their cycling identity
- A safety reminder to other motorists to watch out for bikes
- A reminder to business and industry of the importance and potential of the cycling market

#### Weaknesses

- Low percentage of cyclists participate.
- Cyclists don't understand what the extra money they pay for the tag goes to or its value

#### Opportunities

- Getting bike shops to help promote it.
- Getting cycling clubs to help promote it.
- Low percentage of participants means there are many to be gained.

#### Threats

- Proliferation of specialty tags
- In this economy people are looking for places to trim.
- If our demographic is Baby Boomers, many are heading to retirement, which means less income and households could cut back to a single vehicle.

## **PROGRAM REVIEW – POSSIBLE IDEAS FOR FUTURE IMPLEMENTATION**

### **New Ideas:**

- + Secret Santa Charity toy ride, 2-3 days in December
- + Target younger audience
- + Geo-cache
- + Reach out to other charities
- + International appeal/translate website
- + Elder Hostel/Camp Weed Tours (Chandler's source)
- + NBTDA 2014 bid to host
- + Design membership for Bike Florida (funding added to FBA membership)
- + Develop services offered on website
- + Develop photo book for tours (products for revenue stream)
- + Advertise to fill BOD positions

### **Spring Tour:**

- + Charity gift ride on Spring Tour
- + Designate purpose to Spring Tour
- + Partner with local United Way
- + Focus on Baby Boomers
- + Challenge of the Charities
- + Increase ridership
- + Marketing Efforts
- + Marketing special weekend ride to younger market
- + GPS Option
- + Geo-cache
- + Marketing to increase volunteers
- + Public service volunteer hour requirements
- + Eco-tourism/raise awareness for cycling
- + New State Park Director (re-develop partnership)
- + Decide dates for 2013
- + Focus some efforts on 2013 NOW

### **St. Johns River-to-Sea Loop Tours**

- + Possibly focus SJR2C Loop efforts on 2013
- + Define "Loop on Demand" options
- + Partner w/ Elder Hostel for "Loop on Demand"

## **Safety Education:**

- + Join forces with FBA for Education & Advocacy
  - o ID Goals & Efforts (set up meeting)
- + ID what Bike Florida used to do. What can we reinstate?
- + Develop BOD & Staff training & certification for FTBSEP
- + ID requirements for certifications
- + Decide how members of FBA can be members of Bike Florida

## **Share the Road:**

- + Define spending obligations for STR
- + Determine if we are meeting our own mission and how to do so

## **VISION**

- + To inspire a state where bicycling is considered a mainstream form of transportation and recreation.
- + To be recognized as the premier bicycle touring organization in the state of Florida.
- + To develop national and international partners to increase bicycling and bicycle tourism in the state of Florida.
- + To increase bicycle ridership and encourage bicycle tourism in Florida.
- + To promote and increase bicycle safety education on all levels.
- + To promote all aspects of bicycling including transportation, recreation, and health benefits.
- + To foster an understanding that the funding received from the Share the Road campaign supports and promotes the responsible use of the roadways by pedestrians, bicyclists, and motorists.

## **MISSION STATEMENT**

Our mission is to promote safe and responsible bicycling through support of the Share the Road campaign, education, public awareness, and bicycle touring. As an organization, Bike Florida is dedicated to making a positive economic impact in the regions and communities that support our tours and programs.

## **CORPORATE VALUES**

The corporate values governing Bike Florida & Share the Road's development will include the following:

- + Bike Florida strives to promote a higher quality of life through bicycling.
- + We are committed to working closely with the communities that host our tours and programs in order to provide a positive economic impact.
- + We are driven by our passion for bicycling with roots in a volunteer-based culture.
- + We see a deep value in and work closely with our partners to promote nature-based tourism.

## **BUSINESS OBJECTIVES**

Longer term business objectives of Bike Florida & Share the Road are summarized as:

- + Look at other non-profits or like partners.
- + Get bicycle education institutionalized at schools.
- + Implement surveys to conduct market research.
- + Develop more mini-tours, weekend and one day events.
- + Seek out broader geographic representation through local bike clubs.
- + Get innovative about seeking out atypical partners.
- + Seek out strategies for marketing other segments of cycling.
- + Research and identify dedicated revenue streams and/or other funding.
- + Create programs with financial return.

## **KEY STRATEGIES**

1. Mainstream cycling in Florida
2. Increase recognition as premier bicycle tour organization in Florida
3. Develop partnerships.
4. Encourage bicycle tourism
5. Promote bicycle safety education
6. Support benefits of bicycling
7. Increase understanding of the Share the Road Campaign

## **MAJOR GOALS**

The following key targets will be achieved by Bike Florida & Share the Road over the next year:

1. **Increase ridership.**
2. **Achieve financial stability.**
3. **Grow the organization.**
4. **Increase sales of the Share the Road license plate.**
5. **Increase partnership & interpretation between Bike Florida & FBA.**
6. **Identify & expand marketing efforts.**
7. **Explore & expand partnerships.**
8. **Establish regional representatives.**
9. **Promoting/increasing education & safety.**
10. **New product development.**

## **SKILL REQUIREMENTS**

- 
1. Increase ridership.
    - a. Public Speaking
    - b. Social Media
    - c. Photography
    - d. New Ideas
    - e. Florida Tourism
    - f. Finance
    - g. Marketing
  2. Achieve financial stability.
    - a. Finance
    - b. Fundraiser
    - c. Grant Writer
    - d. Marketing
    - e. Partnership Development
    - f. Creative Thinking
  3. Grow the organization.
    - a. Event Management
    - b. Creative Thinking
    - c. Partnership Development
    - d. Networking
    - e. Public Speaking
    - f. Marketing
    - g. Community Involvement
    - h. Connections
  4. Increase sales of the Share the Road license plate.
    - a. Marketing
    - b. Public Speaking
    - c. Connections
    - d. Social Media
    - e. Political Connections
  5. Increase partnership & interpretation between Bike Florida & FBA.
    - a. Communication
    - b. Management
    - c. People Person
  6. Identify & expand marketing efforts.
    - a. Marketing/Advertising
    - b. Social Media
    - c. Writing
    - d. Public Speaking
    - e. Communication
    - f. Grant/Fundraising
    - g. Researcher
  7. Explore & expand partnerships.
    - a. Networking
    - b. Connections
    - c. People Person
    - d. Writing
    - e. Creativity
  8. Establish regional representatives.
    - a. Connections
    - b. Social Media
    - c. Public Speaking
    - d. Management
    - e. Writing
  9. Promoting/increasing education & safety.
    - a. Public Speaking
    - b. Teaching
    - c. Political Connections
    - d. Communication
    - e. Social Media
    - f. Writing
  10. New product development.
    - a. Creativity
    - b. Research
    - c. Marketing
    - d. Mapping
    - e. Tech Savvy

## Needed Skill Development:

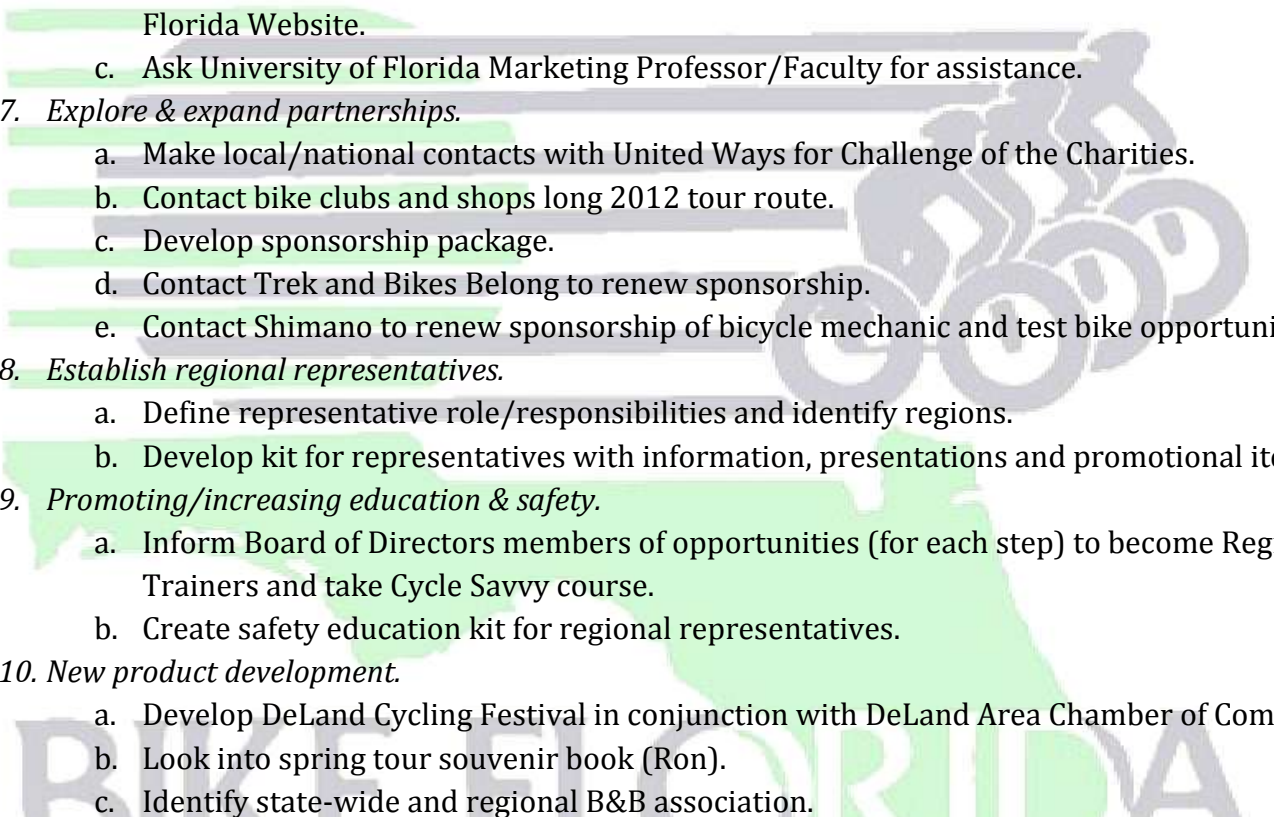
The following is a list of skills identified by the board that are needed to meet goals:

- Finance (Treasurer)
- Marketing/Promotion
- Florida Tourism Experience
- Fundraising/Grant Writing
- Research
- Tech Savvy

## 2011-2012 STRATEGIC ACTION PLAN

The following strategic action plan will be implemented in 2011-2012:

1. *Increase ridership.*
  - a. Enhance website by increasing photos of the future area tour will visit. Include mission statement, economic impact, and other benefits of Bike Florida on website.
  - b. Designate specific meeting for social media campaigns.
  - c. Recruit celebrity blogger to join Spring Tour.
2. *Achieve financial stability.*
  - a. Advertise to recruit Bike Florida Treasurer – Share the Road Newsletter, Bike Florida Website.
  - b. Identify an annual fundraiser.
  - c. Research Bike Florida online store opportunities.
3. *Grow the organization.*
  - a. Design membership options.
  - b. Recruit volunteer coordinator.
  - c. Develop incentives for attracting bike groups (i.e. free jerseys).
  - d. For 2012, offer multiple routes per day.
4. *Increase tag sales.*
  - a. Create Share the Road posters for bike shops.
    - i. Regional highlight: “Why I have a Share the Road License Plate” with a picture, statement, and city.
  - b. More actively promote Share the Road social media.
  - c. Add new section to the Share the Road Newsletter with photos and blurbs of “Why I have a Share the Road License Plate . . .”
  - d. More actively promote the Share the Road license plate at Pro Bike/Pro Walk.
  - e. Research Share the Road jerseys.
  - f. Locate database of DMV partnerships.
5. *Increase partnership & interpretation between Bike Florida & FBA.*
  - a. Set up a joint meeting between leading officials (staff & BOD presidents).

- 
- i. Discuss membership with FBA.
    - ii. Approach different types of cyclists.
  6. *Identify & expand marketing efforts.*
    - a. Identify new marketing strategies.
    - b. Advertise to recruit Bike Florida marketing expert – Share the Road Newsletter, Bike Florida Website.
    - c. Ask University of Florida Marketing Professor/Faculty for assistance.
  7. *Explore & expand partnerships.*
    - a. Make local/national contacts with United Ways for Challenge of the Charities.
    - b. Contact bike clubs and shops long 2012 tour route.
    - c. Develop sponsorship package.
    - d. Contact Trek and Bikes Belong to renew sponsorship.
    - e. Contact Shimano to renew sponsorship of bicycle mechanic and test bike opportunities.
  8. *Establish regional representatives.*
    - a. Define representative role/responsibilities and identify regions.
    - b. Develop kit for representatives with information, presentations and promotional items.
  9. *Promoting/increasing education & safety.*
    - a. Inform Board of Directors members of opportunities (for each step) to become Regional Trainers and take Cycle Savvy course.
    - b. Create safety education kit for regional representatives.
  10. *New product development.*
    - a. Develop DeLand Cycling Festival in conjunction with DeLand Area Chamber of Commerce.
    - b. Look into spring tour souvenir book (Ron).
    - c. Identify state-wide and regional B&B association.