

**Kansas Professional Rodeo Association
Business Plan**

Submitted to the KPRA Advisory Board for Consideration and Feedback

Executive Summary

Introduction

The Kansas Professional Rodeo Association is a non-profit membership league association comprised of contestants, cowboys, cowgirls, stock contractors, contract performers, and committees in Kansas and throughout the Midwest. The purpose of the KPRA is to promote rodeos as a sport and profession, striving at all times to ensure honesty and fairness to both the contestants and the producers; to create an amicable relationship among stock contractors, rodeo committees and contestants; to inspect, approve and help advertise rodeos being sponsored in accordance with KPRA standards.

The Organization

KPRA was founded in 1982 as the Kansas State Rodeo Association and was re-organized as the Kansas Professional Rodeo Association in 2004.

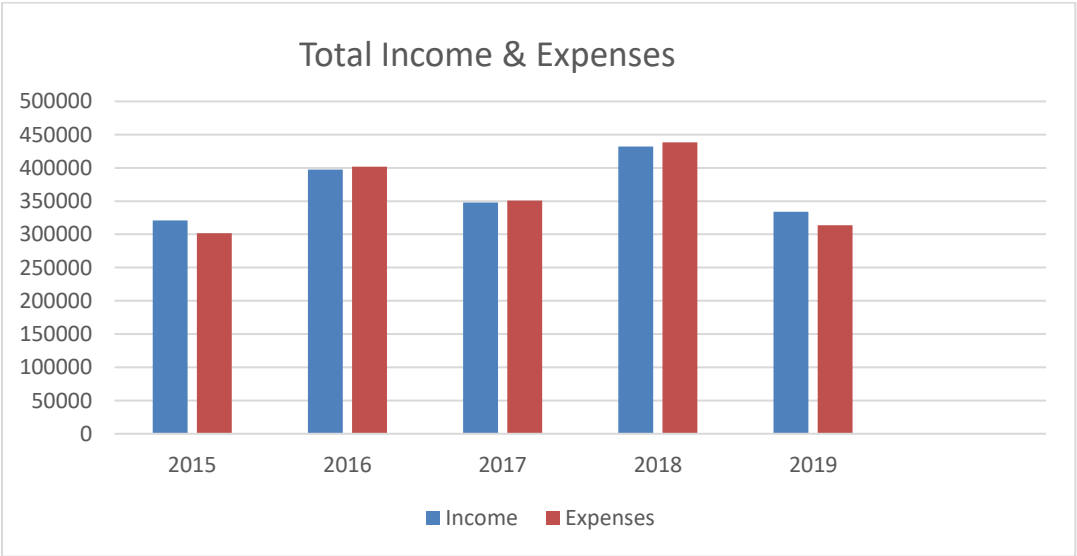
Our management team consists of President, Vice-President, Secretary/Treasurer, and Board of Directors. The Secretary/Treasurer is hired by the current Board of Directors and maintains the financial business of the association and reports to the Board of Directors on the financial condition of the KPRA at regular intervals.

Services

The KPRA is to promote rodeos and its members. KPRA is to increase the number of members and rodeos. The KPRA is to aid, assist, and coordinate the activities of the members within the association as the governing body of which rodeos abide to maintain a standard in the sport of rodeo. Other services of KPRA is to publicize the activities of the association and to promote animal welfare.

Among the services planned for the future are: creating opportunities for sanctioned rodeo committees to be successful, increase sponsorships of KPRA and create mutually beneficial relationships with sponsors, create more financial opportunities for contestants, increase the positive image of KPRA rodeos with the general public, promote economic development within communities that host KPRA sanctioned events, increase KPRA memberships, and promote animal welfare.

Financial Considerations



Currently, KPRA relies on \$4/entry fee and \$65 (\$75 - \$10 for Rodeo News/member) of every membership to operate its business.

KPRA utilizes \$4 of the entry fee plus 5% of the pot (subtracting any added money) at KPRA 1st approved rodeos to generate funds that go back directly to a contestant fund. \$50 of every membership is allocated for contestants as well.

Additional income is generated primarily from sponsorships. Analyzing the revenue stream, it is essential to retain KPRA 1st approved rodeos, maintain and increase KPRA membership and create professional relationships to enhance KPRA sponsorships. However, a decrease in any of these revenue streams will significantly hamper the sustainability of the KPRA. Therefore, business strategy has to be on multiple fronts, membership, services, branding/marketing, and revenue building.

KPRA wants to finance growth solely through cash flow. Consequently, KPRA recognizes that this means it will have to grow slowly and consistently so that no additional assessments on members, no additional increase in entry fees, or borrowing is necessary.

Funding of the association through grants, sponsorships, rodeos, and membership is expected to increase 5-10% each year for the next five years. Net gain is estimated to rise slowly but steadily over that time. Cash flow is expected to remain healthy. KPRA plans to apply any surplus to marketing, promotions, membership services, events, additional staff, or hold it for contingencies.

1.0 Objectives and Strategies

1.1 KPRA 1st Approved Rodeos / Committees

To retain the number of KPRA 1st approved rodeos: Maintaining the number of KPRA 1st approved rodeos directly benefits rodeo contestants because a portion of every KPRA sanctioned rodeo entry fee goes directly back to contestants. It also provides KPRA sustainability and increases clout within the industry to pick up more sponsorships.

NUMBER OF KPRA 1st APPROVED RODEOS

2016	28
2017	40
2018	51
2019	50

Strategy to Retain and Grow Rodeos:

1. Work with rodeo committees to establish what their needs are and have template of marketing opportunities for them
2. Create a network for communicating with rough stock riders to get them to KPRA 1st approved events
3. Establish a marketing assistance program (use social media for KPRA to advertise rodeos)
4. Provide Press releases to local news to enhance event awareness
5. Establish a grant or funding that provides direct cash to rodeos to promote their events (advertising/money added to the pot), enhance animal welfare or environmental stewardship (keeping the event clean and clear of litter)
6. Sponsor a rodeo event

1.2 Sponsorship

Increasing sponsorship allows for an increase in services to our membership, increase operating funds to do more for the sport of rodeo, contestants, committees, and communities, and helps to establish KPRA as a trusted leader in the sport of rodeo.

Strategy to Increase Sponsorships:

1. Establish a data base of potential corporate sponsors with proper contact information
2. Be realistic with what KPRA has to offer and what KPRA should expect from our sponsorships
3. Develop relationship with sponsors. This will take time. Inviting sponsors to local events, meeting with sponsors, and face to face interaction builds trust.
4. Develop metrics that will represent the value of the sponsorship
5. Utilize staff to contact sponsors directly. Strategic planning will be individualized for larger sponsors and time and considerations should be taken into account.

1.3 Contestants

Creating financial opportunities for contestants draws them to KPRA rodeos, increasing the amount of money that goes back to KPRA and the contestants themselves.

Strategy to Create Better Financial Opportunities for Contestants:

1. Offer added money to rodeos
2. Create multiple rodeo series through sponsorships where additional prize money can be won
3. **IDEAS FROM THE BOARD?**

1.4 Promotion of Rodeo

Creating and/or maintain a positive image of KPRA to the general public helps to promote rodeo and advance the mission of the KPRA.

Strategy to Promote the Sport of Rodeo:

1. Create, monitor and maintain a public/fan based social media account (or multiple accounts ie. Facebook, Twitter Instagram, TikTok)
2. Utilize Rodeo News and their Meet the Member stories to contact local news outlets and our own social media outlets.
3. Develop/train a spokesperson for KPRA to represent the association, be at local events, and be available for interviews (Rodeo Queen/ Cowboy or Cowgirl Representative)
4. **IDEAS FROM THE BOARD?**

1.5 Economic Development

Bringing money into any small town is good for that community and KPRA wants rodeo communities to thrive. It makes for better rodeo.

Strategy to help economic development

1. Work with city officials to connect on social media to increase the awareness of KPRA events
2. Utilize contestant and fan based social media to promote local businesses that support KPRA events.
3. Encourage contestants to eat, shop or stop at KPRA sponsored businesses
4. **IDEAS FROM THE BOARD?**

1.6 Membership

ANNUAL MEMBERSHIP NUMBERS

2016	330	
2017	400	+21%
2018	510	+28%
2019	583	+14%

Each year, the objective is to gain 7% increase in membership from the previous year. Loss of current membership has to be considered as well.

Strategy to retain and grow membership

1. Email renewal notifications
2. Attend strategic rodeos for a membership drive
3. Utilize social media on monthly basis to remind prospective members of membership opportunities
4. Provide member services such as email and text alerts for KPRA sanctioned events, exclusive access to contestant Facebook page, advantage over non-members in the draw during rodeos, by-pass the \$10 non-member rodeo entry fee
5. Any member gaining \$350 worth of sponsorship(s) will receive credit for next year's membership being paid in full (\$100 of the sponsorship will be allocated to the operating fund for that member's proceeding year's membership, and the remainder of the sponsorship will be allocated to the current year's finals event specific monies)
6. Ask members for referrals and encourage partners in team events to both be members
7. Provide excellent customer service

1.7 Animal Welfare

Animal welfare is extremely important to everyone. There are many misconceptions about rodeo and animal welfare and it is those with the most vested interested to be the loudest and the best voice for their industry. Therefore, KPRA needs to take animal welfare seriously and ensure that the organizations promotes animal welfare at the highest level.

Strategy to Promote Animal Welfare

1. Create and document an animal welfare standard
2. Ensure that rodeos understand and abide by that standard
3. Have consequences for not following that standard and hold people accountable
4. Promote the standard
5. Showcase members using good animal welfare practices (possibly through video)

2.0 Challenges

1. KPRA has limited funds
2. KPRA has no marketing plan nor allocated budget
3. KPRA lacks a proposed annual budget
4. KPRA lacks staffing
5. KPRA organizational structure and business structure has not been clearly defined

3.0 Keys to Success

1. It will be important to regularly review the strategies above, be flexible, and incorporate those strategies as part of job descriptions
2. It is more important to pace work and administer work so that staff is not overloaded.
3. Be realistic of the time commitment it will take to achieve KPRA objectives and successes and be prepared to make decisions on what commitment KPRA is willing to make to achieve those goals (both staff time commitment and overall length of time)

4. To allow KPRA to move forward to a higher level of professionalism, additional staff should be hired as needed and as budget allows.
5. Customer Service must always be a top priority.

4.0 Alternatives to KPRA

4.1 Rodeo Associations

1. CPRA (Colorado Professional Rodeo Association)
2. CePRA (Central Plains Professional Rodeo Association)
3. NSRA (Nebraska State Rodeo Association)
4. MSRA (Mid States Rodeo Association)
5. ACRA American
6. IPRA (International Professional Rodeo Association)
7. UPRRA (United Professional Rodeo Association)

4.2 Animal Rights Groups

1. PETA (People for the Ethical Treatment of Animals)
2. HSUS (Humane Society of the United States)

4.3 National Organizations

1. (PRCA – Professional Rodeo Cowboy Association)

5.0 Fulfillment

1. The Board of Directors consists of the Board President, Vice President, and 24 Directors. The Board is responsible for overseeing the general affairs of the association.
2. KPRA has no full-time employee that oversees the daily operations of the association. Oversight of the day-to-day operations is managed by the president of the association.
3. KPRA has contracted a part-time Secretary of the Board to handle operations 10-15 hours/week during low peak season and 20-25 hours/week during high rodeo season. The Secretary is responsible for the financial condition of the association.
4. KPRA has contracted a part-time entry line person to manage the Entry Line System. Hours dedicated to that position have been 25-30 hours per week and are expected to be more than 40 hours/week during high rodeo season.

6.0 Strategy and Implementation Summary

6.1 Recommendations

It is suggested that KPRA begin to work on an implementation strategy to move forward with working towards objectives and utilizing those proposed strategies to elevate KPRA to a level of professionalism that encompasses the mission of KPRA and creates sustainability for the organization. At this time, KPRA's business structure does not provide the funds nor the manpower to accomplish these goals. Full implementation of this business plan will likely require 1-2 full-time personnel. However, partial implementation may be feasible with consideration of the Board participating in the operations of the daily business. Specifically, having a person (or multiple persons) perform marketing, media and sponsorships activities could allow for an increase in operational performance. A more realistic opportunity would be for KPRA to create a 501(c)3

foundation that works in conjunction with KPRA but independently to perform charitable work such as economic development, animal welfare, charitable giving (to rodeos) and would allow the foundation to qualify for more grants and funding, which could in return help pay for staff and facilitate KPRA meeting its strategic objectives and free up funds from the general operating fund to do other work on behalf of contestants. Should the Board of Directors pursue a 501(c)3 to begin implementation of the business plan, it is pertinent to note that grant writing and fund applications will require man hours unless the set up of the non-profit and the retainment of funds are directly done by a volunteer of a Board member. Time consideration should be taken into account when making this business decision.

One challenge is currently being addressed is a marketing strategy. Because no funds have been allocated to advertise for specific events, occasions and services, KPRA has been disadvantaged in the arena of the general public. However, current sponsorship opportunities have been developed, and marketing and advertising funds have been built into current sponsorships rates to allow for KPRA to market in those areas. As well, a fan Facebook page has been generated to market KPRA to the general public.

6.2 Implications of a 501(c)3

Should the Board of Directors consider the set up of a 501(c)3, a number of objectives and strategies would qualify under that foundation. As written, and if implemented correctly, the following Objectives and Strategies would qualify to fall under the foundation: Objective 1.1(1-5), Objective 1.4(1-3), Objective 1.5(1-3), Objective 1.7(4 and 5). Implementation of these objectives may take 20-30 hours a week depending on how the Board chooses to proceed. Grant funding and applications can to support these objectives may also take 20-30 hours a week. Staffing a 501(c) 3 could be paid fully by the foundation but will likely require one full time person. Part time staff hours are also an option if the Board has realistic expectations of what can be accomplished within those hours.

6.3 Tangible Benchmarks

Tangible Benchmarks will not be set at this time. Those benchmarks will be put in place dependent of the feedback from the Advisory Board. Benchmarks will be submitted to the full board after the Advisory Board makes their recommendations.

7.0 Conclusion

The KPRA proposed business plan is constructed to follow the mission of KPRA put in place since 1982. Due to funding, due to the business structure, and due to lack of implementations, these goals within the mission have not been strategized or accomplished. In the past three years, KPRAs growth has been very progressive and beneficial to the organization. KPRA should be commended for that growth. However, without strategic planning, KPRA will be limited as to what the organization can do to promote rodeo. It is highly recommended that KPRA develops and pursues a reasonable business plan that will lead to the growth and success of KPRA and KPRA should invest in quality people, in the personnel that will be tasked to follow through with this implementation of such plan.

Submitted for Consideration and Feedback to the KPRA Advisory Board on 4/14/2020