

Case study

Strategic options analysis work

Company type

Well-known performing arts provider

Industry

Arts



Situation

A registered charity, this well-known provider of performing arts has an illustrious history and possesses a highly regarded international reputation. Funded by charitable donations and various government/private sector grants and donations, this organisation strives to be both a venue and provider of artistic, cultural and community excellence.

Complication

The cost of maintaining the operations and the buildings under its keep is significant and relies upon many benefactors. Over time, cash reserves had dwindled, and it had become clear that greater government funding was required to maintain the high standards the arts centre demanded.

Traditional requests for grants were proving insufficient and a strategic review of operations was required to decide the best way forward to ensure continued operations and increased funding.

Resolution

Members of our team worked with the charity to assess the strategic issues in situ and through a rigorous, disciplined approach using well established quantitative and qualitative decision-making techniques identified the key performance indicators of operations and therefore the key drivers of a successful business.

Strategic models were developed collaboratively and iteratively developed and re-envisioned with a board-appointed task team, whereby many alternative futures were assessed, which identified consistent key drivers and analysis of major areas of risk and uncertainty.

Through constant revision and re-focus, a strategic path was clearly identified. A business case was then established based upon the joint findings put to various government agencies for review and additional funding applications.

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Program outcomes

- The process undertaken was reviewed in detail by both state and federal government representatives
- It was concluded the approach taken should be replicated for other agencies seeking government funding
- The charity was successful in its funding, actually securing significantly more funding than requested in its original applications.