

## *Step 2: Plan and Organize*

### **EXERCISE: Turning Information into Action: Kentucky**

#### **Run for the Roses**

The following exercise compares the goal of winning the Kentucky Derby with increasing cultural heritage tourism in a community or region. It addresses each step in terms most people can relate to, and then compares it with the various steps of cultural heritage tourism.



Step 1. List the major objectives required to win the Kentucky Derby:

- a) identify a horse to purchase
- b) buy the horse
- c) train the horse
- d) run the horse
- e) retire the horse
- f) stud the horse
- g) bury the horse
- h) start process over again, hopefully with more money/prestige/expertise

Step 2. Breakdown the major objectives into measurable strategies to accomplish the desired result, working toward the goal of winning the Kentucky Derby. Ask what other elements are required to realize each objective: perhaps more money for administration, travel, staff (hire a trainer, jockey), equipment (horse trailer and truck), marketing, etc.

Step 3. Now, backtrack the schedule to accomplish the goal. The Kentucky Derby runs three-year-olds, so plan for a maximum of three years to produce objectives A – D.

Step 4. Develop separate list for budget items. Identify potential sources for funding (example: form a consortium to buy a horse if you can't find a single investor). Look at ways to provide benefits to investors or sponsors (tickets to the Derby.) Reward the individual/group who can identify funding sources for all the required activities.

Step 5. Compare process with planning and implementation for cultural heritage tourism. Identify lessons learned: creative strategies; plan small measurable steps rather than large overwhelming tasks; make the plan then find the money rather than letting money drive the projects.

