

# Kellen Europe – Strategic Planning Survey

## **METHODOLOGY NOTE**

ComRes interviewed 152 Association Executives between 14<sup>th</sup> November and 2<sup>nd</sup> December 2013. ComRes is a member of the British Polling Council and abides by its rules.

*All press releases or other publications must be checked with ComRes before use. ComRes requires 48 hours to check a press release unless otherwise agreed.*

To commission a voting intention poll or a public opinion survey please contact Katharine Peacock: [katharine.peacock@comres.co.uk](mailto:katharine.peacock@comres.co.uk)

To register for Pollwatch, a monthly newsletter update on the polls, please email: [pollwatch@comres.co.uk](mailto:pollwatch@comres.co.uk)

## Strategic Planning Research

Q1 When was the last time that your association conducted a strategic planning process? .....	1
Base: All Respondents	
Q2 What triggered the initiative to start a strategic planning process? .....	2
Base: All Respondents	
Q3 Which of the following aspects of your association, if any, did you / are you planning to, cover in the strategic planning process? .....	3
Base: All Respondents	
Q4 Who was / is in overall control of conducting your association's most recent / on-going strategic planning process? .....	4
Base: All Respondents	
Q5 Which of the following tools, if any, did you use / are you using, for conducting your association's most recent / on-going strategic planning process? .....	5
Base: All Respondents	
Q6 Which of the following people, if any, participated in the most recent / are participating in the on-going strategic planning process within your association? .....	6
Base: All Respondents	
Q7 How did you, or do you plan to / do you plan to measure the results of the strategic planning proces? .....	7
Base: All Respondents	
Q8 How useful, or otherwise, has the strategic planning process (and outcome) been perceived by the members of your association? .....	8
Base: All Respondents	

## Strategic Planning Research

### Q1 When was the last time that your association conducted a strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
<b>Total</b>	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
My association is currently conducting a strategic planning process	67	67	-	-	36	31	4	13	-	2	12	45	5	2
	44%	100%	-	-	42%	46%	31%	46%	-	40%	67%	41%	33%	25%
		BC								dfH				
In the last 12 months	45	-	45	-	28	17	6	6	1	1	3	39	3	1
	30%	-	100%	-	33%	25%	46%	21%	33%	20%	17%	35%	20%	13%
			AC				j							
Between 1 and 3 years ago	33	-	-	33	18	15	3	6	2	1	3	25	5	3
	22%	-	-	83%	21%	22%	23%	21%	67%	20%	17%	23%	33%	38%
			AB					degj						
More than 3 years ago	7	-	-	7	3	4	-	3	-	1	-	2	2	2
	5%	-	-	18%	4%	6%	-	11%	-	20%	-	2%	13%	25%
			AB							dj			K	K
My association has never conducted a strategic planning process	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net</b>														
A year ago or more	40	-	-	40	21	19	3	9	2	2	3	27	7	5
	26%	-	-	100%	25%	28%	23%	32%	67%	40%	17%	24%	47%	63%
			AB						j				k	K

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q2 What triggered the initiative to start a strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Developing the strategic direction of your association for the coming years	108	50	30	28	57	51	10	21	2	3	15	80	11	4
	71%	75%	67%	70%	67%	76%	77%	75%	67%	60%	83%	72%	73%	50%
It is part of your business plan to organise strategic planning processes on a regular basis	73	32	24	17	48	25	4	9	2	1	9	61	3	2
	48%	48%	53%	43%	56%	37%	31%	32%	67%	20%	50%	55%	20%	25%
Comments made on the added value of your association	29	13	7	9	17	12	5	2	-	2	3	15	7	2
	19%	19%	16%	23%	20%	18%	38%	7%	-	40%	17%	14%	47%	25%
							G			G			K	
The unclear direction of your association	20	12	4	4	6	14	2	6	-	3	3	12	4	2
	13%	18%	9%	10%	7%	21%	15%	21%	-	60%	17%	11%	27%	25%
						D	D			Defgj			k	
A decrease in membership of your association	14	9	3	2	8	6	1	3	-	1	1	9	1	2
	9%	13%	7%	5%	9%	9%	8%	11%	-	20%	6%	8%	7%	25%
Your association's current main objectives have been achieved	10	6	2	2	6	4	1	1	-	-	2	9	-	1
	7%	9%	4%	5%	7%	6%	8%	4%	-	-	11%	8%	-	13%
Other	9	6	-	3	5	4	1	1	-	-	2	6	2	-
	6%	9%	-	8%	6%	6%	8%	4%	-	-	11%	5%	13%	-
		B	b											

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q3 Which of the following aspects of your association, if any, did you / are you planning to, cover in the strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Activities / projects	120	52	32	36	62	58	12	23	3	5	15	86	10	6
	79%	78%	71%	90%	73%	87%	92%	82%	100%	100%	83%	77%	67%	75%
			B		D									
Communication	117	51	32	34	62	55	12	21	2	4	16	83	13	7
	77%	76%	71%	85%	73%	82%	92%	75%	67%	80%	89%	75%	87%	88%
Business plan / future directions	105	47	32	26	62	43	8	17	1	5	12	82	7	4
	69%	70%	71%	65%	73%	64%	62%	61%	33%	100%	67%	74%	47%	50%
										gh		L		
Membership	91	42	28	21	50	41	9	15	1	4	12	68	9	3
	60%	63%	62%	53%	59%	61%	69%	54%	33%	80%	67%	61%	60%	38%
Governance / structure	88	33	28	27	48	40	8	17	3	4	8	66	10	3
	58%	49%	62%	68%	56%	60%	62%	61%	100%	80%	44%	59%	67%	38%
			a						j					
External representation	72	31	20	21	32	40	11	15	3	3	8	50	11	3
	47%	46%	44%	53%	38%	60%	85%	54%	100%	60%	44%	45%	73%	38%
						D	DegJ		Dj				K	
Other	7	2	2	3	4	3	2	-	-	-	1	6	1	-
	5%	3%	4%	8%	5%	4%	15%	-	-	-	6%	5%	7%	-
							G							
None of the above	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q4 Who was / is in overall control of conducting your association's most recent / on-going strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
The secretary general	85	36	28	21	85	-	-	-	-	-	-	61	11	2
	56%	54%	62%	53%	100%	-	-	-	-	-	-	55%	73%	25%
					EFGHIJ								M	
A staff member of the secretariat	13	4	6	3	-	13	13	-	-	-	-	9	2	-
	9%	6%	13%	8%	-	19%	100%	-	-	-	-	8%	13%	-
						DGJ	DEGHIJ							
A board member	28	13	6	9	-	28	-	28	-	-	-	17	2	4
	18%	19%	13%	23%	-	42%	-	100%	-	-	-	15%	13%	50%
						DFIJ	DEFHIJ							KI
Another member of staff	3	-	1	2	-	3	-	-	3	-	-	3	-	-
	2%	-	2%	5%	-	4%	-	-	100%	-	-	3%	-	-
				a		d			DEFGIJ					
An external consultant	5	2	1	2	-	5	-	-	-	5	-	5	-	-
	3%	3%	2%	5%	-	7%	-	-	-	100%	-	5%	-	-
						D				DEFGHJ				
Other	18	12	3	3	-	18	-	-	-	-	18	16	-	2
	12%	18%	7%	8%	-	27%	-	-	-	-	100%	14%	-	25%
		b				DFG				DEFGHI				I
Net: Not the secretary general	67	31	17	19	-	67	13	28	3	5	18	50	4	6
	44%	46%	38%	48%	-	100%	100%	100%	100%	100%	100%	45%	27%	75%
						D	D	D	D	D	D			L

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q5 Which of the following tools, if any, did you use / are you using, for conducting your association's most recent / on-going strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)	99	38	31	30	54	45	8	17	3	5	12	76	8	6
	65%	57%	69%	75%	64%	67%	62%	61%	100%	100%	67%	68%	53%	75%
Facilitation sessions with association leadership to define the strategic direction of the organisation	93	39	30	24	56	37	9	14	1	3	10	73	10	-
	61%	58%	67%	60%	66%	55%	69%	50%	33%	60%	56%	66%	67%	-
Interviews in person	57	20	18	19	27	30	7	10	1	4	8	45	6	1
	38%	30%	40%	48%	32%	45%	54%	36%	33%	80%	44%	41%	40%	13%
Surveys	52	22	18	12	26	26	6	9	2	3	6	37	7	2
	34%	33%	40%	30%	31%	39%	46%	32%	67%	60%	33%	33%	47%	25%
Benchmarking with other associations	49	19	16	14	31	18	4	8	1	2	3	36	7	1
	32%	28%	36%	35%	36%	27%	31%	29%	33%	40%	17%	32%	47%	13%
Other, please specify	15	8	3	4	6	9	3	2	-	-	4	13	-	-
	10%	12%	7%	10%	7%	13%	23%	7%	-	-	22%	12%	-	-
None of the above	4	3	-	1	3	1	-	1	-	-	-	1	1	-
	3%	4%	-	3%	4%	1%	-	4%	-	-	-	1%	7%	-

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q6 Which of the following people, if any, participated in the most recent / are participating in the on-going strategic planning process within your association?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Board members	119	51	38	30	68	51	8	24	2	4	13	90	13	3
	78%	76%	84%	75%	80%	76%	62%	86%	67%	80%	72%	81%	87%	38%
							f					M	M	
The Secretary General	117	50	36	31	77	40	9	17	-	4	10	84	11	5
	77%	75%	80%	78%	91%	60%	69%	61%	-	80%	56%	76%	73%	63%
					EFGHJ	H	H	h		h	h			
Staff members of the secretariat	85	34	30	21	53	32	11	10	2	2	7	60	11	2
	56%	51%	67%	53%	62%	48%	85%	36%	67%	40%	39%	54%	73%	25%
			a		eGj		EGIJ						M	
Some, but not all, members from each membership category	43	15	16	12	21	22	6	6	1	4	5	33	5	1
	28%	22%	36%	30%	25%	33%	46%	21%	33%	80%	28%	30%	33%	13%
										DEGJ				
All members	35	14	13	8	18	17	3	8	1	-	5	28	1	3
	23%	21%	29%	20%	21%	25%	23%	29%	33%	-	28%	25%	7%	38%
														I
External consultants	33	11	9	13	19	14	-	6	2	3	3	24	4	-
	22%	16%	20%	33%	22%	21%	-	21%	67%	60%	17%	22%	27%	-
			a		f	f		f	deFgj	deFgj				
Other	6	6	-	-	2	4	-	-	-	-	4	6	-	-
	4%	9%	-	-	2%	6%	-	-	-	-	22%	5%	-	-
		Bc									DEfG			
None of the above	2	2	-	-	-	2	-	2	-	-	-	1	-	1
	1%	3%	-	-	-	3%	-	7%	-	-	-	1%	-	13%
							D							K

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M



## Strategic Planning Research

### Q7 How did you, or do you plan to / do you plan to measure the results of the strategic planning process?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Total	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful
	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%														
Significance Level: 95%														
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Through formal and regular updates at board meetings	107	45	39	23	60	47	11	19	2	4	11	82	8	4
	70%	67%	87%	58%	71%	70%	85%	68%	67%	80%	61%	74%	53%	50%
			AC											
Through achieving measurable targets laid out in the business plan	78	38	24	16	44	34	6	13	2	2	11	61	7	2
	51%	57%	53%	40%	52%	51%	46%	46%	67%	40%	61%	55%	47%	25%
		c												
Through a specific tracking tool (please specify the tool used)	6	4	1	1	2	4	1	1	-	-	2	3	1	1
	4%	6%	2%	3%	2%	6%	8%	4%	-	-	11%	3%	7%	13%
										d				
Other, please specify	6	3	1	2	3	3	2	-	-	-	1	5	1	-
	4%	4%	2%	5%	4%	4%	15%	-	-	-	6%	5%	7%	-
						dG								
We did not / do not plan to measure the results of the project	15	5	3	7	11	4	-	2	-	-	2	7	3	2
	10%	7%	7%	18%	13%	6%	-	7%	-	-	11%	6%	20%	25%
												k	k	

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q8 How useful, or otherwise, has the strategic planning process (and outcome) been perceived by the members of your association?

Base: All Respondents

		Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
		Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful	
Total		a	b	c	d	e	f	g	h	i	j	k	l	m	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Significance Level: 90%															
Significance Level: 95%															
Total		152	67	45	40	85	67	13	28	3	5	18	111	15	8
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Not useful at all	(1.0)	1	-	-	1	1	-	-	-	-	-	-	-	-	1
		1%	-	-	3%	1%	-	-	-	-	-	-	-	-	13%
															K
	(2.0)	7	2	1	4	1	6	-	4	-	-	2	-	-	7
		5%	3%	2%	10%	1%	9%	-	14%	-	-	11%	-	-	88%
							D		D		D				KL
	(3.0)	15	5	3	7	11	4	2	2	-	-	-	-	15	-
		10%	7%	7%	18%	13%	6%	15%	7%	-	-	-	-	100%	-
								j						KM	
	(4.0)	67	25	21	21	36	31	5	11	1	3	11	67	-	-
		44%	37%	47%	53%	42%	46%	38%	39%	33%	60%	61%	60%	-	-
													LM		
Very useful	(5.0)	44	20	18	6	25	19	4	6	2	2	5	44	-	-
		29%	30%	40%	15%	29%	28%	31%	21%	67%	40%	28%	40%	-	-
			c	C					g			LM			
Don't know		18	15	2	1	11	7	2	5	-	-	-	-	-	-
		12%	22%	4%	3%	13%	10%	15%	18%	-	-	-	-	-	-
			BC					j	j						
<b>Nets</b>															
Not useful		8	2	1	5	2	6	-	4	-	-	2	-	-	8
		5%	3%	2%	13%	2%	9%	-	14%	-	-	11%	-	-	100%
					ab		d		D		d				KL
Useful		111	45	39	27	61	50	9	17	3	5	16	111	-	-
		73%	67%	87%	68%	72%	75%	69%	61%	100%	100%	89%	100%	-	-
				AC							g	G	LM		

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M

## Strategic Planning Research

### Q8 How useful, or otherwise, has the strategic planning process (and outcome) been perceived by the members of your association?

Base: All Respondents

	Last Strategic Planning Process			Responsibility for Strategic Planning Process							Usefulness of Strategic Planning Process			
	Currently conducting	In the last 12 months	A year ago or more	The secretary general	Net: Not the secretary general	A staff member of the secretariat	A board member	Another member of staff	An external consultant	Other	Useful	Neutral	Not useful	
Total	a	b	c	d	e	f	g	h	i	j	k	l	m	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Total	152	67	45	40	85	67	13	28	3	5	18	111	15	8
Significance Level: 90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Significance Level: 95%														
Mean Score	4.09	4.21	4.30	3.69	4.12	4.05	4.18	3.83	4.67	4.40	4.06	4.40	3.00	1.88
	C	C										M		

Significance Level: 90%

Significance Level: 95%

Total

Mean Score

Columns Tested: A,B,C - D,E,F,G,H,I,J - K,L,M