

ABSTRACT

STRATEGIC PLANNING FOR RECREATION ORGANIZATIONS: AN
APPLICATION OF PRODUCT PORTFOLIO ANALYSIS FOR THE
NONPROFIT ORGANIZATION

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All university and public organizations are experiencing a need to evaluate their existence in severe economic times and the university/college recreation organization is no exception. Strategic marketing planning is a technique that has been used with much success in a business setting to make such critical evaluations of organizations. This paper will demonstrate that this particular business tool can be applied to a service organization such as a recreation department (as a S.B.U.) to better serve its customers, the recreationists, and help the organization determine its

priorities and goals. Product portfolio analysis was chosen as the key analytical tool for the analysis since it does not require many dimensions and can be easily handled by the management team. Portfolio analysis can be used at either the self-evaluation stage or the program positioning stage of the strategic marketing planning process. However, there must be some adjustments in the application from the traditional business use. These adjustments and the strategic guidance which evolves are discussed in detail with examples.