

The Film Agency for Wales

The Planning for Success Programme

The Planning for Success Programme (For Participating Companies)

Under the new Planning for Success Programme (“PFSP”) Olsberg|SPI Limited (“SPI”) will provide bespoke, one-to-one business planning and strategy development support for up to 10 production companies which may have a focus on production, distribution, sales and/or services, selected by the Film Agency for Wales (“FAW”). The selected companies will have feature film within their portfolio and will either be based in Wales or managed by a Welsh born or resident producer. This support will be provided by SPI’s chair, Jonathan Olsberg.

The service will enable Welsh companies to articulate their future business strategy either through a detailed business plan or in broader strategic terms as applicable to the development stage of each company. SPI will examine, discuss and advise on the specific plans of each company and this will include providing a generic approach to business planning as well as appropriate business planning tools, as needed.

Programme Structure

1. Introduction to PFSP – Briefing Paper

In advance of the first meeting, SPI will prepare and circulate to all companies a briefing paper which will describe the PFSP and the steps involved, and include preparatory notes on:

- An approach to strategic business planning, including how to carry out an advanced SWOT analysis and some examples of growth strategies
- A hypothetical case study, which will pose questions that each company should prepare to answer
- A generic business plan contents page
- A questionnaire for each company, asking each company to, *inter alia*, identify some specific benchmarks for what they wish to achieve through completing the PFSP.

2. General Meeting to Launch PFSP

An open meeting (a full morning or afternoon) of all companies, with SPI, during which Jonathan Olsberg will:

- Discuss how the PFSP will work and answer any questions
- Review the material contained in the Briefing Paper
- Discuss the answers to the case study
- Organise a hypothetical joint-venture exercise whereby companies will split into groups and examine the challenges and obstacles to forming a hypothetical joint venture
- Discuss feedback from this exercise
- Present the findings from the SPI report *Building Sustainable Film Businesses: the Challenges for Industry and Government* (to be published in February 2011)
- Schedule one-to-one meetings with each company for a future date(s).

This meeting will take place at the FAW offices or another suitable Cardiff location (Date TBC).

3. *One-to-one Advisory Meetings*

These will happen 2 – 3 weeks after the General Meeting so that companies can have started creating their plans. The meeting will be a 90 or 120 minute ‘surgery’ during which Olsberg will debate, challenge, examine and guide the company in the development and preparation of its plan.

Each company will be required to prepare an agenda for the meeting for review by Olsberg to ensure the time is spent as efficiently as possible.

In some cases, the company will be creating a reasonably full plan. In others, where the company is perhaps at an earlier stage of growth, the document will be an outline plan with less detail. In each case there will be specific objectives and associated time-lines. These benchmarks will enable the company, and FAW, to evaluate future progress.

The meetings will be held either at FAW premises, the company’s office or a suitable central location.

Applicants should note that whilst meetings would be conducted ‘in confidence’, subject to their agreement and the availability of one or more Welsh Assembly ‘Relationship Manager(s)’, one or more of the meeting(s) may be conducted with a Relationship Manager in attendance.

4. *Final One-to-one Telephone Consultation*

After further 3 weeks, participants will submit a draft to SPI of their plans. SPI will review these documents and provide feedback in a one-to-one telephone call between Olsberg and each company. In addition to submitting the plan, each company will submit a list of questions (if any) on which it requires specific SPI feedback.

The feedback to the plans and the questions will not be given in writing by SPI but discussed in the call. SPI will not provide a thorough edit of the plans, but will give strong guidance on steps to be taken for their completion.

Timetable

Applications should be received by **12 noon on Friday 28th January 2011.**

Applications can be e-mailed to Adam Partridge at The Film Agency For Wales at adam@filmagencywales.com.

Hard copies of applications can be sent to;

Adam Partridge
 Film Agency for Wales
 33-35 West Bute Street
 Cardiff
 CF10 5LH

Successful applicants will be notified by the 9th February

Participants will be selected by SPI and FAW representatives. Selection will be based on an assessment of the application materials; the applicant being of sufficient experience to fully realise the course benefits, and on the potential to gain from the course (based on evidenced insights in relation to the submitted business strategy).

Application

Name of applicant	
Position in company	
C.V	Please Enclose
Company name and address	
Years in business	
Details of company ownership	
Number of employees	
Last 3 years' turnover including an estimate for calendar 2010 or the current financial year – in which case please identify the year end date (£'000)	

Company activities and an estimated % of annual turnover they currently represent.	
<ul style="list-style-type: none"> ▪ Feature films 	
<ul style="list-style-type: none"> ▪ Television 	
<ul style="list-style-type: none"> ▪ Commercials 	
<ul style="list-style-type: none"> ▪ Games 	
<ul style="list-style-type: none"> ▪ Digital/interactive content 	
<ul style="list-style-type: none"> ▪ Production facilities (including post) 	
<ul style="list-style-type: none"> ▪ Distribution 	
<ul style="list-style-type: none"> ▪ Other 	
What % of this turnover is estimated to come from outside the UK?	
Three strategic objectives for the business over the next 5 years	
Briefly describe why you would like to attend and complete this Programme	
Have you undertaken any strategic business planning training during the last 5 years?	

Has the company prepared a business plan during the last 3 years? If so, please attach the executive summary or other suitable brief outline from it.	
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Please sign to confirm the following

I confirm that all the information provided on this application, and in any material submitted in support of it, is truthful and accurate. I confirm that I have the authority to make this application on behalf of the applicant organisation.

Name	
Signature	
Position	
Date	

For further information or to discuss (potential) applications, please contact:

Adam Partridge

Production Executive

Direct Dial: 029 2046 7490

adam@filmagencywales.com

