

Headline 3.2 Strategy

1. Definition

A strategic plan can be described as a tool that provides guidance in fulfilling a vision and mission with maximum efficiency and impact. It is the next step after the implementation of a vision and mission statement, as it is the tool which allows concretising them. In other words, a strategic plan can be considered as a translation of the vision into concrete goals, objectives and series of actions. If it is to be effective and useful, it should articulate specific goals and describe the actions, steps and resources needed to accomplish them. The strategy should be aligned with the vision and mission and be established for a limited period of time with the possibility of reviewing and adapting it when necessary or to changing circumstances. In the process of preparing or reviewing a strategic plan, the organisation should assess its current situation (e.g. assessment of the previous strategy or SWOT analysis) and define concrete objectives and actions. Finally, the strategy should be adopted at the highest level and should include assessment and monitoring elements to ensure proper implementation.

2. Ideal scenario

The organisation has a long-term detailed strategic plan (e.g. minimum four years, the duration of an Olympiad), with clear goals, challenges, responsibilities and timelines that have been approved by the highest responsible of the organisation and which are known and shared with the staff and members. This plan is derived from the vision and mission statement and clarifies the steps and intermediary goals to be achieved towards the aims of the organisation. Before preparing the plan, the organisation has evaluated the organisation's environment by consulting internal and external actors as well as conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The plan created a common understanding of what results are expected. The provided guidance must be clear, concrete and realistic, whilst allowing some flexibility and a large autonomy to the staff members. In this regard, SMART (Specific, Measurable, Attainable, Ranked, Time-constrained) criteria are used when developing the plan. Annual work programmes are supporting the implementation of the strategic plan. In addition, the strategic plan is monitored closely and evaluated at regular points in time thanks to pre-defined Key Performance Indicators. The objective is to ensure relevance, allowing possible changes, adaptation and reviews in the implementation of the plan. A more general analysis and review of the strategic plan is foreseen after every Board election.

3. Risks

- Only short-term thinking and actions that could have negative effects on achieving long-term goals.
- Priorities that are not in line with the actual situation of the organisation.
- An organisation being reactive instead of proactive.
- Difficulty of evaluation of performance (if no concrete goals).
- Difficulties for members to support actions of the organisation and to implement recommendations.
- Lack of coherence in internal decisions/actions.

- Lack of autonomy and creativity in the staff members' daily work.
- Negative impact on the attitude of staff members (feeling aimlessness).
- Uncertain, unpredictable and out-of-control future.
- Lack of continuity and sustainability of activities.

4. Instruments and key elements

<i>Instruments</i>	<i>Key elements</i>
Strategic Plan	<ul style="list-style-type: none"> • Short-, medium- and long-term. • Aligned with the vision, the mission and the values of the organisation. • Clarity of the objectives. • Realistic objectives. • Adapted to the environment and the culture of the organisation. • Discussed and elaborated with the highest level of the organisation. • Annual work programmes to ensure a proper implementation of the strategy. • Involved external expertise and stakeholders in the development phase. • Communication with members and stakeholders. • Regular points of evaluation and assessment (possible by listing benchmarks or success factors).

5. Good practice examples

Example "Strategic Plan"

Organisation: International Olympic Committee (IOC)

Description: Olympic Agenda 2020+5, comprising 15 recommendations, is the new roadmap for the IOC and the Olympic Movement until 2025, succeeding Olympic Agenda 2020. These recommendations address key trends likely to shape the post-coronavirus world, such as increased societal solidarity, digitalization, sustainable development, organizational credibility, and financial resilience. They call for actions like strengthening the Olympic Games' uniqueness, fostering sustainability, reinforcing athletes' rights, promoting safe sport, enhancing digital engagement, supporting the UN Sustainable Development Goals, aiding refugees, practising good governance, and innovating revenue models, all aimed at transforming challenges into opportunities through the values of Olympism.

Further information:

[Olympic Agenda 2020 - Strategic Roadmap for the Olympic Movement \(olympics.com\)](https://olympics.com/en/olympic-agenda/olympic-agenda-2020-5-15-recommendations)

<https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/What-We-Do/Olympic-agenda/Olympic-Agenda-2020-5-15-recommendations.pdf>

Example “Strategic Plan”

Organisation: International Basketball Federation (FIBA)

Description: For the period 2023-2027, FIBA has outlined a consistent strategy with clear objectives and an explicit road map for implementation to achieve its goals. Guided by core basketball values and a clear vision, FIBA's mission now includes unifying the community and promoting and developing the sport. To track its progress, FIBA has identified seven strategic objectives for the 2023-2027 cycle and three strategic priorities for the current working cycle: empowering National Federations, promoting women in basketball, and shaping international club competitions.

Further information: [Strategy - FIBA.basketball](https://www.fiba.basketball)

Example “Strategic Plan”

Organisation: Union Cycliste Internationale (UCI)

Description: The UCI Agenda 2030 builds on the nearly accomplished objectives of Agenda 2022 and outlines the UCI's roadmap for the next eight years. Aiming to make cycling the sport of the 21st century, this agenda focuses on making the sport more inclusive and fostering a cycling lifestyle. Its objectives include global development and universality of cycling, innovation in competitions, strengthening support for National Federations and solidarity programs, promoting sustainable practices, protecting athletes and ensuring equal opportunities, and reinforcing Olympic values and good governance within the UCI.

Further information: [2030 Cycling's Agenda | UCI](https://www.uci.ch/2030-Cycling's-Agenda)

Example “Strategic Plan”

Organisation: Swiss Olympic

Description: The Executive Board's strategy outlines how it plans to implement the vision, mission, and directives of the guiding principles over the coming years. By focusing on core objectives, performance metrics, and key activities, the Executive Board sets priorities and directs the operational execution of measures by the management team. Recognizing that sports will continue to evolve significantly due to societal, economic, technological, environmental, and political developments, Swiss Olympic's guiding principles and strategy are designed to support agile responses to new opportunities and manage risks effectively. The strategy will be periodically reviewed and adjusted as needed to align with changing conditions.

The core topics considered are: Olympic values, International events, high-performance sport, grassroots sport, paralympic sport, Sport governance and management, innovation, economy, e-sport.

Further information:

[Swiss Olympic - Strategie, Leitbild und Statuten](#)

[2023-08-28 SwissOlympic Strategie Nachtrag verabschiedet DE .pdf](#)

Example “Strategic Plan”

Organisation: England Athletics

Description: The Strategic Plan 2021-2032, crafted through extensive stakeholder consultation, is guided by key principles: prioritizing athletes, upholding high standards and ethical success, enhancing experiences, and fostering collaborative partnerships. England Athletics is dedicated to implementing the UK-wide strategy for the sport effectively. This strategic plan outlines the areas where England Athletics will lead or influence to build a thriving infrastructure, supporting the sustainable development of critical aspects of the sport and ensuring that athletes can excel.

Further information: [Our Strategy - England Athletics](#)

6. Steps to the next level

To level 2 ★★ “Emerging”	To level 3 ★★★ “Developing”	To level 4 ★★★★ “Established”	To level 5 ★★★★★ “Embedded”
<ul style="list-style-type: none"> • Discuss within a Board meeting what are the current key challenges and tasks for your organisation. • Discuss which activities related to these challenges can be initiated in the short-term future. 	<ul style="list-style-type: none"> • Discuss within a Board meeting some mid and long-term challenges, tasks and objectives of your organisation. • Define what you want to achieve for each of these challenges/tasks. • Consider for which of these tasks/challenges you would need a strategic plan. • Discuss the strengths and weaknesses of your organisation. 	<ul style="list-style-type: none"> • Prepare or refine an annual strategic plan setting out key responsibilities, objectives, challenges and goals for the next year. When preparing this action plan, conduct a SWOT analysis of your organisation. • Formally adopt this strategic plan during one of the Board meetings. • Once adopted, share the strategic plan with staff members, members and member organisations. • Evaluate thoroughly the 	<ul style="list-style-type: none"> • Prepare and validate a comprehensive strategic plan that builds on the vision and mission of the organisation as well as the previous strategic plans to ensure continuity. The plan sets out key responsibilities, objectives, challenges and goals for the next year. It clearly defines who is responsible for carrying out certain tasks and what the expected results and timeline are • Identify mid- and long-term objectives to be followed as well as



		<p>strategic plan of the previous year (on achievement of the strategic goals) when adopting or drafting the new strategic plan.</p>	<p>concrete ways of achieving them.</p> <ul style="list-style-type: none"> • Prepare every year an annual work programme to monitor the delivery of the strategy. • Include benchmarks, key performance indicators (KPIs) or other success factors in your strategic work plan where possible. • Formally adopt this strategic plan during one of the Board meetings. • Engage as much as possible your stakeholders in the preparation of the strategic plan. Once adopted, make sure that the strategic plan is known and communicated to all staff members and member organisations. • Publish your strategic plan and explanations regarding the process on your website. • Foresee regular points of evaluation, revision, adaptation and assessment of the
--	--	--	--



			<p>strategic plan, at least when developing the strategic plan for the following year. Assessment or evaluation can be facilitated by including benchmarks, key performance indicators (KPIs) or other success factors in the strategic plan.</p>
--	--	--	---