



SUCCESS

Diagnosis

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Strategic Planning

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

Strategic Plan

A strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

Strategic Management

Strategic management is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization.

Strategic management activities transform the static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change

Steps in Strategic Planning & Management

- 1) analysis or assessment, where an understanding of the current internal and external environments is developed,
- 2) strategy formulation, where high level strategy is developed and a basic organization level strategic plan is documented

Steps in Strategic Planning & Management

3) strategy execution, where the high level plan is translated into more operational planning and action items, and
4) evaluation or sustainment / management phase, where ongoing refinement and evaluation of performance, culture, communications, data reporting, and other strategic management issues occurs.

Diagnosis

Diagnosis is a way or tool to see where you are currently in relation to the internal and external surroundings, which will allow you to take opportunities and avoid threats.

Identification: Stakeholder & Factors

- **Micro environment**
 - Members, clubs, leagues
 - Institutional and financial partners
 - Suppliers of goods and services
 - Existing and potential audience
 - Competitors
- **Macro environment**
 - Factors that determine the state
 - Factors that determine the structure

The interest of Stakeholders – national sports federations case

Factor	Weak interest	Strong interest
Weak control	public Part of suppliers <i>Priority 4: keep an eye on them</i>	Sponsors Competitors <i>Priority 3: keep them informed</i>
Strong control	N00 MF <i>Priority 2: keep them satisfied</i>	Community <i>Priority 1: treat them carefully</i>

Prilagođeno sa www.mindtools.com/pages/article/newPPM_07.htm

Internal and external analysis

- **follow the structure** of the Strategical planning
- **perform** a SWOT analysis
- **using** SWOT matrix for setting the strategic diagnosis

SWOT matrix-

national sports federations case

Opportunities

Support stakeholders
Good involvement of volunteers
A good public image
Satisfied sponsors
Employees who really care about the success of the organization
Good facilities
A good promotional strategy
The current lack of strong competitors

Weakness

There is no organizational chart
Under-developed job descriptions for volunteers and employees
Low level of professional training
Insufficient space for expansion
Culture shift the blame on each other among employees
Ulterior motives of some of Directors

Strengths

Investment programs of the Government
Increased awareness of the importance of physical exercise
Lifestyle changes for better health
The application of management techniques to improve management
Trademark (brand)
Excellent transport links
Financing from the lottery

Treats

Change of government
Reducing the schedule of physical education in the education system
Doping in sport
An increasing number of litigation
An increasing number of competitions

Key Recommendation

- Identify all stakeholders who have impact on organization:
- Set priorities for each of stakeholder
- Make internal and external diagnostics;
- Use SWOT as a framework for the classification of information that you get in discussions with stakeholders.

SWOT Group work

- 1) Organization of the exercise (5')
 - participants shall be divided in 6 country groups
 - each group select the leader and rapporteur
- 2) Exercise: The participants have 20 minutes to complete the exercise (20')
 - develop their country SWOT table on a flipchart related to institutional capacities to develop successful Strategical Plan
 - develop list of recommendations how to overcome weaknesses
- 3) Presentation: 30 minutes for presentation and 5 minutes for discussion (35')

Question for the debate (or to think about)

Who is the one to make Strategy?

How can you involve all the stakeholders in to Strategical Planning Process?

How their involvement can be improved?

Mission Statement

The Mission Statement concentrates on the present; it defines the customer(s), critical processes and it informs you about the desired level of performance

- **Outline** the mission in accordance with the organizational values
- **Check** regularly that the mission still appropriate
- **Enter** the humanities and social elements and interface elements in its mission to create a link with the values of the Olympic Movement

Vision Statement

The Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to effect change

Vision Statements

- **Vision** refers to what the organization wants a long-term
- **Values** are fundamental beliefs that the organization promotes

Together they form the framework for
Strategic Planning

Vision and Values

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Strategic Goals

Strategic objectives describe the mission and vision

1. Identify

- the goals
- the impact on the organization
- feasibility
- risks

2. Define the objectives using the matrix to organize information

Thank you for the attention



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