



**“SAS 2024”**

**Reshape our future  
Short-term actions**

30<sup>th</sup> August 2014

# Agenda

## Reshape our future, short-term actions - Strategy "SAS 2024"

1. Starting position, objective, joint core team and sounding board
2. Recommended short-term actions
  - a. Reinstalling **Technical Commission (TC)**
  - b. Re-establish **Communication Commission (ComC)**
  - c. Sponsoring: **Engage SAS Foundation**
3. Target Structure of the Central Committee and Commissions
4. Strategy "SAS 2024" development launch
5. Proposal to the Assembly of the SAS Delegates - 30<sup>th</sup> August 2014



# 1. Starting position, objective, joint core team and sounding board

## Starting position

- One year experience of Central Committee (CC) Fribourg
- Technical and Publicity Commissions which were designed to secure a long term continuity “disappeared” since several years
- Sponsoring activities of CC has shown necessity to support CC Fribourg after recent loss of long-term Sponsors and substantial difficulties to acquire new ones
- Identified need to adjust overall organizational structure of SAS Leadership enabling also smaller sections to successfully take over CC

## Objective

- Identify and agree short-term actions and launch Strategy “SAS 2024”

## Joint Core Team

### Central Committee (CC)

- Bertrand Siffert (FR, President)
- Felix Gey (FR)
- Marc Walpoth (FR)
- Philippe Doebeli (FR)
- Charles v. Wurstemberger (FR)
- Silvan Bözinger (FR)

### Initial Task force

- Ivan Wagner (ZH)
- Peter Wyler (FR)
- Urs Schüpbach (BE)
- Jean-Philippe Rochat (LA)
- Robert Kessler (ZH, Foundation)

## Sounding Board

- Patrick Menge (BS, President)
- Christoph Vock (BS, Foundation)
- Lukas Dellenbach (BE, Co-President)
- Olivier Brunisholz (FR)
- Matthieu Gueissaz (FR, President)
- Alexander Troller (GE, Foundation)
- Sébastien Zulian (GE, Ex-President)
- Alix Marxer (GE)
- Pal Troye (Norge, President)
- Mathieu Rossier (LA, President)
- Hans Grüter (ZH, President Foundation)
- Tamara Lauber (ZH, President)
- Thomas Pool (ZH, designated President TC)
- Alexandra Strobel (ZH, designated President ComC)
- Fabian Birbaum (ZH, Nordic)

**Assembly of  
SAS delegates  
30<sup>th</sup> August 2014**

## 2a. Reinstalling **Technical Commission (TC)** to concentrate/ retain technical knowledge beyond 3 year cycle of a CC and support organisation of key SAS events

### Current state , major issues

- No permanent Technical Commission led by a president in place since 2005, almost 25 years of excellent results with established TC (Founded in 1977)
- Lack of continuation, as majority of the position holders change with the CC after every 3 years, resulting in heavy knowledge drain
- Lack of resources to build up and retain the necessary technical knowledge/skills to cover all relevant tasks
- Difficult to establish long-term relationships to important highly professional partners i.e. FIS, FISU, SHSV and Swiss Ski

### Target state and key responsibilities

- Establish again a permanent Technical Commission (TC) led by a president, reporting to the President of CC
- Expectation: position holders keep functions at least 6 - 8 years
- Technical Commission is responsible to:
  - Lead the National teams Alpine and Nordic
  - Secure long-term knowhow and expertise in the key technical tasks and matters of SAS
  - Secure long-term relationships to FIS, FISU, SHSV and Swiss Ski
  - Support key SAS events such as U-Games and SAS-Cups

### Target state of TC with proposed position holders

	<b>President Thomas Pool</b>	<b>Vice-President TBD - Future CC *)</b>
Coach / Trainer Alpine National Team <b>Reto Candrian / (Hans Erni)</b>	FIS / FISU / SHSV <b>Urs Schüpbach</b>	U-Games Alpine *) <b>Philippe Doebeli</b>
Coach / Trainer Nordic National Team <b>Fabian Birbaum</b>	Swiss Ski (incl. Interregion, NLZ, RLZ) <b>Felix Gey</b>	U-Games Nordic *) <b>TBD</b>
SAS Cup / Chief of Judges <b>Werner Lüthi</b>		

\*) Member of CC as well as member of the TC to ensure strong alignment between CC and TC

NLZ Nationale Leistungs-Zentren

RLZ Regionale Leistungs-Zentren

### Major benefits

- Ensured continuation in the TC beyond the 3 years cycle of a CC
- Concentrated and retained necessary technical knowledge and skills over a longer time period to ensure smooth and professional organisation and execution of key SAS events
- Established long-term relations to FIS, FISU, SHSV and Swiss Ski
- Central Committee supported in operational and technical tasks and enable also smaller sections to take over the CC

## 2b. Re-establish **Communication Commission (ComC)** to ensure an aligned approach of all communication activities across SAS Magazine, Internet, Social medias and Schneehase

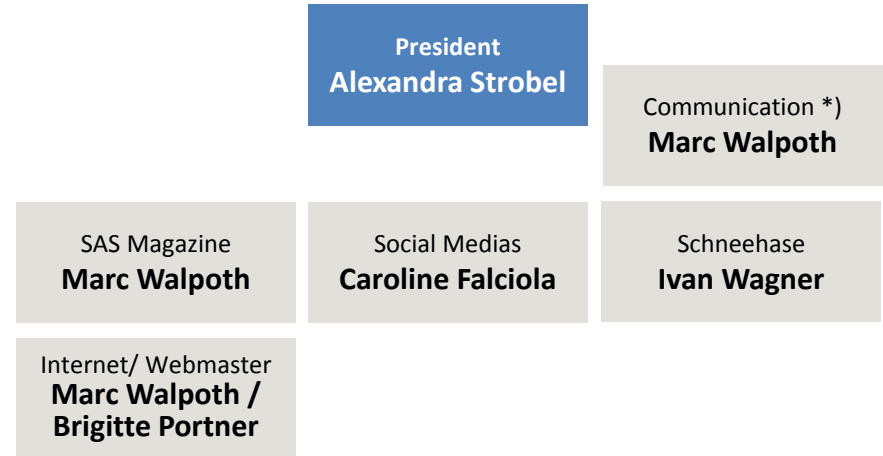
### Current state , major issues

- No permanent Communication Commission led by a president in place since 1998
- No or limited alignment of communications activities between sections and the related communication bodies i.e. internet and Social medias, SAS Magazine and Schneehase
- Current communications mix doesn't cover all channels and medias, especially the new medias which are very important to reach and attract our future members and young talents
- Lack of resources to build up and retain professional communication know how/ skills (technology & content)
- Lack of continuation, know how drain or strategic change of communication after change in CC
- Difficult to establish a coherent, long-term perception of the key messages of the SAS in the "market"

### Target state, key responsibilities

- Re-establish again a permanent Communication Commission (ComC) led by a president, reporting to the President of CC
- Expectation: position holders keep functions at least 6 - 8 years
- Communication Commission is responsible to:
  - Ensure coherent communication mix, CD/ CI and alignment of all communication bodies
  - Interact with all stakeholders to ensure consistent communication of key messages to the outside world
  - Coordination with Sponsoring & Advertising
- Responsible for members directory/ database remains in CC

### Target state of ComC with proposed position holders



\*) Member of CC as well as member of the Communication Commission to ensure strong alignment between CC and ComC

### Major benefits

- Ensured continuation in the ComC beyond the 3 year cycle of a CC
- Concentrated and retained necessary communication knowledge and skills beyond the acting CC to ensure consistent presence in all relevant channels/medias and foster coherent perception of the SAS in the outside world
- Central Committee supported in operational and technical tasks and enable also smaller sections to take over the CC

## 2c. Sponsoring: Engage SAS Foundation to support CC acquiring 2 key sponsors (25 kCHF per sponsor and year) during the next 2 CC years

### Current state

- Recent loss of long-term Sponsors and substantial difficulties to acquire new ones
- Despite the various sponsoring efforts of the CC Fribourg there is still a funding gap
- Due to the funding gap the CC has reduced the expenditures of some activities and events leading to no or only very limited quality impact of the related events and activities
- Nevertheless this expenditure reductions leading to some negative perceptions and criticism in some sections

### Major issues

- Sponsoring historically based on personal relationships and Goodwill, less on real value
- Every new CC began from scratch to identify their sponsoring partners for the time period of 3 years
- Majority of the sponsoring partners had a strong link to SAS members of the section mandated with the CC
- Difficult to motivate sponsoring partners to remain SAS sponsor longer than 3 years after change in CC

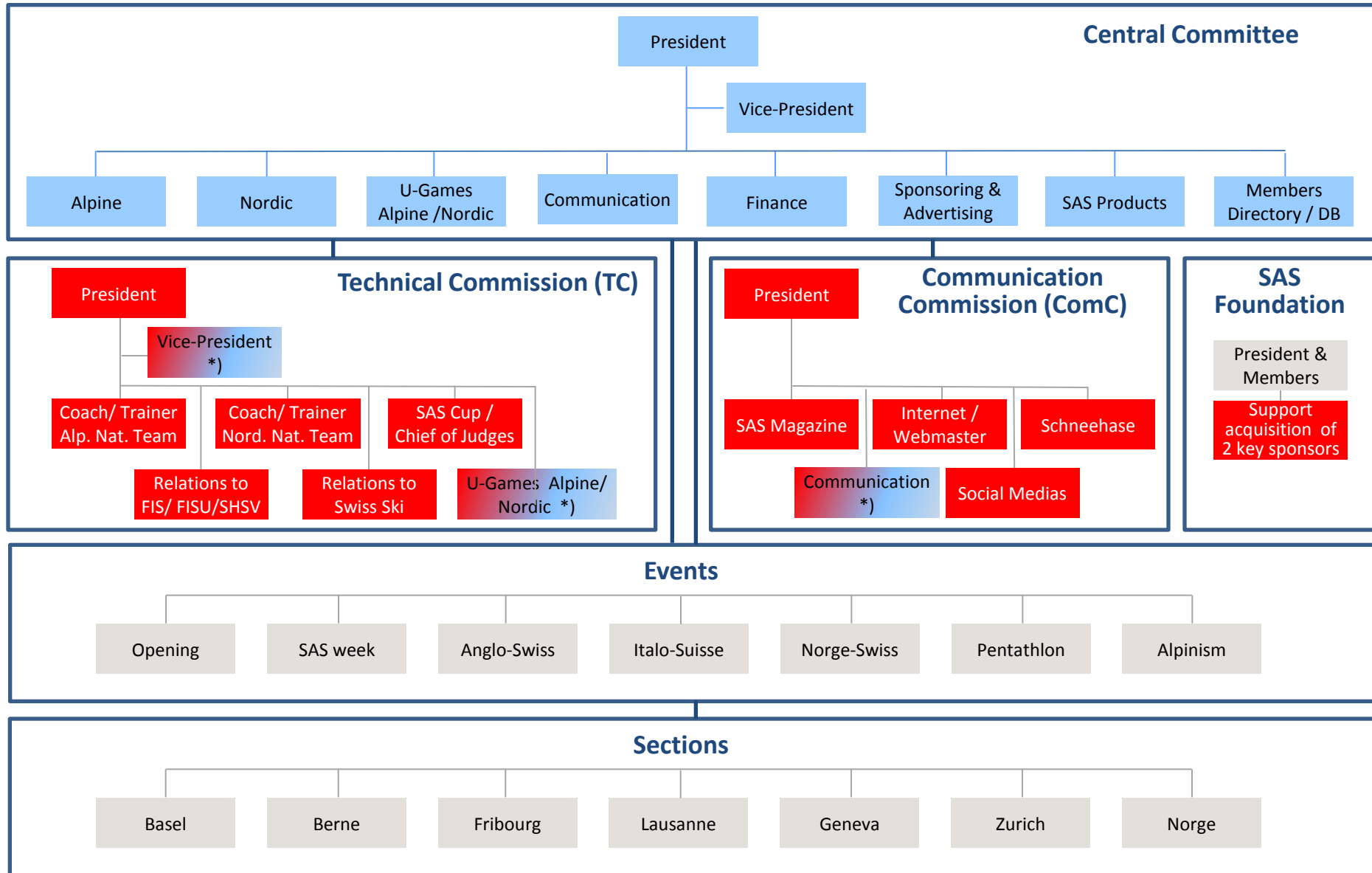
### Target state, key responsibilities

- Selected members of the SAS Foundation lead in close collaboration with CC the search of 2 key sponsors (25 kCHF per sponsor and year) during the next 2 CC years
- The SAS foundation supports the CC financially (in accordance with the statutes), especially in case the 2 key sponsors couldn't be found
- CC remains responsible to find additional funding
  - Smaller partners with strong link to the section of the CC or other sections
  - Emphasizing on event- and publication partners
  - All kind of regional fund rising activities/-events advertising in SAS Magazine and event brochures

### Major benefits

- Ensured financial base for the near future in order to ensure continuation of strategic SAS activities especially Alpine / Nordic National teams and key SAS events
- Fostered further strategic evolution of the SAS
- Central Committee supported in operational and technical tasks and enable also smaller sections to take over the CC
- Leveraging SAS assets as well as using extensive knowledge, key relationships of SAS members of the Foundation as established business leaders to acquire two key sponsors

### 3. Target structure of the Central Committee and Commissions



■ Central Committee - changes every 3 years

■ Targeted structural changes - position holders keep functions at least 6-8 years, changes when necessary

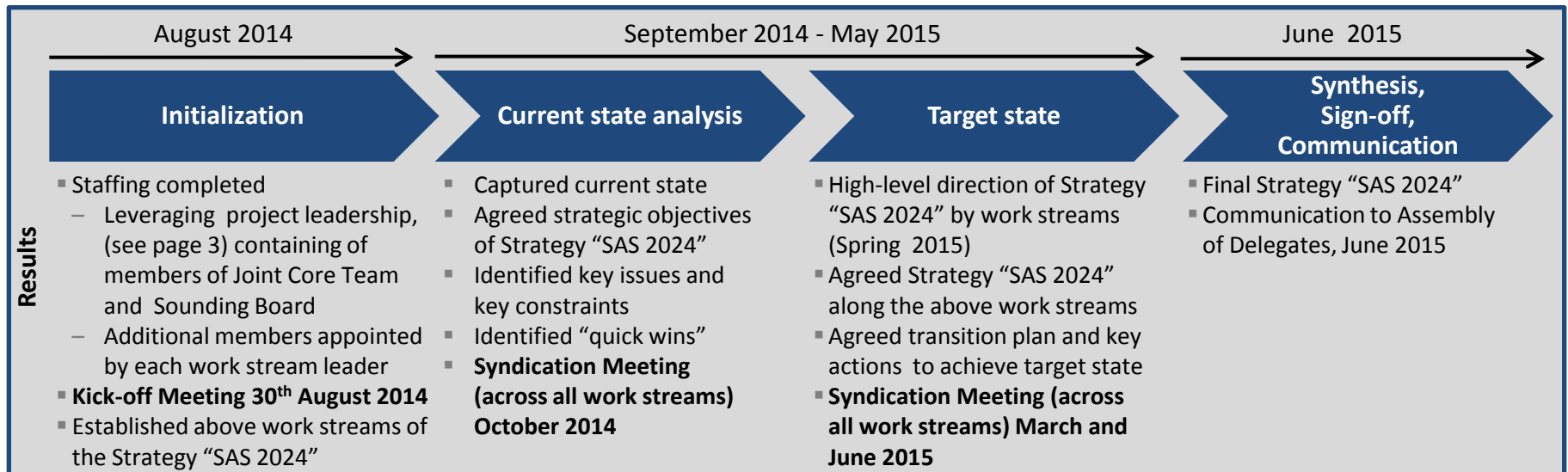
\*) Member of CC but as well member of the TC / ComC to ensure mandatory alignment between CC and TC/ ComC

## 4. Strategy “SAS 2024” development - scope, approach and timeline

Some key questions to be answered to respond to the multiple challenges the SAS will face in the next decade

SAS Core Values	Racing and Events
<ul style="list-style-type: none"> <li>Are the core values and basic beliefs still valid , or have they to be adapted?</li> <li>Are the trends in the snow sports, changes in society and in student environment taking enough into account?</li> <li>What key activities the SAS wants to focus on and are there new ones to emphasis on in the future ?</li> <li>How to achieve long-term social cohesion within the SAS across regions</li> </ul>	<ul style="list-style-type: none"> <li>Should the SAS maintain the racing tradition or/ and focus on a broader range of activities in the future?</li> <li>How intends the SAS to further Kids and acquire, promote and retain new young talents in the future?</li> <li>What kind of members the SAS intent to attract in the future?</li> <li>How to offer simultaneously attractive events to fulfill all members (National ski team, AHs with or without families) expectations ?</li> </ul>
Communication and Publicity	Funding and Sponsoring
<ul style="list-style-type: none"> <li>How is the SAS perceived in the outside world and in the eyes of potential new members ?</li> <li>Is our media presence appropriate to attract our target groups?</li> </ul>	<ul style="list-style-type: none"> <li>How the SAS ensure sustainable funding?</li> <li>What activities have to be funded centrally (Foundation and/ or CC) and what activities still have to be funded by the sections?</li> </ul>

### Approach and timeline





## 4. Strategy “SAS 2024” development - proposed project leadership & work streams

### Overall Project Leadership

#### Lead

- Ivan Wagner (ZH)

#### Deputy

- Peter Wyler (FR)

#### Members

- Bertrand Siffert (FR, President CC)
- Sandro Jelmini (LA)

### WS 1: SAS Core Values

#### Lead

- Peter Wyler (FR)

#### Deputy

- Jean-Philippe Rochat (LA)

#### Work stream members

- Bertrand Siffert (FR, President CC)
- Olivier Brunisholz (FR)
- Charles von Wurstemberger (FR)
- Christoph Vock (BS, Foundation)
- Lukas Dellenbach (BE, Co-President)
- Gilles Frôté (BE)
- Alexander Troller (GE, Foundation)
- Alix Marxer (GE)
- Benjamin Guyot (LA)
- Pal Troye (Norge, President)
- Robert Kessler (ZH, Foundation)

### WS 2: Racing / Events

#### Lead

- Thomas Pool (ZH)

#### Deputy

- Urs Schüpbach (BE)

#### Work stream members

- Felix Gey (FR)
- Philippe Doebeli (FR)
- Patrick Menge (BS, President)
- Werner Lüthi (BE)
- Reto Candrian (Alpine)
- Fabian Birbaum (ZH, Nordic)
- Matthieu Rossier (LA)
- Emanuele Ravano (LA)
- Sébastien Zulian (GE, Ex President)
- Ségolène Brunisholz (GE)
- Rolf Ringdal (Norge/ZH)
- Hans Grüter (ZH, President Foundation)
- Tamara Lauber (ZH, President)
- Tom Kessler (ZH)
- Bettina Gruber (ZH)

### WS 3: Communications

#### Lead

- Alexandra Strobel (ZH)

#### Deputy

- Marc Walpoth (FR)

#### Work stream members

- Andreas Zuber (BE)
- Matthieu Gueissaz (FR, President)
- Caroline Falciola (GE)
- Marcel Müller (LA, Alpinism)
- Alix de Courten (LA)
- Ivan Wagner (ZH)

## 5. Four proposals to the Assembly of the SAS Delegates 30<sup>th</sup> August 2014

### Short-term actions of the Strategy “SAS 2024” to ensure success in the near future

Adjust structure by relaunch of permanent commissions to ensure continuity on a high level and to support Central Committee in operational tasks

- **1. Reinstalling Technical Commission (TC)**
  - Election of Thomas Pool as President
  - Define duties, job descriptions and processes
  - Transition from current state to future state

- **2. Re-establish Communication Commission (ComC)**
  - Election Alexandra Strobel as President
  - Define duties, job descriptions and processes
  - Transition from current state to future state

Secure financial base through more successful sponsoring

- **3. Sponsoring: Engage SAS Foundation to support CC acquiring 2 key sponsors (25 kCHF per sponsor and year) during the next 2 CC years**
  - The SAS foundation supports the CC financially (in accordance with the statutes), especially in case the 2 key sponsors couldn't be found
  - CC to continue efforts to secure small sponsors and fund rising activities

Develop Strategy “SAS 2024” to respond to the challenges of the next decade

- **4. Develop Strategy “SAS 2024”**
  - Confirm overall project leadership, 3 work streams and its leaders
  - Achieve optimal mix in regard of coverage of disciplines, age distribution, gender and regions

Implementation / Transformation  
Saison 2014/ 2015

Saison  
2014/  
2015