



Strategy “SAS 2024” Reshape our future

Update Presidents/Rennchefs
Berne, 18th April 2015

Agenda

Strategy “SAS 2024” - Reshape our future

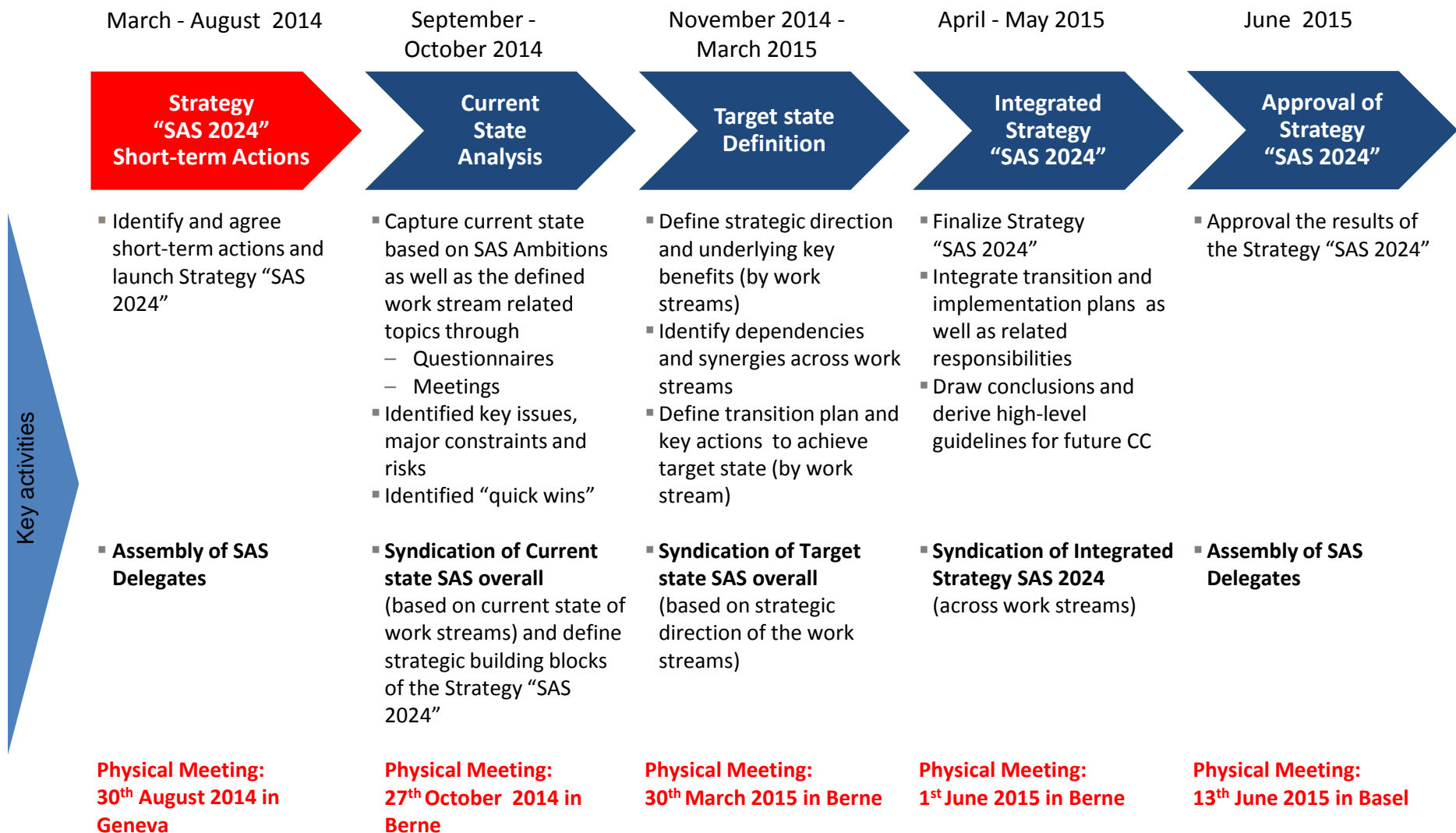
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Strategy “SAS 2024” development approach and timelines



Project leadership and work stream members

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: Communication

Lead

- Alexandra Strobel (ZH)

Deputy

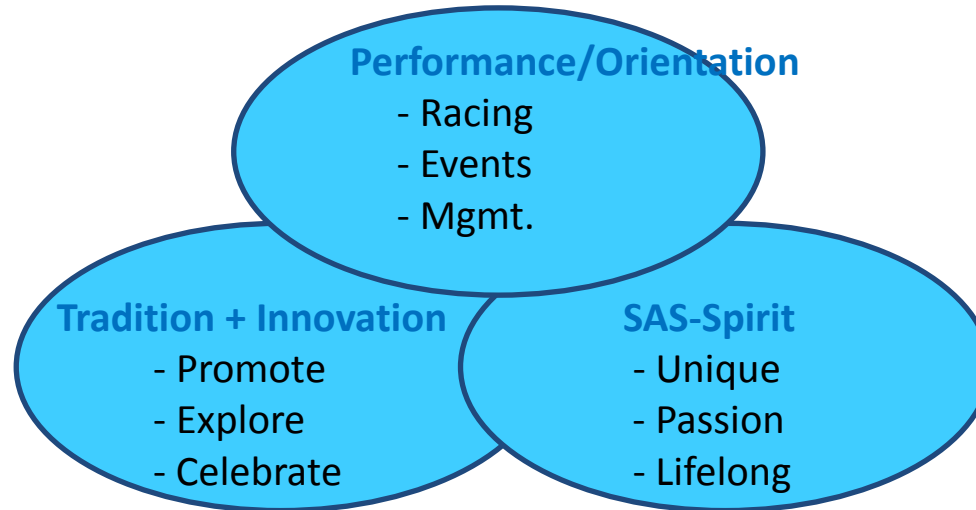
- Marc Walpoth (FR)

Work stream members

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

Strategic Success Factors and Objectives

The SAS was a key player in the development of ski sport and Its **3 Strategic Success Factors** were and should continue to be



The SAS wants to preserve its strengths and its Core Values and sets for that purpose the following **Objectives**

1. To improve the level of **Professionalism** in all its activities
2. To secure its future by attracting right **Talents** through strengthening its Top Athletes, Candidates, J-SAS and Kids
3. To strengthen the **Sections** which shall annually, after consultations with the Central Committee and the Commissions, set its own priorities and objectives
4. To optimize **Communication** to all Stakeholders through various channels
5. The successful implementation of these key objectives calls for more and sustainable **Funding**

Core values

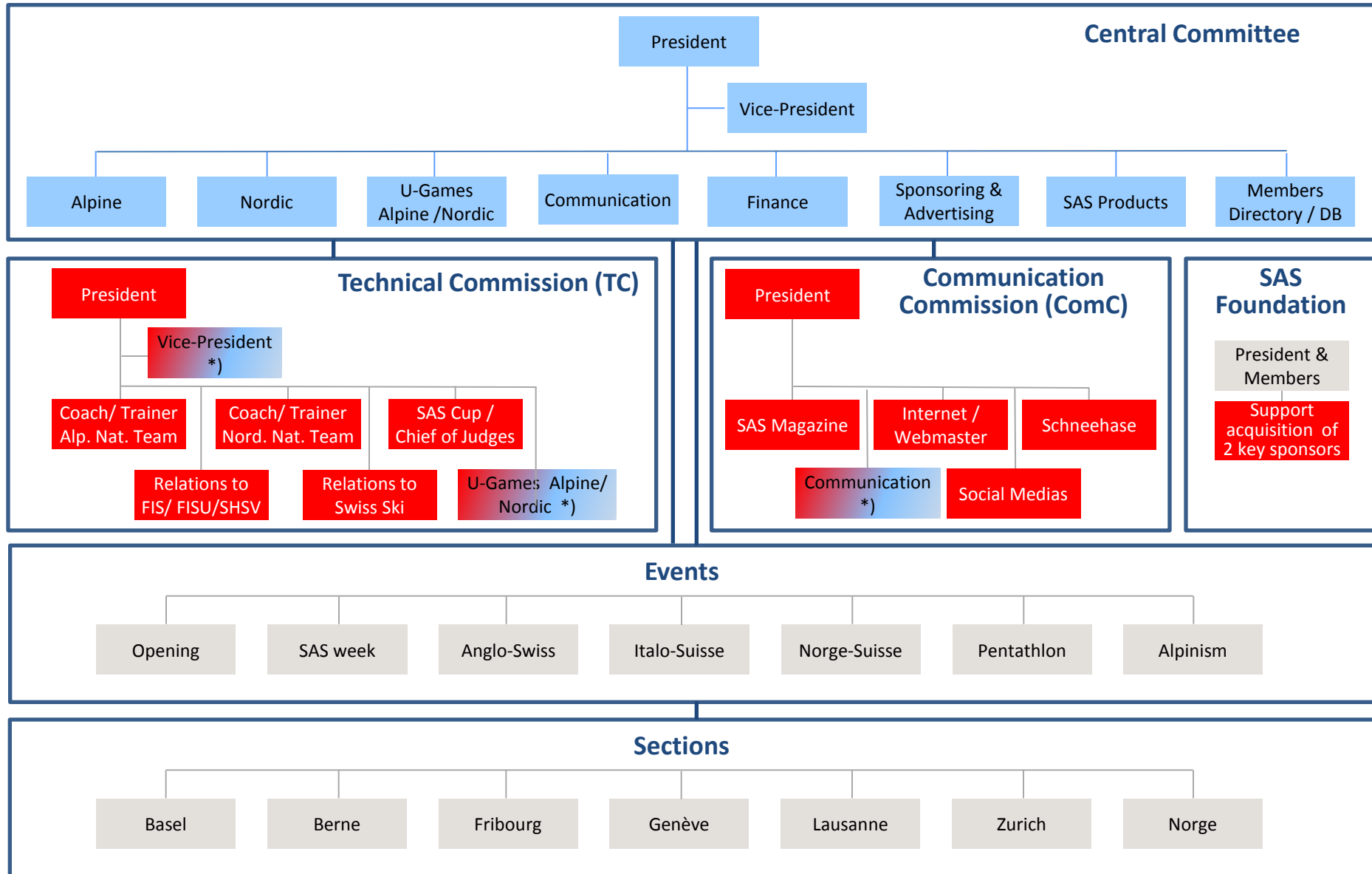
Strategic Objectives

1. Adaption of the racing performance orientation and recommend minimal standards for member admission
2. Improve social cohesion within the club across regions, genders, disciplines and ages
3. Ensure appropriate and sustainable organizational structure of the SAS

Strategic priorities

- 1a. The SAS wants to keep a racing orientation and wants to see as well a racing performance of the candidates and future members where different maturity level are acceptable i.e. SAS Cup and Swiss Ski races with / without license, FISU and FIS races
- 1b. No hard core point limits (i.e. FIS or Swiss Ski points) to be applied
- 2a. Achieved balance between races with and without licenses (Swiss-Ski or FIS licenses)
- 2b. Enlarge SAS's race calendar
- 2c. New offering for AHs
- 3a. Established new target structure of the SAS
- 3b. Clarified segregation of duties between Central Committee, Commissions and Sections through (RACI – Accountable, Responsible, Consulted, Informed)

Target structure of the Central Committee (CC), Commissions and Sections ...



■ 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

... and related segregation of duties between CC, Commissions and Sections

| Major Duties (Extract – complete list see appendix) | Central Committee | Technical Commission | Communication Commission | Event Manager | Sections | Committees | SAS Stiftung | General Assembly |
|---|-------------------|----------------------|--------------------------|---------------|----------|------------|--------------|------------------|
| Operational Management of the Club – Values, Spirit of SAS, overall guidance | | | | | | | | |
| Define yearly overall scope, key activities, priorities and projects of the club (scenarios) for the upcoming season to be approved by the General Assembly | A / R | C | C | | | I | | Approval |
| Define yearly overall Budget (scenarios) - including as well financial demand of the commissions - related to overall scope, key activities, priorities and projects of the club to be approved by the General Assembly | A / R | C | C | | | I | I | Approval |
| Define and submit additional fund request to the SAS Stiftung to fulfil operational initiatives or special projects | A | R | R | C | | C | Approval | |
| SAS Events | | | | | | | | |
| Define holistic planning guidelines, budget restriction, schedule of SAS events for upcoming season in conjunction with "Event Manager" | A / R | C | C | C | | C | | |
| Universiade - Selections of athletes | C | A / R | I | | | I | | |
| U-Games (Alpine/ Nordic) | A | R | C | | | I | | |
| Establish and maintain long-term external relationships | | | | | | | | |
| CC represents SAS at Swiss Ski delegates assembly and official events | A | C | I | | | I | | |
| Establish and maintain key relationships within Swiss Ski (Technical areas, Competition, Athletes etc.) | C | A / R | I | | | I | | |
| NLZ (National Leistungszentren) & Sport Colleges ; FIS, FISU/ SHSV | C | A / R | I | | | I | | |
| Universities - sport departments | C | A | C | C | | R | | |
| Regional ski associations | C | R | C | C | | A | | |
| Fund Raising | | | | | | | | |
| Fund raising i.e. Sponsors for a 3 year cycle of a Central Committee | A / R | C | C | | | I | I | |
| Fund raising i.e. longterm strategic Sponsors (beyond the 3 year Central Committee cycle) | C | I | I | | | I | A / R | |
| Fund raising i.e. local sponsors for sections events i.e. SAS Cups | C | I | I | | | A / R | I | |
| Fund raising i.e. local sponsors for other events i.e. Pentathlon, Anglo-Swiss, Italo-Swiss | C | I | I | A/R | | I | | |
| Fund raising i.e. special sponsors for alpine and nordic team | C | A / R | I | | | C | | |
| Technical Commission | | | | | | | | |
| Define overall strategy of the national teams (Alpine / Nordic) | A | R | I | | | I | | |
| Define overall financial demand (incl. scenarios) to fulfil technical commissions scope, activities of the national teams (Alpine / Nordic) and ensure young talents to be included in the overall budget | C | A / R | I | | | I | | |
| Management of dedicated budget for technical commission (after approval by General Assembly) for all related activities and functions during the season | C | A / R | I | | | I | | |
| Communication Commission | | | | | | | | |
| Define overall communication strategy across all channels/media | A | I | R | | | C | | |
| Define communication scope, activities and projects (all channels) during the season | A | I | R | | | C | | |
| Define financial demand (scenarios) to fulfil communication scope, activities and projects (all channels) during the season to be included in overall budget | C | I | A / R | | | | | |
| Management of dedicated budget for communication commission (after approval by General Assembly) for all related activities and functions during the season | C | I | A / R | | | | | |
| Sections | | | | | | | | |
| Define yearly overall scope, key activities, priorities and projects of the sections for the upcoming season to be aligned with other sections and Central Committee | I | I | I | | | A / R | | |
| Define yearly overall Budget related to overall scope, key events and priorities and projects of the section to be approved by the section's Assembly General | C | C | C | | | A / R | | |
| Spirit of SAS within the sections (to be transferred to candidates / new members) | C | | | | | A / R | | |
| Staffing | | | | | | | | |
| Key function holders of the Central Committee | | | | | | | | Approval |
| President and Vice president of Technical and Communication Commission | | | | | | | | Approval |
| Function holders of the Technical and Communication Commission | C | A/R (President) | A/R (President) | | | I | | |

A = Accountable The true owner of the decision / outcome; ultimately accountable for the results - Accountability also includes Responsibility in not stated otherwise

R = Responsible The executing party, the immediate owner who is charged to deliver the results

C = Consulted Before a decision is taken, a view from this party has to be considered

I = Informed Will be informed of the approach / decision

Example Implementation Plan: Racing/Events

| Strategic priorities | Implementation measures | Responsible | Date |
|---|--|--|--|
| <p>1a. SAS Racing Team Elite Alpine</p> | <ul style="list-style-type: none"> ▪ Established contact to NLZ-Ost / Sportgymnasium Davos ▪ Established contact to NLZ West / Brig ▪ Establish Contact to NLZ Mitte / Engelberg ▪ Established Contact to Swiss Ski ▪ Create List of all Sportgymnasien (incl. athletes) ▪ Established Relationship with Coaches ▪ Agreed selection criteria's for National teams 2016/17 | <ul style="list-style-type: none"> ▪ Thomas Pool, Daniela Fuchs ▪ Thomas Pool, Matt. Rossier ▪ Thomas Pool, Erni / Candrian ▪ Th. Pool/ F. Gey / B. Gruber ▪ P. Menge ▪ Pool / Erni / Candrian ▪ Erni / Birbaum, Pool, Candrian | <ul style="list-style-type: none"> ▪ ... ▪ ... ▪ ... ▪ ▪ ... ▪ ... ▪ ... |
| <p>1b. SAS Racing Team Elite Nordic</p> | <ul style="list-style-type: none"> ▪ | <ul style="list-style-type: none"> ▪ | |

Q & A