



Strategy “SAS 2024”
Reshape our future
Final Results

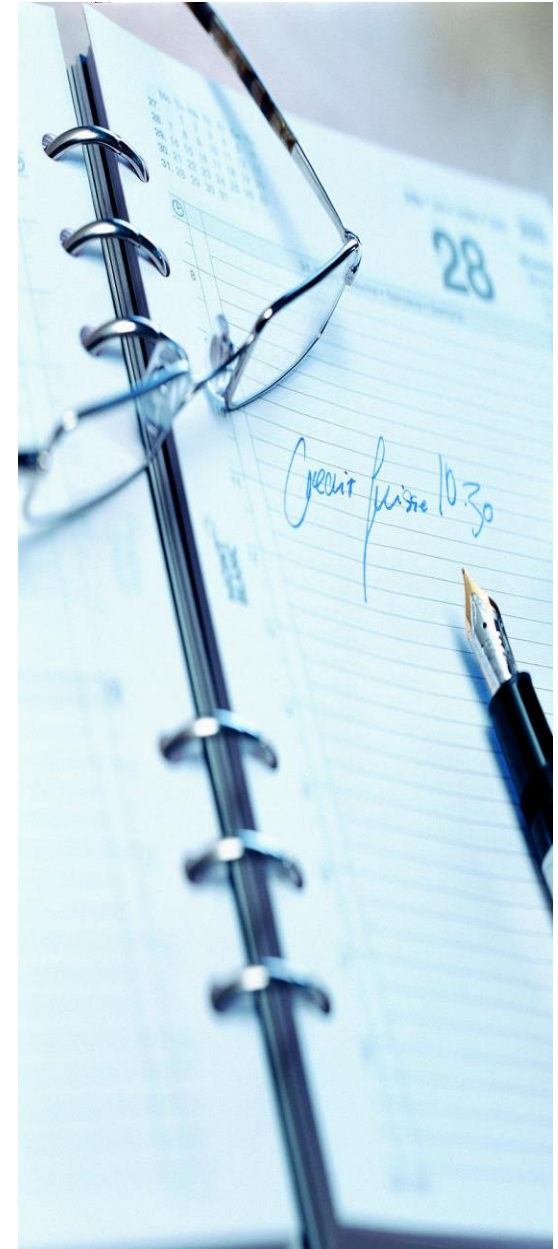
Version 2nd June 2015



Strategy “SAS 2024” - Reshape our future

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1. Starting position /short-term actions
2. Ambitions, approach, project team
3. Core Values
4. Racing / Events
5. Communication
6. Achievements

1. Starting position, major issues...

Starting position (April 2014)

- One year experience of Central Committee (CC) Fribourg
- TC and ComCom which were designed to secure a long term continuity “disappeared” since several years
- Sponsoring activities of CC has shown necessity to support CC FR after recent loss of long-term Sponsors
- Identified need to adjust overall organizational structure of SAS Leadership enabling also smaller sections to successfully take over CC and to develop a Strategy SAS 2024

Major issues Technical Commission (TC)

- No permanent TC 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, Swiss Ski

Major issues Communication Commission (ComCom)

- 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 communication 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”

Major issues Sponsoring

- 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 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 then 3 years after change in CC



...and short-term actions

(approved at Assembly of Delegates on August 30, 2014 in Geneva)

- 1. Starting position/ short-term actions
- 2. Ambitions, approach, project team
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- 4. Racing / Events
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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** and other function holders
 - Define duties, job descriptions and processes
 - Transition from current state to future state

- **2. Re-establish Communication Commission (ComCom)**
 - **Election Alexandra Strobel as President** and other function holders
 - 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

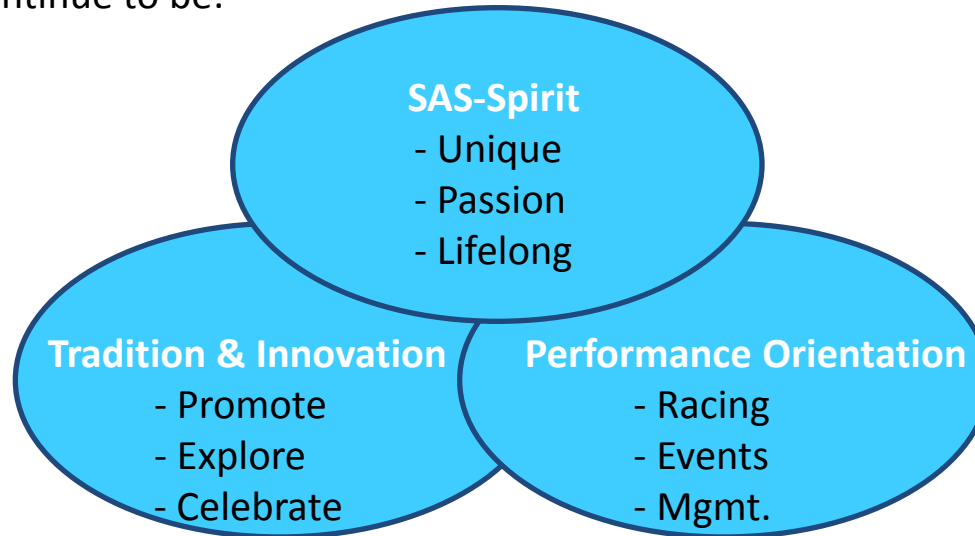
- **4. Develop Strategy "SAS 2024"**
 - **Confirm overall project leadership, 3 work streams and its leaders**
 - Achieve optimal mix in regard of coverage of disciplines, age distribution, gender and regions

Implementation / Transformation
Saison 2014/ 2015

Saison
2014/
2015

2. Strategic success factors and objectives for SAS 2024

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**:

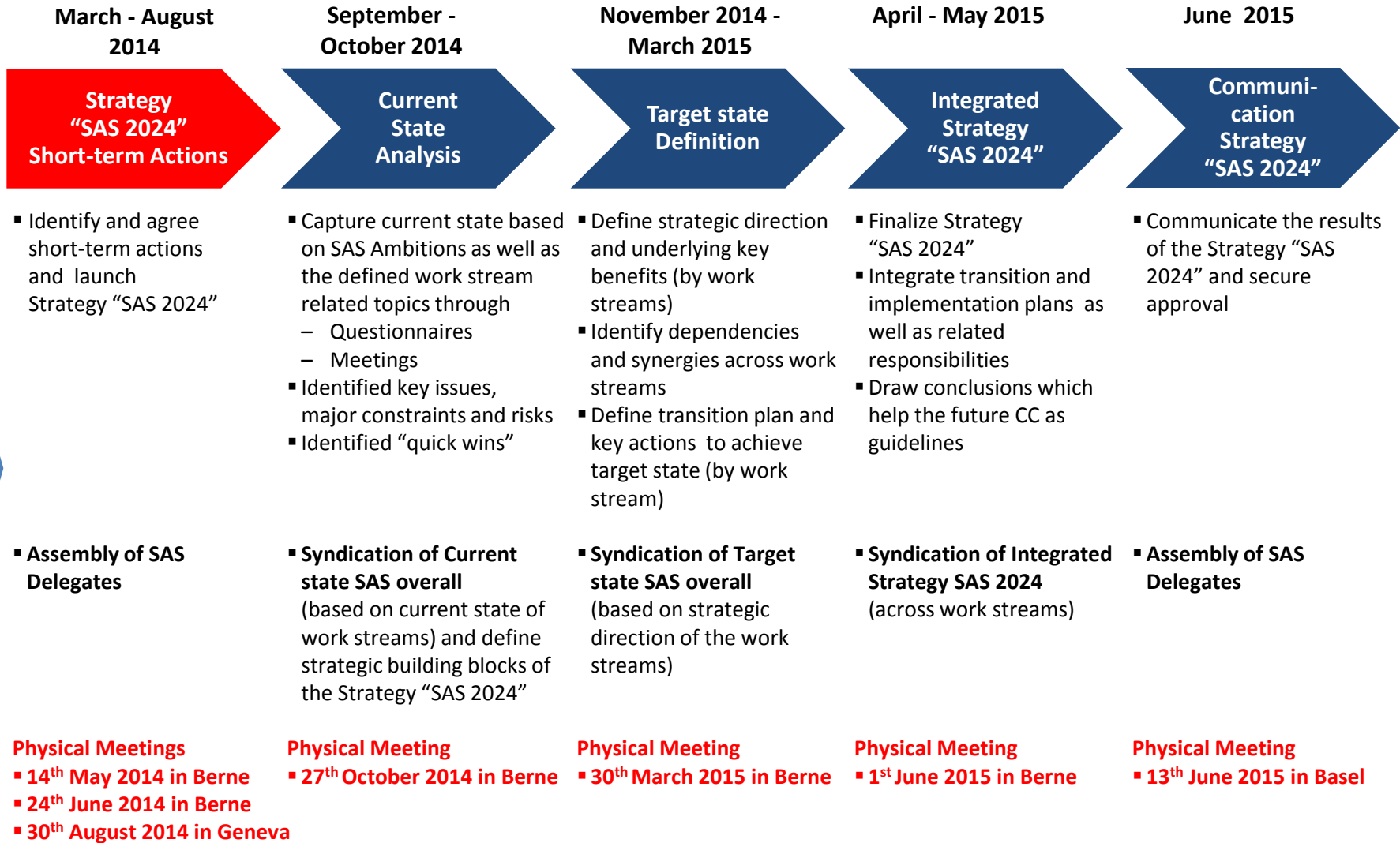
1. To improve the level of **Professionalism** in all its activities
2. To secure its future by attracting right **Talents** through strengthening its Top Athletes, Candidates, J-SAS and Kids
3. To strengthen the **Sections** which shall annually, after alignment with the Central Committee and the Commissions, 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**



2. Development approach and timeline

- 1. Starting position/ short-term actions
- 2. Ambitions, approach, project team
- 3. Core Values
- 4. Racing / Events
- 5. Communication
- 6. Achievements
- 7. From Strategy to implementation
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Key activities





2. Project leadership and work stream members

1. Starting position/ short-term actions
2. Ambitions, approach, project team
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5. Communication
6. Achievements
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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)
- Pål 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 Döbeli (FR)
- Patrick Menge (BS, President)
- Werner Lüthi (BE)
- Reto Candrian (Alpine)
- Fabian Birbaum (ZH, Nordic)
- Matthieu Rossier (LA)
- Emmanuelle 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, Nordic)
- Andi Csonka (SHSV President)

WS 3: Communication

Lead

- Alexandra Strobel (ZH)

Deputy

- Marc Walpoth (FR)

Work stream members

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



3. Overview of all strategic objectives

Cores values

Adaptation of **racing performance orientation**, improvements of **social cohesion in the club** and **appropriate organizational structure**.

Minimal standards to be applied for candidates to become members.

Improve **social cohesion** within SAS **cross regions, genders, disciplines and ages** by securing **all traditional SAS Events**, optimizing **event calendar** and launching **new events/disciplines**.

Establish an **appropriate and sustainable organizational structure** of the SAS is key to deal with the **future challenges**.

Racing/Events

Build a **strong Alpine/ Nordic National Team**, offerings for **popular sport**, recruiting **athletes**, more sustainable **U-Games** and re-establish **cooperation with SHSV and Swiss Ski**.

Communication

Improve **SAS image** in the **outside world**, implement **modern communication concept**, improve **operational communication channels** and **members database**.



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3. Adaptation of racing performance orientation, improvements of social cohesion in the club and appropriate organizational structure are the strategic objectives of core value stream

Strategic objectives

1. Adapt the racing performance orientation and recommend minimal standards for member admission
2. Improve social cohesion within the club across regions, genders, disciplines and ages by optimizing the season's program and launch new events
3. Ensure appropriate and sustainable organizational structure of the SAS

Strategic priorities

- 1a. The SAS wants to keep a racing performance orientation for its members, J-SAS, candidates and future members by accepting different maturity levels 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 generally
- 2a. Secure successful continuation of all traditional SAS Events to take care of our Tradition/ SAS Spirit
- 2b. Ensure an attractive, well balanced race calendar (with and without licenses) for all SAS members
- 2c. Create / launch new offerings, special races for Kids, AHs and ADs
- 2d. Innovations: Evaluation of new disciplines (e.g. Biathlon) and new events to be launched
- 3a. Establish new target structure of the SAS
- 3b. Clarify and implement segregation of duties between CC, Commissions and Sections through RACI (Accountable, Responsible, Consulted, Informed)
- 3c. Adapt SAS-Statutes according the current situation and SAS 2024



3. Minimal standards to be applied for candidates to become members

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Strategic priorities

- 1a. The SAS wants to keep a racing performance orientation for its members, J-SAS, candidates and future members by accepting different maturity levels
- 1b. No hard core point limits to be applied generally

Implementation measures

- Minimal standards to be applied for candidates to become members (Art. 16.1)**
1. Participate in 3 weekends during the season i.e.
 - Alpine: 2 SAS Cup race weekends (8 races) or 4 FIS- or Swiss-Ski races
 - Nordic: popular races, regional and FIS races, 60% of provided trainings
 - Alpine: SAS Opening or Closing or Special SAS event
 - Nordic: At least 2 social events of the sections and Summer events e.g. Zentralfest
 2. Active contribution as Voluntary e.g. gate keeper, race prep., admin support in organisation of a SAS Event
 3. Social integration: Assessment of compatibility with SAS values, spirit and club life through two SAS mentors, one AH and one active member
 - Despite of the fulfillment of the 1. and 2. criterias, the social integration remains the key assessment area of candidates and no compromise should be done
 - Additional for elite athletes commitment to take over after their race career a technical function or a committee function at section or CC level as their might be done some compromises in 1. and 2.
 - Member admission decision remains in the sections (final approval: CC)
 - More ambitious admission criteria's can be applied by sections
 - The expectations towards the candidates must be communicated them at the beginning of the season
 - The mentors should be selected by the candidates as soon as possible to benefit from their help to be introduced in the SAS and learn about the SAS values/ spirit

Responsible

- Section committees and section's General Assembly

Date

- As of section's General Assembly in Spring 2016



3. Improve social cohesion within SAS cross regions, genders, disciplines and ages by optimizing event calendar and launching

Strategic priorities	Implementation measures	Responsible	Date
2a. Secure successful continuation of all traditional SAS-Events	<ul style="list-style-type: none"> Ensure these traditions i.e. Anglo-Swiss, Italo-Suisse, Norge-Swiss, Pentathlon, Zentralfest, Alpinism (provide financial support if necessary) 	<ul style="list-style-type: none"> CC/ Event Managers/ TC 	<ul style="list-style-type: none"> ongoing
2b. Ensure attractive, well balanced race calendar for all SAS members: <ul style="list-style-type: none"> Establish 3 year planning cycle with fix dates/ locations for traditional events Attract athletes from other ski clubs / potential members Improve participation 	<ul style="list-style-type: none"> Enrich SAS race calendar with: <ul style="list-style-type: none"> SAS cup races (less weekends, but more central locations to increase participation) Swiss Ski races (other clubs/associations) include popular and master races (for AHs) combine races e.g. Alpine/ Nordic, SAS-Cup/ university-, regional championships more Team events <ul style="list-style-type: none"> Re-launch Wendling/ Aequalitas Cup *) Team parallel slaloms and night-events with fun-races e.g. "Hopplom" 	<ul style="list-style-type: none"> TC (Th. Pool/ W. Lüthi)/ Section's OC/ ComCom U. Schüpbach Section's OC 	<ul style="list-style-type: none"> Launch in Season 2015/16 Complete in Season 2017/18 Season 2015/16
2c. Create/ launch new offerings, special races for Kids, AHs and ADs	<ul style="list-style-type: none"> AH, AD & Kids races after the SAS Cup race <ul style="list-style-type: none"> Categories: Kids, 30+, 40+, 50+, 60+, 70+ Race of 40 sec., course setting to ensure safety and considering physical capabilities Thursday/Friday before SAS Opening <ul style="list-style-type: none"> Official training for AHs together with National Team/ Club Trainer 	<ul style="list-style-type: none"> Th. Pool/W. Lüthi/ R. Candrian/ Section's OC 	<ul style="list-style-type: none"> Season 2015/16
2d. Innovations: Evaluation of new disciplines and events to be launched	<ul style="list-style-type: none"> Thursday/Friday before SAS Opening <ul style="list-style-type: none"> Official training for AHs together with National Team/ Club Trainer Agree on leader and evaluation team Present proposal of new disciplines (e.g. Biathlon) and new events **) to be launched 	<ul style="list-style-type: none"> Th. Pool/ H. Erni/ R. Candrian/ Section's OC CC (FR/ LA)/ TC Leader 	<ul style="list-style-type: none"> Season 2015/16 Oct. 2015 GA June 2016

*) e.g. at SAS Opening or at one of the SAS Cup weekend - to be aligned with section's organization committees

**) e.g. enrich Presidents- and Rennchef-conference with sports and social activities



3. To establish an **appropriate and sustainable organizational structure** of the SAS is key to deal with the **future challenges**

- 1. Starting position/ short-term actions
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Strategic priorities	Implementation measures	Responsible *)	Date **)
3a. Establish new SAS target structure (CC functions, Commissions and Sections)	<ul style="list-style-type: none"> ▪ Fully implement new SAS target structure (containing CC functions, Commissions and Sections (see page 12) ▪ All function holders appointed 	<ul style="list-style-type: none"> ▪ CC, Pres. TC, ComCom, Sections 	<ul style="list-style-type: none"> ▪ End Sept. 2015
3b. Clarify and implement segregation of duties between CC, Commissions and Sections	<ul style="list-style-type: none"> ▪ Implement the related segregation of duties (see page 13) ▪ Define job description for key functions of the CC, Commissions and the section committees based on the RACI ▪ Ensure smooth handover between current CC (FR) and future CC (LA) by presenting all CC function holders of the new CC at the Assembly of SAS Delegates one year in advance ▪ New CC to “shadowing” the current CC during one season 	<ul style="list-style-type: none"> ▪ CC, TC, ComCom ▪ President CC LA ▪ New CC LA 	<ul style="list-style-type: none"> ▪ October 2015 ▪ June 2015 ▪ Season 2015/16
3c. Adapt SAS-Statutes according the current situation and Strategy SAS 2024	<ul style="list-style-type: none"> ▪ Agree on leader/ team ▪ Present proposal of necessary statutory changes 	<ul style="list-style-type: none"> ▪ Presidents current & future CC ▪ Leader 	<ul style="list-style-type: none"> ▪ Nov. 2015 ▪ GA June 2016

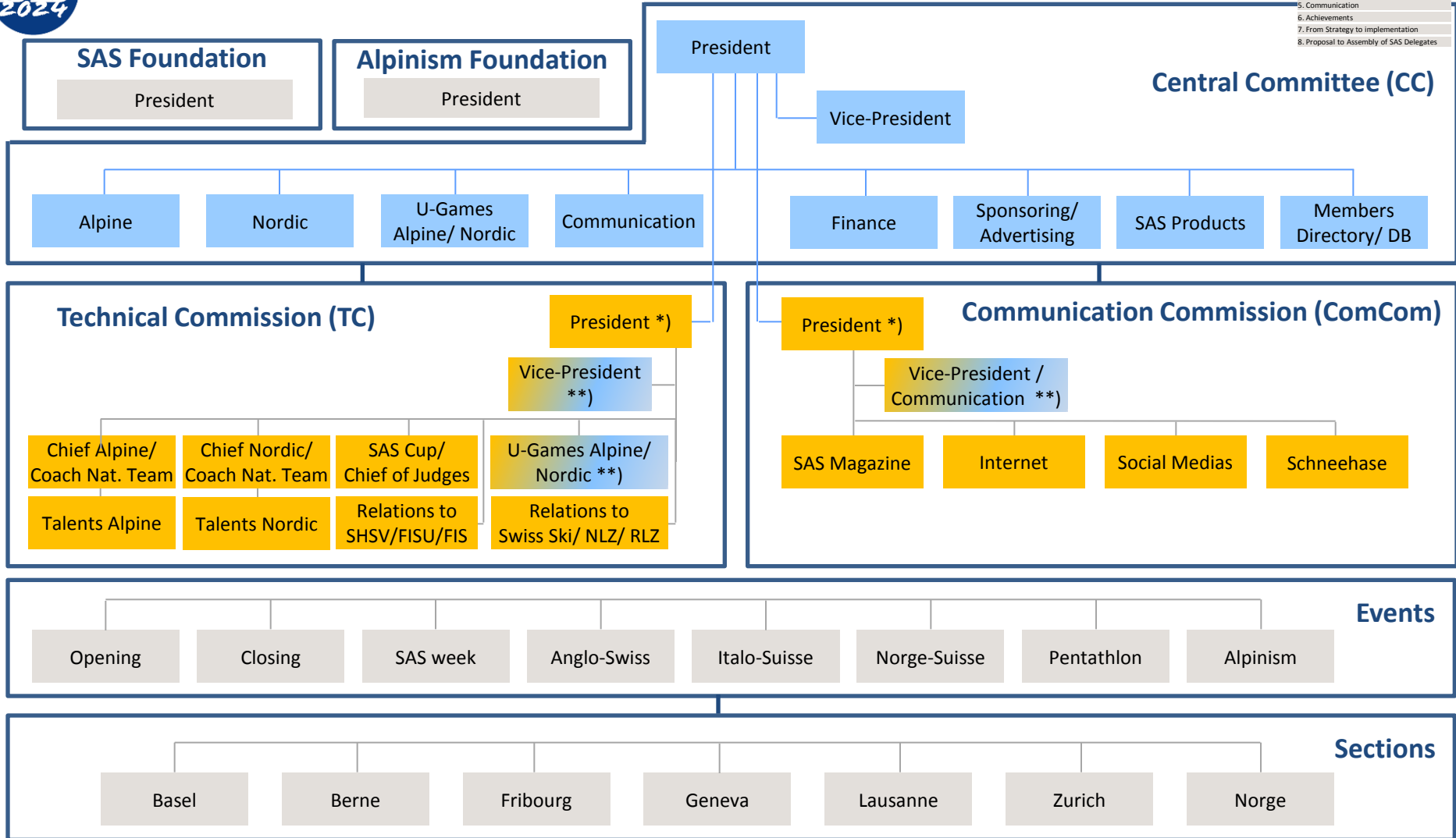
*) Owner mandated to further detail or/and implement the strategic priorities

**) Indicative dates to show staged implementation



3. Target structure of Central Committee, Commissions and Sections...

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- Central Committee - changes every 3 years
- Targeted structural changes - position holders keep functions at least 6-8 years, changes when necessary
- *) Presidents of the TC and ComCom are members of the extended CC and are reporting in that function to the president of the CC They should be invited to the CC meetings when TC and ComCom relevant topics are tackled
- **) Member of the CC but as well member of the TC or ComCom to ensure mandatory alignment between CC and Commissions



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

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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, funds allocations to strategic objectives/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. 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								
President of the Central Committee								A / Approval
President of Technical and Communication Commission								A / 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



4. Build strong Alpine/ Nordic National Team, offerings for popular sport, recruiting athletes, more sustainable U-Games and re-establish cooperation with SHSV and Swiss Ski are the strategic objectives of the racing/ events stream

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Strategic objectives

1. Build a strong Alpine and Nordic Universities National Team over the next few years; focus on athletes with potential to win medals at Universiade
2. Increase awareness of the SAS to secure offerings adequate for popular sport ("Breitensport")
3. Develop/ Implement a new concept to recruit athletes, candidates and J-SAS from members and universities
4. Secure a new more sustainable concept for the U-Games
5. Re-establish optimal cooperation with SHSV and Swiss Ski

Strategic priorities

- 1a. Strengthen SAS Universities National Team Alpine and Nordic
- 1b. Optimal planning of studies and Elite Sport
- 1c. Collaboration with dedicated universities
- 2a. Enlarge trainings and racing for interested members
- 2b. Improve knowledge of SAS offerings at universities and universities of applied sciences
- 3a. Recruit new talents (Alpine/ Nordic)
- 3b. Develop/ implement Kids Concept/ Club/ Races
- 4a. Provide professional event for top athletes (Alpine and Nordic)
- 4b. Provide additional event for all students at Swiss Universities
- 5a. Establish long-term relationships to SHSV to intensify collaboration for U-Games, Universiade and National teams
- 5b. Establish long-term relationship to Swiss Ski to improve collaboration and build-up of National Teams
- 5c. Intensify relationships with international ski clubs



4. Racing/ Events

- 1. Starting position/ short-term actions
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Strategic priorities	Implementations measures	Responsible	Date
<p>1a. Strengthen SAS Universities National Teams Alpine/ Nordic</p> <p>1b. Optimal planning of studies and Elite Sport</p> <p>1c. Collaborate with universities</p>	<ul style="list-style-type: none"> ▪ Launch/ implement new training concept for National Teams (Alpine/ Nordic) ▪ Create List of all Sport Gymnasiums incl. athletes ▪ Establish cooperation with NLZs and Sport Gymnasiums <ul style="list-style-type: none"> – NLZ Ost/ Davos – NLZ Mitte/ Engelberg – NLZ West/ Brig ▪ Establish good relationships with coaches/ Knowledge Pool ▪ Agree selection criterias for National teams 2016/17 ▪ Established National teams for Universiade 2017 ▪ Share with athletes ways to successfully combine Studies and Elite Sport (USP of SAS) ▪ Sports Management HTW Chur ▪ EPFL 	<ul style="list-style-type: none"> ▪ H. Erni/ R. Candrian/ F. Birbaum ▪ P. Menge ▪ D. Fuchs/ Th. Pool/ H. Erni/ R. Candrian ▪ H. Erni/ R. Candrian/ Th. Pool ▪ M. Rossier/ Th. Pool/ H. Erni/ R. Candrian ▪ H. Erni/ R. Candrian/ F. Birbaum ▪ H. Erni/ F. Birbaum ▪ Th. Pool/ SHSV ▪ B. Gruber ▪ E. Ravano/ Th. Pool 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ July-Aug. 2015 ▪ Season 2015/16 ▪ Season 2015/16 ▪ Season 2015/16 ▪ Season 2015/16 ▪ Season 2015/16 ▪ Season 2016/17 ▪ Season 2015/16

*) Owner mandated to further detail or/and implement the strategic priorities

**) Indicative dates to show staged implementation



4. Racing/ Events

Strategic priorities	Implementations measures	Responsible	Date
<p>2a. Enlarge trainings and racing for interested members</p> <p>2b. Improve knowledge of SAS offerings at universities and universities of applied sciences</p>	<ul style="list-style-type: none"> ▪ Offer training opportunities open for anybody ▪ Plan/ conduct annual Intersection Camp ▪ Launch sections based training with H. Erni as requested ▪ Build SAS Racing Team Pro (Nordic) by offering popular races and trainings for anybody ▪ Plan/ conduct information events at all universities ▪ Provide trial weekend for potential SAS members at the universities ▪ Provide “performance offerings” 	<ul style="list-style-type: none"> ▪ H. Erni/ R. Candrian ▪ C. Jauffret/ Ch. Vial ▪ Sections / H. Erni ▪ F. Birbaum/ B. Gruber ▪ P. Menge/ Sections ▪ P. Menge/ Sections ▪ P. Menge 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ October 2015 ▪ Season 2015/16 ▪ Season 2015/16 ▪ July-Oct. 2015 ▪ Season 2015/16 ▪ Season 2015/16
<p>3a. Recruit new talents (Alpine)</p> <p>3b. Develop/ implement Kids concept/ Club?/ Races</p>	<ul style="list-style-type: none"> ▪ During SAS-Cup races ▪ Implementation of Kids Concept ▪ Conduct Kids Summer Camp (annually) ▪ Evaluation of separate kids races 	<ul style="list-style-type: none"> ▪ P. Menge/ Th. Pool/ H. Erni ▪ Th. Pool/ O. Brunisholz ▪ O. Brunisholz/ H. Erni ▪ O. Brunisholz/ P. Menge/ Th. Pool 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ Season 2015/16 ▪ July 2015 ▪ Season 2015/16



4. Racing/ Events

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Strategic priorities	Implementations measures	Responsible	Date
4a. Provide professional event for top athletes Alpine and Nordic at U-Games	<ul style="list-style-type: none"> ▪ FIS Races with international participants on a high level (Alpine) ▪ Popular races with national and international participation (Nordic) 	<ul style="list-style-type: none"> ▪ CC/ Th. Pool ▪ F. Birbaum 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ Season 2016/17
4b. Provide additional event for all students at Swiss Universities	<ul style="list-style-type: none"> ▪ Open U-Games Event for any student ▪ Increase participation of students to university ski events 	<ul style="list-style-type: none"> ▪ Th. Pool/ CC LA/ SHSV (A. Csonka) 	<ul style="list-style-type: none"> ▪ Season 2016/17
5a. Establish long-term relationships to SHSV to intensify cooperation for U-Games, Universiades and National teams (Alpine/ Nordic)	<ul style="list-style-type: none"> ▪ Develop Cooperation Concept SHSV–SAS ▪ Clarify scope of future U-Games and agree on financial support from SHSV ▪ Define/ agree cooperation SAS/ SHSV for Universiade 2021 ▪ Agree selection criterias for Universiade 	<ul style="list-style-type: none"> ▪ U. Schüpbach/ Th. Pool/ A. Csonka ▪ U. Schüpbach/ Th. Pool ▪ U. Schüpbach/ Th. Pool/ A. Strobel ▪ U. Schüpbach/ Th. Pool 	<ul style="list-style-type: none"> ▪ Oct. 2015 ▪ Season 2015/16 ▪ Season 2015/16 ▪ Season 2017/18
5b. Establish long-term relationship to Swiss Ski to improve cooperation	<ul style="list-style-type: none"> ▪ Establish a yearly top relationship meeting in early June with J.-P. Rochat, CC, President TC, Chief Young talents 	<ul style="list-style-type: none"> ▪ Th. Pool/ F. Gey/ P. Menge/ B. Gruber 	<ul style="list-style-type: none"> ▪ Season 2015/16
5c. Intensify relationships with international ski clubs	<ul style="list-style-type: none"> ▪ Identify the ski clubs the SAS wants to intensify and improve relationships ▪ Evaluate common activities 	<ul style="list-style-type: none"> ▪ CC 	<ul style="list-style-type: none"> ▪ Launch in Season 2015/16



5. Improve SAS image in the outside world, implement modern communication concept, improve operational communication channels and members database are the strategic objectives of the communication stream

- 1. Starting position/ short-term actions
- 2. Ambitions, approach, project team
- 3. Core Values
- 4. Racing / Events
- 5. Communication
- 6. Achievements
- 7. From Strategy to implementation
- 8. Proposal to Assembly of SAS Delegates

Strategic objectives

- 1. Foster and improve the Image of the SAS in the outside world and in the long term
- 2. Implement a modern communication concept
- 3. Improve operational communication in all channels
- 4. Introduce focused group's communication based on an improved members database

Strategic priorities

- 1a. Strengthen SAS's outside visibility (new ski clothes, polo-shirts, flags, beach flags and advertisement material)
- 1b. Ensure new Corporate Identity (CI)/ Branding (logos...)
- 1c. Communicate concept of alpine and nordic team externally
- 2a. Optimize current webpage and initiative concept for renewal
- 2b. Assess other communication channels and enhance selected Social Media
- 2c. Assess SAS App (for members only)
- 3a. Improvement of the SAS Magazin (more professionally)
- 3b. Improve internal and external communication across all channels
- 3c. Make Schneehase more popular among the young members
- 4a. Ensure frequent usage of the member database
- 4b. Provide regularly (bi-annually) a print version of the member directory
- 4c. Create communication channels for specific SAS member group's



5. Communication

- 1. Starting position/ short-term actions
- 2. Ambitions, approach, project team
- 3. Core Values
- 4. Racing / Events
- 5. Communication
- 6. Achievements
- 7. From Strategy to implementation
- 8. Proposal to Assembly of SAS Delegates

Strategic priorities	Implementation measures	Responsible *)	Date **)
1a. Strengthen SAS's outside visibility	<ul style="list-style-type: none"> ▪ Launch new ski clothes, polo-shirts, flags and beach flags ▪ Create/ produce promotion material 	<ul style="list-style-type: none"> ▪ M. Walpoth/ V. Glassey ▪ A. Strobel 	<ul style="list-style-type: none"> ▪ October 2015 ▪ Dec. 2015
1c. Communicate alpine/ nordic team concept externally	<ul style="list-style-type: none"> ▪ Create/ produce promotion material and improve communication at the universities 	<ul style="list-style-type: none"> ▪ A. Strobel 	<ul style="list-style-type: none"> ▪ Season 2015/16
2a. Optimize current webpage and initiative concept for renewal	<ul style="list-style-type: none"> ▪ Shift parts of the webpage to dedicated people's responsibility 	<ul style="list-style-type: none"> ▪ A. Strobel/ M. Walpoth/ B. Portner (Webmaster) 	<ul style="list-style-type: none"> ▪ End of 2015
2b. Assess other communication channels and enhance selected Social Media	<ul style="list-style-type: none"> ▪ Assess Youtube and Instagram ▪ Guidelines for Social Media 	<ul style="list-style-type: none"> ▪ C. Falciola ▪ C. Falciola 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ End of 2015
2c. Assess SAS App	<ul style="list-style-type: none"> ▪ Evaluate and implement SAS App 	<ul style="list-style-type: none"> ▪ A. Strobel/ M. Gueissaz 	<ul style="list-style-type: none"> ▪ Season 2015/16

*) Owner mandated to further detail or/and implement the strategic priorities

**) Indicative dates to show staged implementation



5. Communication

- 1. Starting position/ short-term actions
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1b. Ensure new CI and Branding of SAS (Extract)

CC, Commissions, Fundation

Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>ZENTRALVORSTAND</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>COMITÉ CENTRAL</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>TECHNISCHE KOMMISSION</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>COMMISSION TECHNIQUE</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>KOMMUNIKATIONS-KOMMISSION</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>COMMISSION DE COMMUNICATION</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>STIFTUNG</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>FONDATION</i>

Events

Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>OPENING</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>OPENING</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>U-GAMES</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>U-GAMES</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>CLOSING / AN WOCHE</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>CLOSING / SEMAINE SAS</i>

Sections

Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>SEKTION BASEL</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>SECTION BÂLE</i>
Schweizerischer Akademischer Skiclub Regionalverband von Swiss-Ski <i>SEKTION GENÈVE</i>		Ski-Club Académique Suisse Association régionale de Swiss-Ski <i>SECTION GENÈVE</i>

1b. Ensure new CI and Branding of SAS (Extract)

Beach Flag



Clothing for National teams



Polo-Shirts





5. Communication

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Strategic priorities	Implementation measures	Responsible	Date
3a. Improvement of the SAS Magazin	<ul style="list-style-type: none"> ▪ More standard rubrics assigned to permanent writers and sub-editors ▪ Ensure balance of languages ▪ Improve quality of texts and photos ▪ Keep production deadlines, optimize printing and distribution 	<ul style="list-style-type: none"> ▪ M. Walpoth/ P. Favre 	<ul style="list-style-type: none"> ▪ Season 2015/16
3b. Improve internal and external communication across all channels	<ul style="list-style-type: none"> ▪ Create/ implement communication guidelines across all channels ▪ Ensure alignment of communication between CC, ComCom and sections 	<ul style="list-style-type: none"> ▪ A. Strobel ▪ A. Strobel/ M. Walpoth/ B. Siffert 	<ul style="list-style-type: none"> ▪ Season 2015/16 ▪ Season 2015/16
3c. Make Schneehase more popular for young members	<ul style="list-style-type: none"> ▪ Provide abstracts of key articles and make promotion e.g. in SAS Magazine and Social Medias 	<ul style="list-style-type: none"> ▪ M. Gueissaz/ C. Falciola 	<ul style="list-style-type: none"> ▪ ongoing
4a. Ensure frequent usage of the member database	<ul style="list-style-type: none"> ▪ Improve ease of use, actuality and functionality of member database 	<ul style="list-style-type: none"> ▪ B. Portner/ M. Walpoth 	<ul style="list-style-type: none"> ▪ Season 2015/16
4b. Provide regularly a print version of the member directory	<ul style="list-style-type: none"> ▪ Ensure that sections update their member ▪ Improve self servicing possibilities for members 	<ul style="list-style-type: none"> ▪ B. Siffert/ R. Bayard/ Section's presidents 	<ul style="list-style-type: none"> ▪ Season 2015/16
4c. Create communication channels for specific SAS member group's	<ul style="list-style-type: none"> ▪ Create and implement concept of segment specific communication 	<ul style="list-style-type: none"> ▪ A. Strobel 	<ul style="list-style-type: none"> ▪ Season 2015/16

Overall

- Intensive Communication about SAS 2024 and its progress at Sections, Events, in Magazine, on Website etc.
- Target structure of Central Committee, Commissions and Sections defined and agreed
- Related segregation of duties between CC, Commissions and Sections defined and agreed
- All position holders of the CC, Commissions and Sections are appointed

Racing and Events

- Appointment of Manu Ravano as Vice-president TC and link to future CC
- Appointment of Patrick Menge as responsible for “Alpine Young Talents” and Bettina Gruber as responsible for “Nordic Young Talents”
- Hired a professional full time coach (Hans Erni) to secure agreed objectives as well as to support the search process for new top athletes
- Defined and agreed Alpine and Nordic concepts
- Budgets pre-approved (Alpine CHF 110k CHF; Nordic 90k CHF) for Alpine/ Nordic concepts, for the season 2015/16 (Final approval GA 13th June in Basel)

Communication

- New CI and Branding of SAS launched in March 2015 launched
- Member list printed in June 2015
- New clothing for National teams, ordered – delivery November 2015
- New Polo-shirts for all – delivery June 2015
- New Beach Flags and flags – delivery June 2015
- New Facebook-side, established guidelines and more Facebook responsables, more members, more clicks, more actuality (at least one post in a week)
- SAS LinkedIn-Channel launched
- The quality of SAS Magazine has improved much

7. From strategy to implementation

April 2014 - 13th June 2015

Strategy Development

- The aim of the Strategy Development SAS 2024 is to **outline the strategic direction of the SAS for the up-coming 10 years** (clearly beyond the three years cycle of a CC)
- The strategy defined the **strategic objectives** and the **related priorities**
- The Strategy **does not provide all details how to implement** these strategic objectives
- But it provides **concrete implementation measures** for each of the strategic priority
- The **owners of the strategic areas have been assigned as well as the indicative timelines**
- The strategy is **decoupled from financials**

Launched in Oct 2014, continuation over the next years

Strategy Implementation

- The **implementation of various strategic priorities is already inflight** and **significant achievements** have been realized
- Currently the strategic priorities have **different levels of maturity**
 - Some are very mature and close to implementation
 - Some are designed high-level (conceptual level), must be further detailed by assigned owners of the projects
- ➔ **There is still room for further concretization/ adjustments**
- The successful implementation of the strategy **needs engagement and commitment of commissions** but also of the **current and future CC's** and the **event leaders**
 - ➔ **Driver of the implementation of the strategy**

Short-term actions (GA 2014), continuous alignment of strategy implementation and available financial resources

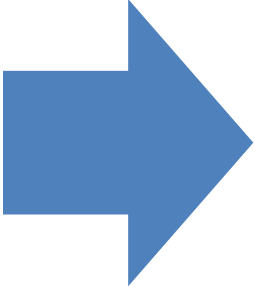
Financial Resources

- **SAS Foundation supports the CC financially**, 2 x 25 CHF especially in case the 2 key sponsors couldn't be found
- The **acting/ future CCs steers the strategy implementation** (depth and speed)
- The **financial resources allocation to the strategic priorities** is steered by the **acting and future CCs** and must be (re-)assessed in the **early budget cycle**
- The **yearly budget** and therefore the **staged strategy implementation** has to be **approved by the General Assembly every year**

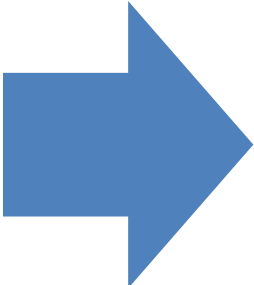


8. Proposal to the Assembly of the SAS Delegates 13th June 2014

1. Starting position/ short-term actions
2. Ambitions, approach, project team
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Marquer le soutien à une ligne stratégique du SAS qui devra être ensuite mise en place par les comités centraux par l'adoption de mesures concrètes et l'établissement de budgets annuels au fur et à mesure de la réalisation des objectifs stratégiques



Unterstützung der strategischen Stossrichtung des SAS, welche realisiert werden soll durch die Zentralvorstände durch konkrete Umsetzungsmassnahmen und durch die Erstellung von jährlichen Budgets zur Realisierung der strategischen Ziele

9. Segregation of duties between CC, Commissions and Sections

(1/3)

	Major Duties	Central Committee with the related functions	Technical Commission with the related functions	Communication Commission with the related functions	Event Manager	Sections committees	SAS Stiftung	General Assembly
1	Operational Management of the Club – Values, Spirit of SAS, overall guidance – administrative guideline and overall duties (coordination/revitalisation between sections)							
1a	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
1b	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
1c	Define and submit additional fund request to the SAS Stiftung to fulfill operational initiatives or special projects	A	R	R	C	C	Approval	
1d	Organise President & Rennchef Conference	A	R	R		C		
1e	Financial management	A / R	C	C	I	I	C	
1f	Establish and maintain Member Adress Database	A		C		R		
1g	SAS promotions and SAS Material	A / R	C	C		C		
2	SAS Events							
2a	Define holistic planning guidelines, budget restriction, schedule of SAS events for upcoming season in conjunction with "Event Manager"	A / R	C	C	C	C		
I	Universiade - Selections of athletes	C	A / R	I		I		
II	U-Games (Alpine/ Nordic)	A	R	C		I		
III	SAS Opening	A / R	I	I		I		
IV	SAS AH week and Closing	A	I	I		R		
V	SAS Intersection camp	A	R	I	R	C		
VI	SAS Cups	A	C	C		R		
VII	Pentathlon → Financial support from CC required	A		I	R			
VIII	Anglo-Swiss → Financial support from CC required	A	I	I	R			
IX	Italo-Swiss → Financial support from CC required	A	I	I	R			
X	Norge-Suisse	A		I	R	I		
XI	Alpinism	C		I	A/R	I		
XII	Assembly General	A / R	C	C		C		
XIII	Zentralfest	A	I	C		R		

A = Accountable The true owner of the decision / outcome; ultimately accountable for the results - Accountability also includes Responsibility if 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

9. Segregation of duties between CC, Commissions and Sections

(2/3)

	Major Duties	Central Committee with the related functions	Technical Commission with the related functions	Communication Commission with the related functions	Event Manager	Sections committees	SAS Stiftung	General Assembly
3	Establish and maintain long-term external relationships							
3a	CC represents SAS at Swiss Ski delegates assembly and official events	A / R	C	I		I		
3a	Establish and maintain key relationships within Swiss Ski (Technical areas, Competition, Athletes etc.)	C	A / R	I		I		
3b	NLZ (National Leistungszentren) & Sport Colleges	C	A / R	I		I		
3c	FIS	C	A / R	I		I		
3d	FISU /SHSV	C	A / R	I		I		
3e	Universities - sport departments	C	A	C	C	R		
3f	Regional ski associations	C	R	C	C	A		
4	Fund Raising							
4a	Fund raising i.e. Sponsors for a 3 year cycle of a Central Committee	A / R	C	C		I	I	
4b	Fund raising i.e. local sponsors for sections events i.e. SAS Cups	C	I	I		A / R	I	
4c	Fund raising i.e. local sponsors for other events i.e. Pentathlon, Anglo-Swiss, Italo-Swiss (not limited to sections)	C	I	I	A/R	I		
4d	Fund raising i.e. special sponsors for alpine and nordic team	C	A / R	I		C		
5	Technical Commission							
5a	Define overall strategy of the national teams (Alpine / Nordic)	A	R	I		I		
5b	Define scope, activities of the national teams (Alpine/ Nordic) during the season	C	A / R	I		I		
5c	Management of National teams (Alpine/Nordic)	C	A / R	I		I		
5d	Define overall financial demand (incl. scenarios) to fulfill technical commissions scope, activities of the national teams (Alpine / Nordic) and ensure young talents (Nachwuchs) to be included in the overall budget (see topic 1b)	C	A / R	I		I		
5e	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		
5f	Recruiting and management of SAS TD FIS/Swiss Ski	C	A / R	I		C		

A = Accountable The true owner of the decision / outcome; ultimately accountable for the results - Accountability also includes Responsibility if 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

9. Segregation of duties between CC, Commissions and Sections

(3/3)

	Major Duties	Central Committee with the related functions	Technical Commission with the related functions	Communication Commission with the related functions	Event Manager	Sections committees	SAS Stiftung	General Assembly
6	Communication Commission							
6a	Define overall communication strategy across all channels/media	A	I	R		C		
6b	Define communication scope, activities and projects (all channels) during the season	A	I	R		C		
I	Homepage	A	C	R		C		
II	SAS Magazine	A	C	R		C		
III	Social Media	A	C	R		C		
IV	SAS App	A	I	R		C		
V	Mass-Mails	A	I	R		C		
VI	Schneehase	A	I	R		C		
6c	Define financial demand (scenarios) to fulfill communication scope, activities and projects (all channels) during the season to be included in overall budet (see topic 1b)	C	I	A / R				
6d	Management of dedicated budget for communication commission (after approval by General Assembly) for all related activities and functions during the saison	C	I	A / R				
7	Sections							
7a	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		
7b	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		
7c	SAS Sections - Club Life / racing organisation (Rennchef activities)	I	C	I		A / R		
7d	Local Trainings with or without Regional Ski clubs / associations	I	C			A / R		
7e	Relationships to section's university and colleges in the region	C	C			A / R		
7f	Regional and local SAS events	I		I		A / R		
7g	SAS Cup organised by the section	C	C	C		A / R		
7h	Communication to the members of the sections	I	I	C		A / R		
7i	Spirit of SAS within the sections (especially to be transferred to candidates / new members)	C				A / R		
8	Staffing							
8a	President of the Central Committee							A / Approval
8b	President of Technical and Communication Commission							A / Approval
8c	Function holders of the Technical and Communication Commission	C	A/R (President)	A/R (President)		I		