



Short history and abstract of the Strategy “SAS 2024”

By the Core Team: Ivan Wagner, Peter Wyler, Thomas Pool and Alexandra Strobel

1. Short history

The project was initiated in April 2014 and has been formally launched with a kick-off and an approval by the Assembly of Delegates on 30 August 2014 in Geneva. An intensive work started for a well balanced team of some 40 members from all SAS sections. Various questionnaires have been completed, three successful meetings of the entire team conducted and there were open discussions at various events and a continuous communication by email, in our SAS-Magazin as well as on our website. Several official feedbacks and unofficial inputs have been directly and indirectly received which all have been considered by the Core Team and worked in the final results document, which is a part of various other valuable documents available on the SAS Website.

2. Strategic success factors and objectives for SAS 2024

The SAS was a key player in the development of ski sport and its three strategic success factors were and should continue to be:

1. SAS-Spirit
2. Tradition & Innovation
3. Performance Orientation

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

- Improving the level of professionalism in all its activities,
- To secure its future by attracting right talents through strengthening its top athletes, candidates, J-SAS and kids,
- To strengthen the sections which shall annually, after alignment with the central committee and the commissions, set its own priorities and objectives,
- Optimizing the communication to all stakeholders through various channels,
- Implementing these key objectives successfully calls for more and sustainable funding.

3. Overview of the strategic objectives

Core Values

- Adaptation of racing performance orientation, minimal standards to be applied for candidates to become members,
- Improvements of social cohesion within the club across regions, genders, disciplines and ages by securing all traditional SAS Events, optimizing event calendar and launching new events and disciplines,
- Establish an appropriate and sustainable organizational structure of the SAS is key to deal with the future challenges.

Racing and Events

- Building a strong Alpine/Nordic National Team,
- Provide offerings for popular sport (“Breitensport”),
- Recruiting athletes and ensure more sustainable U-Games,
- Re-establish cooperation with SHSV and Swiss Ski.

Communication

- Improve SAS image in the outside world,
- Implement a modern communication concept,
- Improve operational communication channels and members database.

4. Significant achievements throughout the Strategy development

Overall

- A new target structure of central committee, commissions and sections and related segregation of duties between CC, Commissions and sections have been defined and agreed,
- All position holders of the CC, Commissions and Sections are appointed.

Racing and Events

- Appointment of Manu Ravano as Vice-president of the TC to secure a link to future CC-Lausanne,

- Appointment of Patrick Menge and Sandro Boner as responsible persons for “Alpine Young Talents” and Bettina Gruber as responsible person for “Nordic Young Talents”,
- Hans Erni as professional full time coach has been hired to implement agreed objectives and to support the process to recruit new SAS top athletes,
- Alpine and Nordic concepts have been defined and agreed.

Communication

- New Corporate Identity (CI) and Branding of SAS launched in March 2015,
- Members list will be printed in July 2015,
- New polo-shirts, new beach flags and flags delivered in June 2015
- New clothing for national teams ordered and will be delivered in November 2015,
- New facebook-side, established guidelines, more facebook responsables, more members, at least one post per week, more click-rates for a post (more than thousand),
- SAS LinkedIn-channel launched,
- The quality of SAS Magazine has improved very much since June 2014.

5. Strategy development and implementation

The aim of the strategy development process “SAS 2024” was to outline the strategic direction of the SAS for the up-coming 10 years (clearly beyond the three years cycle of a CC). The project team defined the strategic objectives and the related priorities as well as specific implementation measures for each of the strategic priority. The owners of the strategic areas have been assigned and indicative timelines were defined. In some areas there is still room for further improvements and adjustments whereas others are already in the implementation mode. The strategy is decoupled from financials as the acting CC steers the implementation of the strategic objectives by allocating funds in the annual budget cycle to the strategic priorities, which are to be approved annually by the Assembly of Delegates.

6. Votings and Thanks

The results of the strategy “SAS 2024” have been approved by the project team “SAS 2024” on June 1st in Berne and by the Assembly of Delegates on June 13th in Basel.

The Core Team would like to thank to all project team members as well as to the section Delegates for their approval of the Strategy and for clearing the way for its Implementation.