

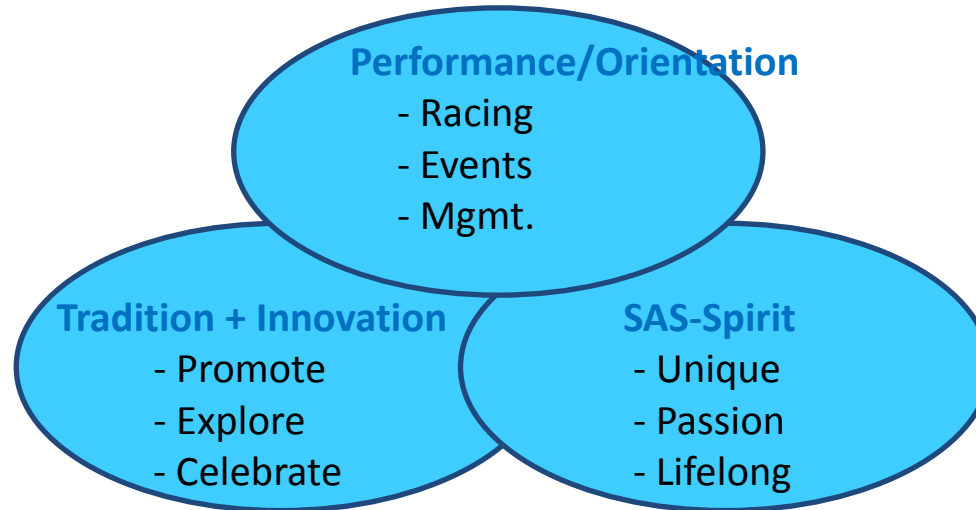


Strategy “SAS 2024” Reshape our future,

Core Values stream
31st March 2015

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**

1. Adaption of the racing performance orientation and minimal standards for member admission?

- 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 races
 - FIS races
- No hard core point limits (i.e. FIS or Swiss Ski points) to be applied

2. Minimal standards to apply for candidates to become members are Topics I. / II. / III. *)

- I. Participate in 3 weekends during the season i.e.
 - 2 SAS Cup race weekends (8 races) or 4 FIS- or Swiss-Ski races **)
 - and
 - SAS Opening or Closing or Special SAS event e.g. Pentathlon, Alpinism
- II. Active contribution as Voluntary e.g. gate keeper, slope - race preparation, admin support in the organisation of a SAS Event
- III. Social integration: SAS values and spirit of club life through two SAS mentors, one AH and one active member ***)

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 I. / II.

***) The decision of admission of the candidates remains in the sections (final decision CC)
More ambitious admission criteria's beyond minimal criteria's could be applied by sections
The mentors should be selected by the candidates at the beginning of the season and the expectations towards the candidates must be clearly communicated to candidates at the beginning of the season as well**

*****) Might be adapted for Nordic candidates**

******) Despite the fulfillment of I. and II. criteria's the social integration remains the key area for admission of a candidate and no compromise should be done**

3. How to improve social cohesion within the club across regions, genders, disciplines and ages?
 - Races with and without Swiss-Ski or FIS licenses (Aim to achieve a balance between races with and without licenses)
 - SAS Cup races
 - “Course populaires”
 - More Team events
 - for AHs / Kids
 - Re-launch “Wendling Cup” and “Aequalitas-Cup “
 - Extension of the SAS race calendar with
 - Own SAS cup races
 - Swiss Ski races from other ski associations in the regions e.g. ARS, BOSV, ZSV
 - Attract good competitor from other ski clubs to participate in SAS Cup races and recruit them as future members
 - New offering for AHs (after the official SAS Cup race – with license)
 - Various categories e.g. 30+, 40+, 50+, 60+, 70+
 - Race of approx. 40 seconds
 - Different course setting (taking care of physical capabilities and ensure safety)

	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	A		I	R			
VIII	Anglo-Swiss	A	I	I	R			
IX	Italo-Swiss	A	I	I	R			
X	Norge-Suisse	A		I	R	I		
XI	Alpinism	C		I	A/R			
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 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

Results of 'Core Values'-stream

Segregation of duties between CC, Commissions and Sections

(4/5)

(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	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. longterm strategic Sponsors (beyond the 3 year Central Committee cycle)	C	I	I		I	A / R	
4c	Fund raising i.e. local sponsors for sections events i.e. SAS Cups	C	I	I		A / R	I	
4d	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		
4e	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 saison	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		

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	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	Internet /Webmaster	A	C	R		C		
IV	Social Media	A	C	R		C		
V	SAS App	A	I	R		C		
VI	Mass-Mails	A	I	R		C		
VII	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		