



International Sailing Federation Strategic Plan 2009 - 2012



ISAF Strategic Plan 2009 - 2012

Our Strategic Plan 2009–2012 focuses on positioning sailing as an attractive sport and as a successful sport on the Olympic Programme. This strategic focus has been made with the understanding that this is a plan for ISAF and for sailing in general with both the needs and well-being of the sailors in mind. The sailors are the heart of the organisation, and their participation in the sport is of the upmost importance to ISAF.

Developed by the ISAF Council, the ISAF Executive Committee, and in partnership with TSE Consulting, the international management consultancy specialised in sport, the ISAF Strategic Plan 2009–2012 is comprised of a series of objectives that are divided into four focus areas. The first two areas – members and partners – are the essence of ISAF's existence. Here, the strategic objectives are based on focus areas that answer the question of what we can do to improve the services to our members and strengthen the relations with our partners. The other two areas – processes and people – enable the organisation to function internally, to serve its members and build relationships with its partners. The focus for these two areas beg the questions of where do we have to improve our processes and develop our people. The objectives that are listed do not cover every aspect of Sailing, but rather focus on critical aims of the organisation that are important to achieving the overall goal which has been set out in this document. The four focus areas are:

Our Members – Tailor our services to strengthen the performance of ISAF members

Our Partners – Develop brand awareness and the brand image to become more attractive

Our Processes – Simplify procedures to enable progress and foster involvement

Our People – Provide tools to build expertise among ISAF staff and volunteers

The objectives outlined in this document are a combination and synthesis of the original objectives that were set out in the first draft of the ISAF Strategic Plan 2009-2012 document. The numbered objectives from this first draft appear following each objective in brackets (X.X).

This document will continue to be a living document and we must not hesitate to adjust it as needed. Reaching the measurable objectives laid out in this plan will allow us to monitor our progress and benchmark against other international sports organisations as we develop.

ISAF Values

ISAF has a defined 4 sets of core values that guide us in undertaking all our activities:
Ethics, Fair Play and Sportmanship – Safe, Clean and Green – Excellence, Excitement and Challenge – Respect, Solidarity and a Lifetime Sport.

1. Our Members

FOCUS: Tailor our services to strengthen the performance of ISAF members

Objective 1 <i>Administration</i>	Increase the number of Member National Authorities (MNAs) by 2 per year focusing on countries where Sailing is developing (5.6)
Objective 2 <i>Technical & Offshore</i>	By 2012 , establish 8 suitable ISAF classes by promoting the values of being an ISAF Class (1.6, 6.3)
Objective 3 <i>Training & Development</i>	Deliver 8 education and development programmes per year to Member National Authorities (MNAs) (1.3, 1.4, 1.8, 2.3, 2.4, 8.6)
Objective 4 <i>Administration</i>	By 2012 , deliver 6 outreach programmes with the objective of educating members, sailors and coaches on anti-doping (1.1)
Objective 5 <i>Marketing & Media</i>	By 2011 , create 5 online best-practice guides on sports promotion/presentation and an online forum for members to share experiences (1.2, 1.7, 3.3, 3.4, 3.5, 4.1, 5.6, 7.7)
Objective 6 <i>Administration</i>	By 2012 , increase funding for the World Youth Sailing Trust by 50% to establish youth development and educational programmes (2.1, 2.7)
Objective 7 <i>Administration</i>	Develop 2 programmes for members to improve the standard and consistency of worldwide Sailing management and administration by 2011 (5.2)
Objective 8 <i>Training & Development</i>	By 2011 , develop a strategy to increase participation, including identifying the barriers limiting participation in Sailing (6.1, 8.8)

Objective 9

Technical &
Offshore

By **2012**, create **3** new ISAF Class initiatives that strengthen the service and support from the ISAF organisation
(1.6, 6.3)

2. Our Partners

FOCUS: Develop brand awareness and the brand image to become more attractive

Objective 1

Marketing & Media

By **2011**, increase the quantity and quality of promotion through all forms of media
(2.6)

Objective 2

Marketing & Media

By **2010**, develop a proactive diary of PR news features focused on ISAF events and people to engage media
(3.1, 3.2, 3.3)

Objective 3

Technical &
Offshore

By **2012**, create a plan that will decrease the cost of sailing equipment by **10%** over a four year span - using the overall cost of Olympic equipment as a benchmark
(2.6, 6.11)

Objective 4

Competition

By **2010**, develop an ISAF competitions strategy for how to promote Olympic values and sailor welfare to MNAs, sailors and classes
(1.4, 8.4, 8.5)

Objective 5

Training &
Development

Encourage and assist a minimum of **5** MNAs **per year** to complete the application process for Olympic Solidarity Programme funding
(2.2, 2.5)

Objective 6

Marketing & Media

Raise advertising annual income to a minimum of **£20,000** by **2011**
(2.6, 3.8, 3.10, 9.2)

Objective 7

Marketing & Media

By **2012**, raise sponsorship income by **50%** through World Cup title sponsor, TV title sponsor, and sponsorship of 2 ISAF products and ISAF services

Objective 8 <i>Competition</i>	<p>(2.6, 3.8, 7.9, 9.3)</p> <p>Restructure the format of ISAF events to appeal to media/participants by 2012 (3.6, 3.11, 7.1, 7.8, 8.1, 8.2)</p>
3. Our Processes	
FOCUS: Simplify procedures to enable progress and foster involvement	
Objective 1 <i>Training & Development</i>	<p>Develop ISAF Codes of Conduct by 2011 for sailors, event organisers and clubs with a focus on environment impact of the sport, fair-play and ethics (2.1, 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 10.8)</p>
Objective 2 <i>Administration</i>	<p>Increase income by 10% each year through effective implementation of the ISAF fee structure, commercial use of ISAF capital and effective allocation of funds (9.2)</p>
Objective 3 <i>Technical & Offshore</i>	<p>By 2012, streamline measurement and inspection procedures by 20% through the development of in-house certification, standard class rules and standardized measurement data (6.1, 6.2, 6.4, 8.3)</p>
Objective 4 <i>Competition</i>	<p>Create a detailed process that evaluates the format and purpose of ISAF events by 2010, which includes World Championship titles and ISAF World Rankings (1.4, 7.1, 7.2, 7.3, 7.4, 7.6, 8.1)</p>
Objective 5 <i>Administration</i>	<p>Review and edit the complete ISAF Constitution and Regulations to make it more logic and user friendly by 2012 (5.3)</p>
Objective 6 <i>Technical & Offshore</i>	<p>Monitor legislation affecting cruising and offshore sailing by attending 5 meetings of International Maritime Regulatory agencies per year (6.5)</p>
Objective 7 <i>Technical & Offshore</i>	<p>By 2012, create a strategy to include more dual purpose cruiser racer boats in the ISAF structure and competition (6.5, 6.7)</p>
Objective 8 <i>Competition</i>	<p>Identify, assess and prioritise the risks involved in ISAF event management (by 2010), then create a timeline for the application of</p>

	resources to reduce risk (by 2011) (5.4, 6.6, 9.1)
Objective 9 <i>Administration</i>	Be in compliance with the IOC charter and principles of good governance by 2012 (8.5)
4. Our People	
FOCUS: Provide tools to build expertise among ISAF People	
Objective 1 <i>Administration</i>	By 2012 , implement an internal evaluation system to motivate the personal and professional development of all staff members (5.5, 9.1)
Objective 2 <i>Administration</i>	Review the ISAF structure to confirm continued validity of the existing committee structure, decision taking and committee and commission membership requirements by 2012 (5.1)
Objective 3 <i>Competition</i>	By 2010 , ensure that all Race Official Manuals, seminars and clinics will contain a section about "how to deal with media" (3.1, 3.8, 3.11, 8.7)
Objective 4 <i>Competition</i>	Add 6 initiatives within the frame of the ISAF Race Official Programme to enhance the quality and quantity of race officials by 2012 (4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.11)
Objective 5 <i>Competition</i>	By 2011 , develop a framework for professional competition that meets the specific needs and requirements of sailors (1.5)
Objective 6 <i>Training & Development</i>	Accredit 5 ISAF-recognised national training programmes per year (2.3, 2.5)