



WORLD OLYMPIANS ASSOCIATION

Service to Society, Service to Olympians

Strategic Plan 2013-2016



Introduction

The World Olympians Association (WOA) is an international organisation established to unite Olympians, to serve their needs and to promote Olympism by bringing the Olympians of the world together and encouraging their involvement in public service.

The WOA is an independent, non-governmental organisation founded in Lausanne, Switzerland in 1995 consisting of National Olympians Associations whose members are athletes who have participated in Olympic Games, both summer and winter.

There are more than 100,000 living Olympians, the majority of whom are no longer competing. The WOA is unique in that it is the only organisation that represents the interests of all Olympians at all stages of their lives.

The aim of this Strategic Plan is to provide guidance for the actions of the WOA and its members and staff so that, based on its values, which are the values of Olympism and all pillars of the Olympic Movement, it can achieve its vision, mission and goals.



Vision

**A healthier, wiser more harmonious world
due to the actions of
Olympians**



Mission

**To serve the needs of Olympians
at all stages of their lives
and to mobilise Olympians
helping them to make
the world a better place
through the daily practice
of Olympism**



Values

Excellence

Integrity

Respect

Friendship

Solidarity

Inspiration



Strategic Goals

- 1. Develop a sustainable organisational structure**
- 2. Secure strong income generation**
- 3. Increase sustainable programme development**
- 4. Expand the WOA**
- 5. Communicate the work of the WOA**
- 6. Establish strategic alliances**
- 7. Provide strong and effective leadership**



Key Performance Indicators

Develop a sustainable organisational structure

- CEO appointed in 2013
- Organisational structure agreed by EXCO in 2013
- All strategies allocated to a responsible person
- Budgets created, agreed and activated on time
- Good Corporate Governance enacted

Secure strong income generation

- Revenue from IOC is no more than 25% of total income by 2016
- Annual revenue targets met
- Good relations built with IOC Commercial Department
- Appropriate relations built with IOC sponsors
- Outside sponsors brought in as appropriate
- Patrons Programme created

Increase sustainable programme development

- Two major projects started in 2013
- At least one new major project started each year 2014-2016
- Projects funded by sponsors
- Project KPIs established and met
- Projects created in partnership with outside organisations



Key Performance Indicators

Expand the WOA

- The number of NOAs matches the number of NOCs by 2016
- All Olympians enlisted into WOA by 2016
- Regional Offices active and effective
- World Olympians Forum established and effectively run

Communicate the work of the WOA

- Communications strategy in place by end of 2013
- Presence established at all Olympic Family events
- Olympians Ambassadors Programme created
- Online ORC created and well used by Olympians
- World Olympians Awards revamped and successfully run
- Digital WOA Academy created and well used by the public

Establish strategic alliances

- Major projects established in conjunction with strategic global partners
- Partner with UN on a major project
- Partner with IOC on a major project
- Create six global partnerships by 2016

Provide strong and effective leadership

- WOA viewed as a world class NGO
- WOA seen to take the lead on and resolve issues affecting Olympians
- WOA to provide templates and toolkits for NOAs
- WOA to play an effective role in Olympic, sporting and governmental bodies/forums



Strategic Areas

- 1. Organisation**
- 2. Finance**
- 3. Service to Olympians**
- 4. Service to Society**
- 5. Communications Programmes**
- 6. Strategic Alliances**



Strategies

1. Organisation

- 1.1 Develop an organisation structure to deliver strategic goals
- 1.2 Appoint a CEO to lead the organisation from an operational perspective
- 1.3 Appoint personnel for identified roles
- 1.4 Develop annual operating plans
- 1.5 Put in place appropriate HR policies and procedures
- 1.6 Review the governance structure
- 1.7 Own and run WOA database, email and website



Strategies

2. Finance

- 2.1 Develop annual budgets from the operational plan
- 2.2 Develop financial policies and procedures
- 2.3 Establish an Audit and Risk Committee
- 2.4 Establish a Remuneration Committee
- 2.5 Create and maintain a Risk Register
- 2.6 Maximise revenues
- 2.7 Deliver a legal framework to support WOA goals



Strategies

3. Service to Olympians

- 3.1 Develop/run a career transition programme
- 3.2 Develop a programme to ensure Olympians elected to office can fulfil their role
- 3.3 Ensure Olympians have access to educational programmes
- 3.4 Run well used ORCs at all Games
- 3.5 Create effective and well used Online ORC
- 3.6 Help Olympians secure job opportunities
- 3.7 Establish other alumni services for Olympians
- 3.8 Create Service to Olympians programme toolkits and templates for NOAs



Strategies

4. Service to Society

- 4.1 Identify Service to Society projects which can be easily implemented
- 4.2 Develop WOA global programmes
- 4.3 Develop WOA global programmes together with strategic partners
- 4.4 Get involved with strategic partners' programmes
- 4.5 Become involved with appropriate international charitable organisations
- 4.6 Work with governments on Service to Society programmes
- 4.7 Ensure the WOA is an ecologically sound organisation
- 4.8 Create Service to Society programme toolkits and templates for NOAs



Strategies

5. Communications Programmes

- 5.1 Develop a marketing strategy
- 5.2 Develop a communications strategy
- 5.3 Review and revamp the WOA website
- 5.4 Develop a social media strategy to align with the marketing strategy
- 5.5 Create WOA Digital Academy
- 5.6 Own and use database Olympian.org
- 5.7 Own, contro and improve Olympian.org



Strategies

6. Strategic Alliances

- 6.1 Identify strategic partners to help deliver Service to Olympians Programmes
- 6.2 Identify potential strategic partners for Service to Society projects
- 6.3 Work with the IOC to achieve the mission of the WOA
- 6.4 Work with strategic partners to achieve the mission of the WOA
- 6.5 Work with NGOs to achieve the mission of the WOA
- 6.6 Work with the UN to achieve the mission of the WOA
- 6.7 Work with governments to achieve the mission of the WOA