

Agenda Item 16.2

Executive Board Vision



20/01/2011 4

Introduction

Strategic Task Force :

- Strong & Important statement
- Limited to Term of Reference
- Focus on "new threats" vs all FAI scope
- Need for structural adjustment, yet to be explored

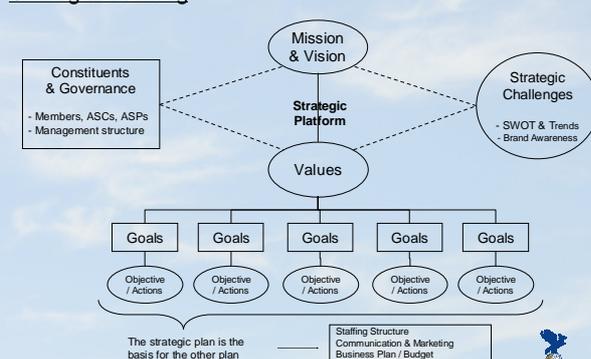
Executive Board's Objectives

- Time for a 360° Analysis / Strategic Planning process
- Federate all constituents - Same vision
- Propose long-term vision - Approval of General Policy



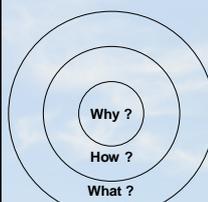
20/01/2011 5

Strategic Planning



20/01/2011 6

Mission & Vision - Principles



As a leading organization FAI needs to inspire, and it starts with "Why?"

- **Why ?** Purpose, Cause, Beliefs
- **How ?** Guiding Principles
- **What ?** Tangible actions, results

Most actual "Mission" statements deal with either How or What.



20/01/2011 7

Mission & Vision

- **Mission** To promote the world-wide expansion and practice of aeronautics through Air Sports, the promotion of their values and their achievements (champions, record & innovation).
- **Vision** Guiding principles FAI will strengthen its position as the universally recognized World Air Sports authority and strive to ensure that Air Sports become increasingly attractive and available to future generations.

The rest is How or What -- expected output / action / consequence



20/01/2011 8

Values

Based on analysis by a Marketing Agency in 2006

"PASSION FOR FLIGHT"

Common set of Values

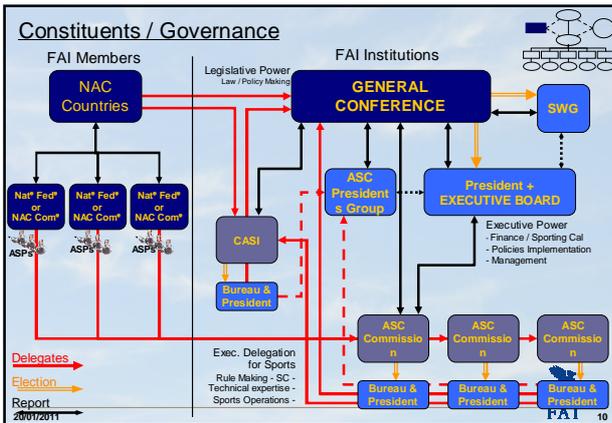
- 3rd Dimension - Air vs Water / Earth
- Harmony with element - Nature - Aerology expertise
- Precision - Rigor - Technical expertise - Focus
- Courage - Determination - Passion - Excellence
- History - Legend - Peace

Values by Sports :

- Fun, Young and Green
- Patience - Strategy - Equilibrium
- Endurance - Exploration / Discovery
- Freedom - Lightness - Beauty Silence



20/01/2011 9



Constituents / Governance

Power Structure: Legislative / Executive / Judiciary

- Permanent Bodies (ASCs) voting member of the Legislative body (GC)
- Permanent Bodies (ASCs) voting member of the Judiciary body (CASI)
- Elected Officials (ASCs) electing Elected Officials (President, EB, SWG, CASI)
- Executive Body (EB) not empowered !! → Decisions making process biased

Presence of Members at different levels: GC & ASCs

- Communication NAC / National Federations - No incentive
- ASCs approving FAI Strategies & Budget / not reciprocal
- Some decisions at ASC Plenary vs EB or GC :
 - Too Long 1 Year - Decision process conflict → Ex: Logo / Expenses

20/01/2011 FAI 11

Constituents / Governance

No common Strategic platform and guidelines :

- Each commission follows its own plan
- Projects: scoring, GPS tracking & loggers, ranking system, ...
- Competition: handbook, quality control, sanction fees
- Barely no cross fertilization, best practices sharing

Little Unity / Little Coherence

- When I talk FAI no sense of Community → Commission vs Central
- Projects on different platform: Win, Unix, Php, Apache, IIE, ...
- No sharing of resources according to mission
- FAI not considered "Portal of Information"

20/01/2011 FAI 12

Strategic Challenges / SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Strong & Positive image of flying • Heritage - 105 years old • Central source on Air Sports • IP - Know-how in all ASCs • Dedicated International community - ASCs 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited vision - Aversion to change • Low level of cross-fertilization • Decision making process not suited to fast-changing world • Lack of high profile attractive events • Communication strategy
<p>Opportunities</p> <ul style="list-style-type: none"> • Increasing demand for attractive events • Aspiration to dream / to escape • Environmental issues (see STF Paper) • Increasing number of communication channels → Need for Content • Technology enabling new presentation & distribution of events 	<p>Threats (see STF Paper)</p> <ul style="list-style-type: none"> • Restriction of access to Air Space, regulations, safety constraints, ... • Lack of facilities & recruitment • Emergence of new sports and new organization (Red Bull, Wing Suit) • Multiplication of events → dilution • Individualism

20/01/2011 FAI 13

Strategic Challenges / Trends

Digital Communication → Attractiveness to Audience

- Website addresses to many Audiences: Public, Media, ASCs, NACs ...
- Navigation very complex
- Content not visible / not enhanced
- Multimedia and/or interactive content on website

Communication Management → Global Coherence

- Content Management (SG Nomination)
- On web page: different modules, different presentation
- Working-groups with separate websites

20/01/2011 FAI 14

Strategic Challenges / Trends

Regulation & Safety (STF Report)

- Further airspace restriction & safety constraints
- Need extensive technical and legal expertise
- Existing association like EAS
- Competing stakeholders (Airlines) / Bargaining power
- CANS: Structure and lack of resources

Environment --> Think Positive (STF Report)

- Environment issues can be an opportunity
- Partnering with other federation: UIM / FIM
- EnvCom: Structure and lack of resources

20/01/2011 FAI 15

Strategic Challenges / Brand Awareness

20/01/2011 16

Strategic Challenges / Brand Awareness

20/01/2011 17

Strategic Challenges / Conclusion

Branding + Recognition = VALUE
 Need to create the environment and the structure to create value

No Change

 NO VALUE for ANYONE

20/01/2011 18

Goals / Objectives - Proposals

20/01/2011 19

Goal 1 -- Strengthen the organization

- Provide adequate governance & leadership through institutions
 - Revisit structure of Legislative / Executive / Judiciary bodies
 - Eliminate conflict of interests and incoherencies at all levels
 - Empower delegated Executive Bodies (ASCs) to participate in Management decisions - ASCs Representation and vote at EB Level
 - Provide Executive Body (EB) with appropriate Management tools (By-Laws, Budget Control, Reporting responsibilities)
- Improve operational structures & time to market response
 - Ensure FAI Secretariat - the Operation entity responsible to implement FAI Strategic Plan, under EB responsibility
 - Shorten the decision process: policies, conf calls, workflow of documents

20/01/2011 20

Goal 2 -- Unite our Constituents

- Restore Confidence, Cooperation and Trust
 - Rally everyone behind the same goal: bring people to fly no matter the mean
 - Facilitate best practices & platform sharing
 - Ensure sense of community (Communication Tool, Resources Sharing)
 - "One Big Happy Family"
- Create a "Corporate" image across the board
 - Reinforce & enforce "branding and naming policy"
 - Develop FAI Guidelines: Competitions, Communication, etc ...
- Facilitate multi-sports events
 - Development projects: from art, to aeromodelling, to flying, and more parachuting
 - WAG Flagship – All together

20/01/2011 21

Goal 3 -- Service our Constituents



- Dedicate resource to help Members and transnational issues :
- Enroll a dedicated Members & Services Manager
 - Restructure & Strengthen Technical Commissions: CANs, EnvCom,... (see STF Report)
 - Allocate budget / use FAI's expertise / Develop adequate projects (see STF Report)

- Dedicate resource to help Sports Development & Event Management :
- Cross fertilization, best practices, project management
 - Marketing, Communication, Legal, Deal making, ...
 - IT Services: web hosting, software development, ...

- Provide environment to deliver these services
- Develop collaborative tool - workflow tool - extranet
 - Establish a budget planning and control process for specific projects



20/01/2011

22

Goal 4 -- Promote our Sports



- Modernize our communication tools and channel:
- Redesign Website → Refocus on "Passion for Flight" and our Air Sports
 - Media / Production partnership - Production of Monthly Magazine

- Increase the value of our competition :
- Asset Review - creation of World Series, focus on max 10/15 Events
 - Create opportunity for Storytelling, with a year-round presence
 - Develop "user friendly" and/or "multi-sports" competitions
 - Use of technology for Sport presentation: GP Gliding for instance (see STF Report)

- Develop a strong FAI wide Marketing & Communication Program
- Ensure an Overall Branding standard for Cat 1 Events
 - Create an "Ambassador" program (ie. Richie McCaw for Gliding)
 - Refocus communication on our Heroes: Champ, Awards, Records, Pioneers
 - Use Environmental consideration as a positive tool (see STF Report)



20/01/2011

23

Goal 5 -- Increase Practice of our Sports



- Increase opportunities for people to fly or to join flying (see STF Report)
- Youth program, subsidized training (ARISF Fund), volunteer program
 - Training / Coaching / Judges development program.
 - Youth Olympic Game - Cultural Program

- Development / Solidarity programs
- Help to low tier federations / nations - Education resources
 - Creation of events / competitions in developing countries

- Regional Development program
- Consider Designating a Development Delegate for certain Regions
 - Identify & favor opportunities through these delegates
 - Focus on ASIA



20/01/2011

24

Action Plan / Priorities 2011

- Goal 1 - Strengthen the organization
- Deliver proposals to improve FAI Institutions & Structure
 - Establish EB Working Group for Budget Control & Finance procedures
 - Finalize 5 years Strategic Plan in collaboration with STF

- Goal 2 - Unite our constituents
- BRANDING --- BRANDING --- BRANDING → FAI All Over
 - Use WAG 2013 bid process to initiate various Cross-Fertilizing projects: Scoring, Sports Presentation, Loggers & Tracking
 - Unite all constituents around a same Website and Collaborative Tools

- Goal 3 - Service our constituents
- Restructure Technical Commissions - Expertise and Management
 - Allocate Budget for projects to be defined
 - Initiate new close working relationship between Secretariat & ASCs



20/01/2011

25

Action Plan / Priorities 2011

- Goal 4 - Promote our Sports
- Marketing Analysis, Brand Positioning, Asset Review to deliver a Sports Strategic plan
 - Develop a new Media Rights partnership deal
 - Enhance the use of our Heroes to promote Air Sports
 - Story telling of records (special badge), pioneers projects like Solar Impulse or Icare 2
 - Showcase our Sports Persons: "Champion of the month", ITV, press releases

- Goal 5 - Increase practice of our sports
- Consider initiating a Regional Development program with Asia & South America
 - Initiate contact with IOC, Austria and China LOC for YOG 2012 & 2014
 - Initiate an "SOS / FAI Kit Aid" program to recycle unused / unwanted equipment and distribute it to emerging Air Sports nations



20/01/2011

26