

Module 4. Ensuring Monitoring and Continuous Improvement

In the previous module, we provided guidance on the necessary key components for establishing a culture within a sports organisation that is driven by data. We discussed the significance of data and its various types, which holds relevance in the context of sports organisations. Our exploration then focused on the effective utilisation of this data, encompassing areas such as comprehending data analytics, understanding its practical applications, and developing proficiency in making data-driven decisions.

The implementation and success of your plan rely on effectively monitoring and reporting its progress. By establishing a structured process that mandates regular reporting from department heads for each objective, your organisation showcases its strategy's significance and successful execution.

Thorough and regular monitoring guarantees:

- Upholding responsibility and accountability across the organisation.
- Effectively managing planned activities to ensure their completion.
- Exerting control over the organisation's progress.

Monitoring is an invaluable tool as it ensures that, even though 'paper can withstand anything', any potential issues or challenges are promptly identified and addressed. The world is full of great ideas, but success only comes through action. As Thomas Edison, the American inventor and businessman, mentioned, vision without execution is just a hallucination.

This module focuses on strategic planning for sports organisations and emphasises the importance of organising the monitoring of the strategic plan. Effective monitoring is crucial for ensuring the successful implementation of the plan and achieving the intended results. In this module, we will explore the role of a dedicated strategic management team, led by a project leader, in overseeing and supporting the implementation of strategic initiatives within the organisation.

The first section of this module highlights the reasons why a project management office (PMO) is often considered the best choice for monitoring implementation. We will discuss the expertise of a strategic management team, the benefits of centralised oversight, the importance of reporting and communication, the role of quality control, the capture of



best practices and lessons learned, the need for flexibility and adaptability, and the establishment of performance evaluation and accountability mechanisms.

Next, we will delve into the frequency of reviews for monitoring the implementation of a strategic plan in a sports organisation. We will consider various factors, such as competition schedules, training and performance cycles, performance metrics, sponsorship and commercial agreements, team and coaching staff availability, major events and tournaments, and the importance of fostering a continuous improvement mindset.

The module will then shift focus to the importance of dashboards in following up on the strategic plan. Dashboards provide a visual representation of key performance indicators (KPIs) and metrics, offering real-time insights into the progress and effectiveness of strategic initiatives. We will explore how dashboards enable performance monitoring, data-driven decision-making, communication and transparency, accountability and goal tracking, performance benchmarking, early detection of issues, and continuous improvement.

Furthermore, we will examine the role of information automation in implementing a strategic plan in a sports organisation. Information automation involves the use of technology and systems to collect, analyse, and present data efficiently and accurately. We will discuss how automation benefits data collection and consolidation, advanced data analytics, automated reporting and dashboards, efficient communication and collaboration, real-time performance tracking, and operational efficiency.

Lastly, we will explore the types of metrics commonly used in sports organisation dashboards. These metrics can include financial metrics, fan engagement metrics, commercial metrics, sports performance metrics, and performance trends and comparisons. We will emphasise that the design and metrics of a dashboard should be tailored to the specific goals, industry, and data types that are relevant to the organisation's operations.

Throughout this module, we will provide practical insights and recommendations to help sports organisations effectively organise and monitor the implementation of their strategic plans. By employing the strategies and techniques outlined in this module, sports organisations can enhance their decision-making processes, optimise performance, and increase the likelihood of achieving their strategic objectives.

Unit 4.1 Organising the monitoring of the strategic plan



The best organisation to ensure monitoring of the implementation of a strategic plan would typically be a dedicated strategic management team led by a Project Leader. The Project Leader's effectiveness in ensuring the monitoring of a strategic plan's implementation depends on their capacity to offer supervision, create monitoring systems, foster responsibility, detect and solve problems, communicate proficiently, and enable adjustment. Through their active engagement and strong leadership, they play a crucial role in driving the successful execution of the plan and attaining the intended results.

The primary role of such an office is to oversee and support the implementation of strategic initiatives within an organisation. Here is why a project management office (PMO) is often considered the best choice for monitoring implementation:

- **Expertise.** A strategic management team consists of professionals with expertise in strategic planning, project management, and performance measurement. They have the knowledge and skills to effectively monitor the implementation of a strategic plan, track progress, and identify areas that require attention.

- **Centralised oversight.** A committed leader offers centralised supervision and coordination of strategic endeavours. They act as a focal point for monitoring progress across different departments or teams, ensuring consistency, and addressing any challenges that arise during implementation.

- **Reporting and communication.** The leader can create reporting systems and facilitate consistent communication channels, ensuring stakeholders are kept up-to-date on the advancement of the strategic plan. They can develop dashboards, performance reports, and other tools to track key metrics and indicators, providing timely updates to decision-makers.

- **Quality control.** The person who leads can enforce quality control measures to ensure that the implementation of the strategic plan aligns with the defined objectives and standards. They can conduct periodic reviews, assess adherence to action plans, and identify areas where corrective actions are needed.

- **Best practices and lessons learned.** The individual in a leadership position can capture and disseminate best practices and lessons learned from the implementation of the strategic plan. They can facilitate knowledge sharing among teams, enabling continuous improvement, and helping to avoid potential pitfalls or mistakes.

- **Flexibility and adaptability.** A leader is designed to be flexible and adaptable. They can respond to changing circumstances, unforeseen challenges, and emerging opportunities



by adjusting the implementation approach, reallocating resources, or revising action plans.

- **Performance evaluation and accountability.** The leader can establish mechanisms to evaluate the performance of strategic initiatives and hold responsible parties accountable. They can conduct regular performance reviews, assess outcomes, and identify areas for improvement or additional support.

It is crucial to acknowledge that the structure and duties of a leader can differ based on factors such as the organisation's size, intricacy, and industry. In some instances, organisations may have a designated leader, while others may delegate these responsibilities to a strategic management team or project management experts. The key is ensuring a dedicated group with the necessary skills and authority to effectively monitor the strategic plan's implementation.

4.1.1 Frequency of the reviews of the strategic plan

In a sports organisation, the frequency of reviews for monitoring the implementation of a strategic plan can be tailored to the unique characteristics and requirements of the sports industry. Here are some specific considerations for determining the review frequency in a sports organisation:

- **Competition schedule.** Consider the competition schedule and seasonality of the sport. If the organisation participates in regular competitions or seasons, aligning the review frequency with key milestones or breaks in the schedule may be appropriate. For example, you could conduct reviews at the end of each season, at mid-season breaks, or before and after major tournaments or events.

- **Training and performance cycles.** Consider athletes' and teams' training and performance cycles. Suppose there are distinct training phases or periods leading up to competitions. In that case, reviews can be conducted at the end of each phase to assess progress, identify areas for improvement, and adjust strategies as needed.

- **Performance metrics.** Determine the performance metrics that are relevant to the sport and the organisation's objectives. These could include statistics related to team performance, individual player performance, financial performance, fan engagement, or sponsorship revenue. The frequency of reviews can be based on the availability and relevance of these metrics. For example, if performance data is readily available weekly or monthly, reviews can be scheduled accordingly.



- **Sponsorship and commercial agreements.** Consider the timing and requirements of sponsorship and commercial agreements. If the organisation has contractual obligations or reporting requirements tied to sponsors or partners, it may be necessary to conduct reviews on a schedule that aligns with those agreements.

- **Team and coaching staff availability.** Coordinate the review frequency with the availability of key stakeholders, such as team members, coaching staff, and management. Ensure that the reviews do not disrupt training schedules or competition preparations.

- **Major events and tournaments.** If the organisation regularly participates in major events or tournaments, it can be beneficial to conduct additional reviews before or after these events to evaluate performance, assess strategies, and capture learnings.

- **Continuous improvement mindset.** Foster a culture of continuous improvement within the sports organisation. Encourage ongoing feedback, communication, and evaluation throughout the year, even if formal reviews are conducted less frequently. This allows for agility and adjustment based on real-time insights.

It is important to strike a balance between regular reviews that provide timely feedback and the need to allow sufficient time for implementation and data collection. Adjust the review frequency as necessary to accommodate the specific needs and dynamics of the sports organisation, while ensuring that the strategic plan remains on track and adaptable to changing circumstances.

4.1.2 Monitoring and evaluation checklist

In the following table, there are key questions that should be asked while monitoring and evaluating the status of your organisation’s implementation/action plans, and some possible director issues.

Table 1. Monitoring and evaluation checklist

Question	Yes	No	Director Issue	Actions
Are targets being met?	<input type="checkbox"/>	<input type="checkbox"/>	When you successfully meet your targets, it is important to acknowledge and celebrate your achievements. Recognise the dedicated effort that has been invested in reaching these goals and	



			share the news of your successes throughout the entire organisation.	
Will the goals/objectives set be met as a result of meeting targets?	<input type="checkbox"/>	<input type="checkbox"/>	The targets outlined in your implementation/action plans were formulated in alignment with your long-term goals and objectives. It is crucial to assess whether these targets are on track to contribute to the realisation of your organisation's goals and objectives. If there are indications or suggestions that the current targets may not lead to the desired outcomes, it becomes necessary to review your action plan. Consider modifying it to incorporate targets that are better aligned with achieving your overarching goals and objectives.	
Will the goals/objectives set be met according to the timelines specified in the strategic plan?	<input type="checkbox"/>	<input type="checkbox"/>	If it becomes evident that your organisational goals or objectives are unlikely to be achieved within the designated time frames outlined in your strategic plan, it may be necessary to contemplate revising either your action plan or the strategic plan itself. However, before making any decisions, it is crucial	



			to thoroughly understand the underlying reasons why the goals and objectives are not on track to be met within the specified time periods.	
Do personnel have the necessary resources to achieve stated goals and objectives?	<input type="checkbox"/>	<input type="checkbox"/>	Frequently, the primary cause for goals and objectives not being achieved within the specified timelines is a shortage of resources. Insufficient availability of key resources, such as human resources, funding, and specialised skills, can impede progress. When it becomes apparent that goals and objectives are not being met due to resource limitations, it is essential to explore strategies for acquiring the necessary resources. This may involve seeking additional funding, recruiting and allocating appropriate human resources, or providing training and development opportunities to enhance skills within the organisation.	
Are the goals and objectives stated realistic?	<input type="checkbox"/>	<input type="checkbox"/>	When goals and objectives are identified as unrealistic and unattainable, it is crucial to revise them promptly.	



			Recognising and acknowledging the infeasibility of such expectations is essential, as clinging to unrealistic goals can have adverse effects eventually. Unrealistic goals can demotivate stakeholders and undermine their efforts, leading to counterproductive outcomes.	
Can we improve our future planning processes?	<input type="checkbox"/>	<input type="checkbox"/>	During the monitoring and evaluation stage, it is essential to actively consider opportunities for enhancing the process of establishing goals, objectives, and targets. This reflective approach allows for continuous improvement and refinement of the goal-setting process itself.	

Source: NSW Government, 2018, pp. 29-30.

Unit 4.2 The importance of dashboards to follow up the strategic plan

Dashboards play a crucial role in the strategic plan implementation for a sports organisation. They provide a visual representation of key performance indicators (KPIs) and metrics, offering real-time insights into the progress and effectiveness of the strategic initiatives. Here is why dashboards are essential in the strategic plan implementation for a sports organisation:

- Performance monitoring. Dashboards allow you to monitor the performance of various aspects of your sports organisation, such as team performance, individual player statistics, revenue generation, fan engagement, and sponsorship metrics. By displaying



these metrics in an easily understandable format, dashboards provide a quick overview of how well the strategic plan is executed and the outcomes achieved.

- **Data-driven decision-making.** Dashboards provide data-driven insights that enable informed decision-making. They consolidate data from various sources and present it visually, allowing you to identify trends, patterns, and areas of concern. With this information, you can make timely adjustments to your strategies, allocate resources effectively, and address any performance gaps or risks.

- **Communication and transparency.** Dashboards facilitate effective communication and transparency within the sports organisation. They provide a centralised platform for sharing performance data and progress updates with stakeholders, including coaches, athletes, management, sponsors, and fans. Dashboards enhance transparency by ensuring everyone can access the same information, promoting alignment and collaboration towards common goals.

- **Accountability and goal tracking.** Dashboards enable tracking progress towards goals and holding individuals or teams accountable for their performance. By visualising the targets set in the strategic plan and comparing them with actual results, dashboards create a sense of accountability and drive motivation. They allow you to identify areas where additional support or intervention may be needed to ensure the strategic objectives are met.

- **Performance benchmarking.** Dashboards provide an opportunity for performance benchmarking. You can compare current performance against historical data, industry benchmarks, or predefined targets. This benchmarking helps you evaluate the effectiveness of your strategies, identify areas of excellence, and highlight areas that require improvement.

- **Early detection of issues.** Dashboards enable early detection of issues or trends that could impact on the strategic plan's success. By monitoring KPIs and metrics in real-time, you can promptly identify deviations, bottlenecks, or emerging challenges; early detection allows you to take proactive measures to mitigate risks, make necessary adjustments, or seek additional resources to stay on track.

- **Continuous improvement.** Dashboards support a culture of continuous improvement within the sports organisation. Dashboards provide visibility into the outcomes of improvement efforts and allow you to fine-tune your strategies over time. Regularly reviewing performance data, identifying areas for enhancement, and tracking the impact of implemented changes can drive ongoing improvement in your strategic initiatives.



In summary, dashboards are vital tools for monitoring and evaluating the implementation of a strategic plan in a sports organisation. They provide data-driven insights, facilitate communication, enhance transparency, drive accountability, and support continuous improvement. By leveraging dashboards effectively, sports organisations can make informed decisions, optimise performance, and increase the likelihood of achieving their strategic objectives.

4.2.1 Dashboards and information automation

Monitoring and evaluation checklist

Dashboards and information automation

Information automation is an important aspect of implementing a strategic plan in a sports organisation. Automation involves the use of technology and systems to collect, analyse, and present data efficiently and accurately. We have seen so frequently sports organisations having 'manual' information systems. Consequently, teams dedicated to projects were spending more time gathering data than analysing it, which is very counterproductive. Here are some ways in which information automation can be beneficial:

- **Data collection and consolidation.** Automation allows data collection from multiple sources, such as team management systems, player performance databases, ticket sales platforms, and social media analytics. This data can be consolidated into a single platform, making monitoring and centralised analysis easier.
- **Advanced data analytics.** Information automation provides advanced analytics capabilities, such as using algorithms and predictive models, to extract valuable insights from the collected data. This can include player performance analysis, audience segmentation, marketing impact assessment, and revenue forecasting. These capabilities enable more data-driven and informed decision-making. Regarding this, Clive Humby, a British mathematician who helped create British retailer Tesco's Clubcard loyalty programme, mentioned: 'Data is the new oil. It is valuable, but, if unrefined, it cannot really be used. It must be changed into gas, plastic, chemicals, or electricity to create a valuable entity that drives profitable activity; then it becomes priceless.' (Humby *et al.*, 2008).
- **Automated reporting and dashboards.** Automated systems can generate reports and dashboards automatically, saving time and reducing the possibility of human errors. These reports and dashboards provide clear visualisation of key performance indicators, allowing for regular and up-to-date monitoring of the strategic plan implementation.



- Efficient communication and collaboration. Information automation facilitates efficient communication and collaboration among different teams and departments within the sports organisation. Automated systems enable real-time information sharing and collaboration in data-driven decision-making, promoting alignment and coordination in strategic plan implementation. Carly Fiorina (2019), Former CEO of Hewlett-Packard, used to say that the goal is to turn data into information and information into insight.

- Real-time performance tracking. Information automation enables real-time tracking of team performance, player performance, and other relevant areas. Data is updated automatically and presented in real-time, allowing for quick identification of trends, deviations, or emerging issues. This facilitates timely decision-making and implementation of corrective actions.

- Operational efficiency. Information automation streamlines processes and improves operational efficiency. By reducing reliance on manual and repetitive tasks, resources and time are freed up to focus on higher-value strategic activities. According to Data Scientist Monica Rogati, data is not just a bunch of numbers; it is the fingerprint of reality.

It is important to note that a robust strategy and adequate technological infrastructure should support information automation. Additionally, ensuring that the collected and used data is protected and that it complies with applicable privacy and security regulations is essential. Bernard Marr (2021), Author and Business Consultant, mentions that data-driven decisions are the future of successful businesses.

In summary, information automation plays a crucial role in implementing a strategic plan in a sports organisation. It enables efficient data collection, analysis, and presentation, enhances decision-making, fosters collaboration, and improves process efficiency. The information does not have to be available to any team member; levels of privacy can be implemented to ensure each one has access to what is necessary at each level.

4.2.2 Metrics to use in dashboards

The matrix will vary depending on the sports organisation's strategic plan and needs. In the following table, there are some standard components that can be found in a sports organisation dashboard.

Table 2. Standard components that can be found in a sports organisation dashboard

Component	Description
Financial metrics	Dashboards may include financial data, such as revenue streams (ticket sales, merchandise sales, sponsorships), expenses (player salaries, coaching staff, facilities), and



	financial targets (debt). This information helps track the financial health of the organisation and its progress toward revenue goals.
Fan engagement	Dashboards can incorporate metrics related to fan engagement, such as social media followers, website traffic, online engagement (likes, comments, shares), and attendance figures. These metrics provide insights into the reach and impact of the organisation's marketing and fan engagement efforts.
Commercial metrics	If the sports organisation has media, sponsorship, and other income generation agreements, the dashboard might include metrics related to them, such as the number of sponsors, the value of sponsorship deals, activation metrics, and return on investment (ROI) for sponsors. This information helps assess the effectiveness of sponsorships and other income sources, and their impact on revenue generation.
Sports performance	Dashboards often provide an overview of team performance, including recent results, upcoming fixtures, league standings, and player-specific metrics like goals, assists, or batting averages. This allows stakeholders to assess team progress and performance briefly.
Performance trends and comparisons	Dashboards can display performance trends over time, allowing stakeholders to identify patterns and make data-driven decisions. They may also include benchmarking capabilities to compare the organisation's performance against competitors or industry standards.

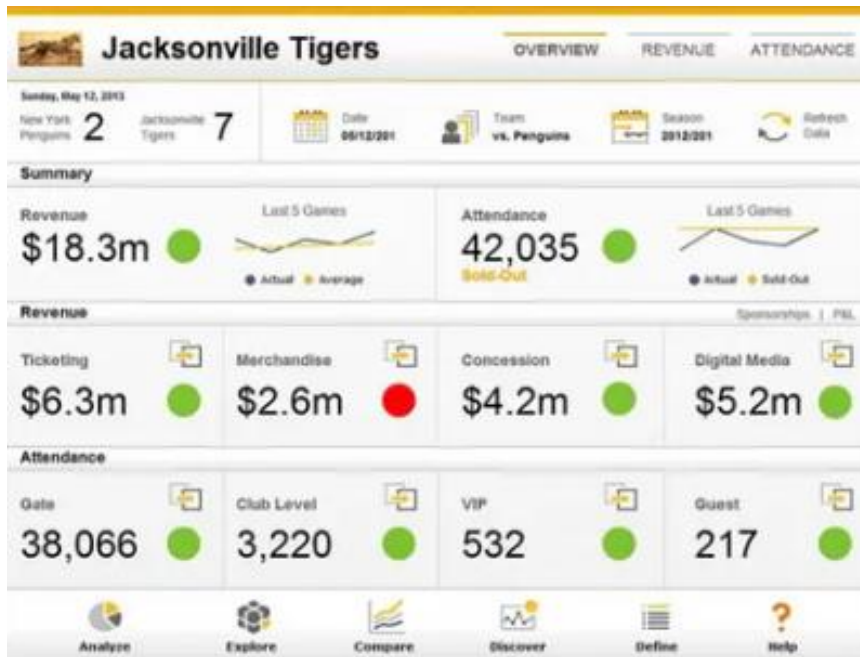
Source: own source.

Dashboards often provide the flexibility to customise views based on individual preferences or user roles. Different stakeholders may have other areas of interest or responsibilities within the organisation, and customisable views enable them to focus on the data that matters most to them.

These are just some examples of what a sports organisation dashboard might include. The specific design and metrics will vary depending on the organisation's goals, industry, and data types relevant to its operations.



Figure 1. Dashboard of a hypothetical baseball team, the Jacksonville Tigers



Source: Turnali, 2013, <https://bit.ly/44wryBm>.

Figure 2. Broadcasting sales dashboard of a hypothetical sports team



Source: Solver, (n. d.), <https://bit.ly/45Xu1G0>.

Unit 4.3 Strategic plan review meetings

Running strategic plan review meetings involves careful planning and facilitation to ensure productive discussions and effective decision-making. Here are steps to help you run strategic plan review meetings.



Table 3. Steps to help you run strategic plan review meetings

Step	Description
Set clear objectives	Clearly define the objectives of the review meeting. Determine what specific aspects of the strategic plan will be discussed, what outcomes you aim to achieve, and what decisions need to be made. Communicate these objectives to participants beforehand to ensure everyone is aligned.
Prepare an agenda	Develop a detailed agenda that outlines the topics to be covered during the meeting. Share the agenda with participants in advance, so they can come prepared. Include time allocations for each agenda item to ensure a balanced discussion.
Gather relevant data	Collect and organise relevant data and reports that provide insights into the progress of the strategic plan. This includes performance metrics, financial reports, market analysis, and other relevant information. Share this data with participants prior to the meeting, allowing them time to review and analyse it.
Facilitate the meeting	As the meeting facilitator, it is your role to keep the discussion on track and ensure active participation. Start the meeting by restating the objectives and agenda. Guide the discussion through each agenda item, ensuring that key points and concerns are addressed. Encourage open communication and active engagement from all participants.
Review progress and challenges	Begin the meeting by reviewing the progress made towards the strategic plan's goals. Discuss achievements, challenges encountered, and lessons learned. Encourage participants to share their insights and perspectives, allowing for a comprehensive understanding of the current status.
Analyse performance against targets	Assess the performance of the organisation against the targets set in the strategic plan. Discuss the reasons behind the performance and explore potential solutions or improvements. Compare actual results with the desired outcomes and metrics. Identify any gaps or areas where adjustments may be required.
Identify opportunities and risks	Discuss potential opportunities and emerging risks that may impact the strategic plan's implementation. Brainstorm strategies to capitalise on opportunities and mitigate risks. Encourage participants to share their observations and insights on market trends, competitive landscape, technological advancements, or other relevant factors.



Make decisions and action plans	Based on the discussion and analysis, make decisions regarding adjustments, refinements, or changes to the strategic plan. Ensure findings align with the organisation's objectives and are communicated effectively to relevant stakeholders. Clearly articulate the decisions and document action plans. Assign responsibilities and set timelines for implementation.
Follow-up and accountability	After the meeting, distribute meeting minutes and action items to all participants. Monitor and track the progress of action plans and hold individuals accountable for their assigned tasks. Follow up regularly to ensure implementation is on track and address any challenges.
Continuous improvement	Continuously evaluate the effectiveness of the review meetings and make improvements as necessary. Seek feedback from participants on the meeting process and content to enhance future meetings. Incorporate lessons learned into subsequent review meetings to optimise the strategic plan implementation process.

Source: own source.

By following these steps, you can run strategic plan review meetings that facilitate meaningful discussions, informed decision-making, and effective alignment towards achieving your organisation's goals.

Use the following table to assign the activities in each meeting and monitor their progress.

Table 4. Monitoring activities status

GOAL 1	CONCEPT	KPI	LEADER	REPORTING TO	BUDGET	CLOSING DATE	STATUS
OBJECTIVE 1	xxxxxxx	XX	XX	XX	XX	XX	
	1.1.1 xxxxx	xx	XX	XX	xx	xx	Done
	1.1.2 xxxxx	xx	XX	XX	xx	xx	In progress
	1.1.3 xxxxx	xx	XX	XX	xx	xx	Pending
	1.1.4 xxxxx	xx	XX	XX	xx	xx	Pending
OBJECTIVE 2	xxxxxxx	XX	XX	XX	XX	XX	
	1.2.1 xxxxx	xx	xx	XX	xx	xx	Done
	1.2.2 xxxxx	xx	xx	XX	xx	xx	In progress
	1.2.3 xxxxx	xx	xx	XX	xx	xx	Pending
	1.2.4 xxxxx	xx	xx	XX	xx	xx	Pending
OBJECTIVE 3	xxxxxxx	XX	XX	XX	XX	XX	
	1.3.1 xxxxx	xx	xx	XX	xx	xx	Done
	1.3.2 xxxxx	xx	xx	XX	xx	xx	Done
	1.3.3 xxxxx	xx	xx	XX	xx	xx	Pending
	1.3.4 xxxxx	xx	xx	XX	xx	xx	Pending
OBJECTIVE 4	xxxxxxx	XX	XX	XX	XX	XX	
	1.4.1 xxxxx	xx	xx	xx	xx	xx	Done
	1.4.2 xxxxx	xx	xx	xx	xx	xx	In progress
	1.4.3 xxxxx	xx	xx	xx	xx	xx	In progress
	1.4.4 xxxxx	xx	xx	xx	xx	xx	In progress
	1.4.5 xxxxx	xx	xx	xx	xx	xx	In progress

Source: own source.

Common mistakes when implementing a strategic plan



Based on our experience at Sport Innovation Society, it is essential to avoid some common mistakes that can hinder its effectiveness. In the following table, there are a few mistakes to avoid when implementing a strategic plan.

Table 5. Common mistakes when implementing a strategic plan

Mistake	Description
Lack of clear goals and objectives	Failing to define clear and specific goals and objectives can lead to confusion and lack of direction. Ensure your strategic plan includes well-defined and measurable goals to guide the implementation process.
Insufficient communication and engagement	Lack of communication and engagement with stakeholders can hinder the successful implementation of a strategic plan. Communicating the plan, its objectives, and progress to all relevant parties is crucial, and encouraging their participation and feedback throughout the process.
Inadequate resource allocation	Insufficient allocation of resources, such as budget, personnel, or technology, can impede the execution of a strategic plan. Ensure that the necessary resources are allocated appropriately to support the implementation efforts and monitor resource utilisation effectively.
Failure to establish accountability	Individuals and teams may not take ownership of their responsibilities without precise accountability mechanisms. Assigning roles and responsibilities, establishing clear lines of accountability, and regularly assessing and evaluating progress towards goals are important. Data should beat emotions.
Neglecting to monitor and measure progress	Monitoring and measuring progress against defined metrics and milestones is essential to track the effectiveness of a strategic plan. Neglecting this step can prevent the timely identification of deviations, making it challenging to take corrective actions and make informed decisions.
Lack of flexibility and adaptation	Strategies and plans should be adaptable to changing circumstances and evolving market conditions. Failing to incorporate flexibility and regularly reassess and adjust the plan as needed can result in outdated approaches that no longer align with the organisation's goals.
	Feedback from employees, customers, and other stakeholders can provide valuable insights for improving the strategic plan. Encourage a culture of learning and



Ignoring feedback and learning opportunities	feedback loops to enhance the implementation process. Ignoring feedback and missing learning opportunities can hinder growth and improvement.
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Source: own source.

Remember: by avoiding these common mistakes and continuously monitoring and adapting your strategic plan, the likelihood of successful execution increases, and the desired outcomes are achieved.

Regarding the relevance of having effective meetings, Anne Loehr (2013) stated: 'The secret of effective meetings is simple: prepare, engage, and follow through.'. By adhering to these principles of preparation, engagement, and follow-through, meetings can become more focused, efficient, and productive. This approach helps maximise the value of time spent in meetings, enables effective decision-making, and ensures that actions are taken to achieve desired outcomes. Moreover, Susan Scott added: 'The quality of a meeting is determined by the tone set by the leader and the level of engagement fostered among participants.' This means that the leader's tone and the level of engagement among participants significantly impact on the overall quality of a meeting. With a positive and inclusive tone, the leader creates a safe space where participants feel valued and respected, encouraging them to engage and contribute to the meeting's purpose actively. When both the leader and participants foster an environment of open communication, collaboration, and active participation, the meeting is more likely to be productive, generate meaningful outcomes, and achieve its intended objectives.

Module 4: Conclusion

Organisations can uphold responsibility and accountability by establishing a structured process, mandating regular reporting, effectively managing planned activities, and exerting control over their progress. Monitoring is a crucial aspect of implementing a strategic plan, as it ensures the successful execution of the plan and helps identify and address potential issues or challenges. A dedicated strategic management team, such as a project management office (PMO), is often the best choice for organising and monitoring the strategic plan. This team provides expertise, centralised oversight, reporting and communication systems, quality control measures, best practices sharing, flexibility, and performance evaluation. The frequency of reviews in a sports organisation should consider factors such as the competition schedule, training and performance cycles, performance metrics availability, sponsorship agreements, team availability, major events, and the organisation's continuous improvement mindset.

Dashboards play a vital role in monitoring the strategic plan implementation in a sports organisation, by providing performance monitoring, data-driven decision-making,



communication and transparency, accountability and goal tracking, performance benchmarking, early detection of issues, and supporting continuous improvement. Information automation, including data collection and consolidation, advanced analytics, automated reporting and dashboards, efficient communication and collaboration, real-time performance tracking, and operational efficiency, enhances the implementation of the strategic plan. The choice of metrics to use in dashboards will vary depending on the specific needs of the sports organisation. Still, standard components include financial metrics, fan engagement metrics, commercial metrics, sport performance metrics, and performance trends and comparisons. Running strategic plan review meetings requires setting clear objectives, preparing an agenda, ensuring participant engagement and contribution, facilitating productive discussions, making informed decisions, assigning action items, and following up on progress.

We must keep in mind that data-driven organisations have a culture of curiosity and continuously seek insights to improve their processes, products, and customer experiences. Data beats emotion.

Case study

To illustrate the content of this module, we will analyse how the Royal Spanish Football Federation (Real Federación Española de Fútbol [RFEF], 2020) is monitoring its Strategic Plan 2020-2024. The monitoring of the strategic plan of the RFEF involves the systematic assessment and evaluation of the progress made towards achieving the set objectives and targets outlined in the plan, and it is divided into six monitoring committees (RFEF, 2020).

The monitoring of the strategic plan schedules meetings to review the advances and stay on time with the delivery time established previously, as it is possible to see in the following table.



Table 6. RFEF Strategic Plan monitoring meeting

Strategic Plan Monitoring Meeting	
1. RFEF Strategy Committee	Quarterly Meeting
2. Strategic Plan Monitoring Committee	Quarterly Meeting
3. Projects Committee	Monthly Meeting
4. Specific Objectives Workshops	Monthly Meeting
5. Monitoring Group Territorial	Quarterly Meeting
6. RFEF Workers	Annual Meeting



Source: own source based on RFEF, 2020.

Critical aspects for the success of the RFEF's Strategic Plan:

- Create a project-based work team beyond the day-to-day work of the RFEF.
- Coordination of the RFEF's work with the territorial bodies.
- Defining the needs of digital transformation and its implementation.
- Increasing participation as a driving force for the federation.

Figure 3. Strategic plan monitoring



Source: RFEF, 2020, p. 31.



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