

# Module 2. Setting Strategic Goals and Objectives

In the realm of strategic planning for sports organisations, the importance of defining clear goals cannot be overstated. Clear goals provide direction, focus, and purpose to an organisation, aligning the efforts of individuals towards a common objective. This module will explore the significance of defining clear goals and objectives for sports organisations, as well as the strategic goals commonly pursued by such organisations. Additionally, we will discuss the process of transforming goals into measurable objectives, including the use of SMART objectives. Understanding these concepts is essential for developing effective strategic plans and achieving long-term success in the dynamic world of sports.

We are in the third stage of the process: strategic goals and objectives. First, define the goals and then transform them into objectives.

Figure 1. Strategic planning process, strategic goals, and objectives

## Strategic planning 5 steps methodology, strategic goals & objectives



Source: own source.

## Unit 2.1 The importance of defining clear goals

Defining clear goals is crucial for the success of any organisation. Goals provide a sense of direction and purpose, and they help to align the efforts of everyone in the organisation

towards a common objective. Here are some reasons why defining clear goals is essential for organisations:

- **focus.** Clear goals help to focus the efforts of the organisation towards specific outcomes. By knowing precisely what they are working towards, employees can prioritise their tasks and efforts to align with the organisation's objectives.
- **Motivation:** goals provide employees with a sense of purpose and motivation. When employees understand what they are working towards, they are more likely to be engaged and committed to their work.
- **Clarity:** clear goals clarify what success looks like for the organisation. This clarity helps employees to understand what they need to do to contribute to the organisation's success.
- **Measurement:** goals provide a basis for measuring the performance of the organisation. By defining specific, measurable, achievable, relevant, and time-bound (SMART) goals, organisations can track their progress towards achieving their objectives and adjust their strategies as needed.
- **Accountability:** clear goals create accountability for everyone in the organisation. When goals are clearly defined and communicated, employees understand what is expected of them, and they can be held accountable for their performance.
- **Alignment:** clear goals help to align the efforts of everyone in the organisation towards a common objective. This alignment creates a sense of teamwork and collaboration, which is essential for the success of the organisation.

In the book *Strategy Safari*, Mintzberg *et al.* (2009) say that having clear goals, whether for the organisation as a whole or for specific parts of it, can provide the necessary direction for strategy formulation and implementation. They mention that the importance of setting clear goals cannot be overemphasised (Mintzberg *et al.*, 2009). Goals are the foundation of strategy; without them, strategy is ineffective or even harmful. The authors go beyond stating that one of the most important roles of senior management is to set clear goals for the organisation and to communicate them effectively to all members of the organisation (Mintzberg *et al.*, 2009).

### 2.1.1 Strategic goals that companies look for

Strategic goals are essential for companies because they help to provide direction, focus, and purpose for the organisation. Here are some examples of strategic goals that a company may set:

- **increase revenue.** A company may set a goal to increase its revenue by a certain percentage over the next few years. This could be achieved through various means, such as expanding into new markets, developing new products or services, or increasing sales to existing customers.



- **Improve customer satisfaction:** another strategic goal could be to improve customer satisfaction by a certain percentage over the next year or two. This could be achieved by improving customer service, offering more personalised products or services, or implementing recent technologies to enhance the customer experience.

- **Expand market share:** a company could set a strategic goal to expand its market share in a particular industry or geographic region. This could be done through acquisitions, partnerships, or other strategic alliances.

- **Enhance employee engagement:** another strategic goal could be to enhance employee engagement by improving the work environment, offering more training and development opportunities, or providing flexible work arrangements.

- **Improve operational efficiency:** a company could set a strategic goal to improve operational efficiency by reducing costs, streamlining processes, or adopting modern technologies to automate and optimise workflows.

- **Develop new products or services:** a company may set a strategic goal to develop new products or services that can meet the evolving needs of its customers or take advantage of emerging trends in the market.

- **Expand into new markets:** a company could set a strategic goal to expand into new markets by launching new products or services or entering new geographic regions.

- **Improve governance:** a strategic goal to improve governance is to enhance the effectiveness, transparency, and accountability of an organisation's decision-making processes and management practices. It may involve a range of initiatives that aim to ensure that an organisation is run fairly, ethically, and responsibly. This could include strengthening policies and procedures, enhancing transparency, ensuring accountability, implementing effective monitoring, and reporting mechanisms, creating independent oversight committees, and building capacity with teams.

## 2.1.2 Differences between goals and objectives

As part of the strategic plan, defining clear goals and objectives is key to success. They are important components of a strategic plan, but they serve different purposes and have different characteristics. These differences can be seen in the figure that follows.



Figure 2. Differences between goals and objectives

## Differences between goals & objectives

Goals	Objectives
<ul style="list-style-type: none"><li>• Goals are broad, high-level statements of what an organization wants to achieve over a longer period, typically several years.</li><li>• Goals are often qualitative and focused on outcomes. They provide direction and a sense of purpose for the organization, and they serve as a guide for decision-making and resource allocation.</li><li>• Goals are usually defined in terms of the organization's mission and vision.</li></ul>	<ul style="list-style-type: none"><li>• Objectives are specific, measurable, and time-bound statements that define the steps an organization needs to take to achieve its goals.</li><li>• Objectives are often more detailed and quantitative than goals. They specify concrete, achievable targets that can be measured and tracked over a shorter period, typically one year.</li><li>• Objectives help to operationalize goals by breaking them down into smaller, actionable steps.</li></ul>

Source: own source.

Defining clear goals and objectives is critical for the success of any organisation's strategic plan. Goals provide direction and purpose for the organisation, while objectives provide specific and measurable steps to achieve those goals. The two serve different purposes and have different characteristics, with goals being broader and qualitative, and objectives being more specific, quantitative, and time-bound. By understanding the difference between goals and objectives, organisations can break down their strategic plan into smaller, actionable steps, making tracking progress easier and ensuring success. Combining clear goals and objectives is crucial to achieving long-term growth and success.

### 2.1.3 Strategic goals by sports organisations

The most common strategic goals of sports organisations vary depending on their specific objectives and priorities, but here are some common examples:

- **increase revenue streams.** This is often a top priority for sports organisations. They may aim to increase revenue streams through various means, such as sponsorships, merchandise sales, and licensing agreements.

The NBA announced in 2017 that it would start selling advertising space on its jerseys. This move was a significant departure from the NBA's previous policy of not allowing any corporate logos or branding on team uniforms. The new policy allows teams to sell a small patch on the front of their jerseys, which can be seen by fans both in the arena and on television broadcasts (National Basketball Association [NBA], 2017).

Several NBA teams have already signed deals with companies to display their logos on their jerseys. For example, the Cleveland Cavaliers signed a three-year deal with Goodyear, and the Boston Celtics signed a multi-year deal with General Electric. By allowing advertising on its jerseys, the NBA has created a new revenue stream that did not exist before (NBA, 2017).

**Figure 3. Jersey sponsorships**



Source: [untitled image of jersey sponsorships], (n.d.), <https://bit.ly/458KkzE>.

- **Increase fan engagement:** many sports organisations have set a strategic goal of increasing fan engagement through various initiatives, such as social media campaigns, fan events, and personalised experiences.

In 2019, the NFL introduced a new mobile app called 'Game Pass' that provided fans with access to live and on-demand games, as well as exclusive content such as player and coach interviews, game highlights, and documentaries. One of the key features of the app was the ability for fans to track their favourite players and teams in real time, receiving personalised notifications and updates about stats, injuries, and game highlights (National Football League [NFL], 2019).

The app also introduced a new interactive feature called 'NFL Pick'em,' where fans could predict the outcome of games and compete against each other for prizes and recognition. By introducing these new features, the NFL was able to increase fan engagement and provide a more immersive and personalised experience for fans. The app became extremely popular and helped the NFL attract and retain a new generation of fans who were looking for a more interactive and engaging experience.

- **Expand into new markets:** sports organisations may set a goal to expand into new markets or regions to reach new audiences and increase revenue.



In 2019, the National Basketball Association (NBA) announced plans to establish a professional basketball league in Africa, in partnership with the International Basketball Federation (FIBA). The new league called the Basketball Africa League (BAL) featured twelve teams from across the continent and was the first time the NBA had established a league outside of North America (Basketball Africa League [BAL], 2019).

To promote the league and expand its reach in Africa, the NBA and FIBA launched a grassroots development programme called 'Basketball Without Borders Africa,' which provided young basketball players with training and mentorship from NBA players and coaches. The NBA also partnered with local businesses and media outlets to promote the league and increase its visibility across the continent. In addition, the league made strategic hires of African executives and staff, to ensure that the league was run in a way that respected and reflected local cultures and values.

By expanding into Africa, the NBA was able to tap into a large and growing market of basketball fans and players, while also promoting the development of the sport in the region. The move was widely seen as a smart strategic move for the NBA, which has a long history of successfully expanding its brand and fan base into new markets around the world.

**Figure 4. Basketball Africa League**



Source: [untitled image of Basketball Africa League], (n.d.), <https://bit.ly/43IixEY>.

- **Improve athlete performance:** sports organisations may aim to improve athlete performance through training, nutrition, and technology investments.

The United States Olympic & Paralympic Committee (USOPC, 2019) has a robust high-performance programme that supports American athletes in their pursuit of Olympic and Paralympic success. This programme provides athletes with access to world-class coaches, sports medicine and sports science experts, state-of-the-art facilities, and other resources to help them optimise their performance (USOPC, 2019).

One example of the USOPC's efforts to improve athletes' performance is the use of data and analytics to help athletes improve their performance. The USOPC's Innovation Lab, located in Colorado Springs, uses advanced technology and analytics to analyse athletes' movements and provide feedback on how they can optimise their technique and training.

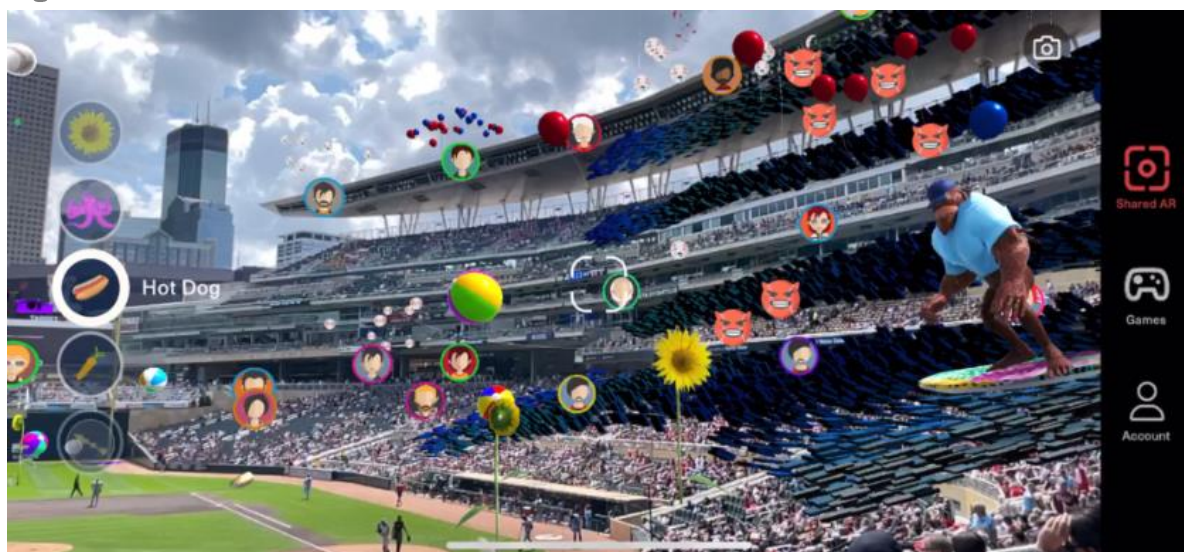
In an interview with Finbarr Kirwan, Senior Vice President, Chief of USOPC, in the *SiS Master* podcast, he highlighted the relevance of having great professionals in the coaching team: “When you have great coaches and great athletes intersecting, that is where the magic happens.” (Kirwan, 2023, 44m58s).

- **Enhance stadium or venue experience:** sports organisations may aim to enhance fans’ experience by improving amenities, technology, and infrastructure.

In 2022, the Minnesota Twins, an MLB franchise, launched alongside ARound, a first-of-its-kind stadium-level shared augmented reality (AR) platform, at Target Field in Minneapolis. The platform allows attendees to play games, see the same real-time 3D effects, unlock unique content tied to what is happening on the field, and play virtual games together on matchday at Target Field (Major League Baseball [MLB], 2022).

Fans can see and interact with real-time content led by action on the field, such as after home runs, mascot races, or when the Twins take the field. Rather than escaping reality in the metaverse, ARound is designed to augment it by layering graphics, games, data, and interaction onto a live experience in a physical space.

**Figure 5. ARound**



Source: [untitled image of ARound], (n.d.), <https://bit.ly/2QWoI5Y>.

- **Ensure modern governance:** the goal of ensuring modern governance for a sports organisation refers to implementing best practices and procedures to ensure that the organisation is managed effectively, transparently, and with a focus on ethical principles.

The International Olympic Committee (IOC, 2020) announced in 2020 a series of governance reforms aimed at strengthening transparency, accountability, and ethical standards across the Olympic Movement. One of the key reforms was the establishment of an independent body called the IOC Ethics and Compliance Hotline. This hotline allows anyone to report suspected violations of ethical principles or other misconduct related to the Olympic Games or the Olympic Movement (IOC, 2020).

The IOC (2020) also introduced a new code of ethics that outlines the principles and values that all members of the Olympic Movement are expected to uphold. This code of ethics includes provisions related to integrity, respect, responsibility, and transparency. To ensure that these reforms are effectively implemented, the IOC has established a dedicated Ethics and Compliance Office, which is responsible for promoting and enforcing the new standards and guidelines.

- **Enhance community engagement:** many sports organisations seek to enhance their community impact and involvement by supporting local initiatives, hosting charity events, and partnering with non-profit organisations.

The LA Dodgers Foundation (LADF, 2023) aims to improve education, health care, homelessness, and social justice for LA people. The foundation uses the power of baseball to create opportunities and change lives in the community.

One way the LADF enhances community engagement is through its Dodgers RBI programme. This programme provides free baseball and softball instruction, as well as academic support, to more than 10,000 underserved youth in the Los Angeles area (LADF, 2023).

Additionally, the LADF partners with local organisations to address some of the most pressing issues facing the community. For example, the foundation has partnered with the Los Angeles Homeless Services Authority to provide outreach and services to homeless individuals in the city.

**Figure 6. The LA Dodgers Foundation**



Source: [untitled image of the LA Dodgers Foundation], (n.d.), <https://bit.ly/3QiAzdG>.

Figure 7. The importance for sports organisations of defining clear goals

## The importance for sports organizations of defining clear goals

Reasons why defining clear goals is essential	Strategic goals by sports organizations
<ul style="list-style-type: none"><li>• Focus: Clear goals help to focus the efforts of the organization towards specific outcomes.</li><li>• Motivation: They provide employees with a sense of purpose and motivation.</li><li>• Clarity: Goals help to clarify what success looks like for the organization.</li><li>• Measurement: Goals provide a basis for measuring the performance of the organization. Define SMART goals.</li><li>• Accountability: Create accountability for everyone in the organization.</li><li>• Alignment: They help to align the efforts of everyone in the organization towards a common objective.</li></ul>	<ul style="list-style-type: none"><li>• Increase revenue streams.</li><li>• Increase fan engagement.</li><li>• Expand into new markets.</li><li>• Improve athlete performance.</li><li>• Enhance stadium or venue experience.</li><li>• Ensure modern governance.</li><li>• Enhance community engagement.</li></ul>

Source: own source.

### 2.1.4 How does an organisation define its goals?

The strategic planning process involves assessing the current state of the organisation, identifying strengths and weaknesses, analysing the external environment, and setting objectives that align with the organisation's mission, vision, and values. These steps appear in the figure *Common steps involved in the goal-setting process by a sports organisation*.

Throughout the goal-setting process, the organisation needs to involve stakeholders and ensure its goals align with its values and long-term strategic objectives. By following these steps, an organisation can define clear and compelling goals that guide its activities and help it succeed.

## Unit 2.2 Transform goals into objectives

Johnson and Suskewicz (2020) affirm that the objectives should be specific, measurable, and time-bound, with clear targets and milestones. They must be aligned with the overall vision and purpose of the organisation and support its long-term goals. They also comment that the objectives should be communicated clearly to everyone in the



organisation; this way, all team members will understand what is expected of them and how their work contributes to the larger goals (Johnson and Suskewicz, 2020).

### 2.2.1 Defining the objectives

In an organisation, goals provide a broad direction and vision for what the organisation wants to achieve. Conversely, objectives are specific, measurable, and time-bound targets that help an organisation achieve its goals. To transform goals into objectives, it is possible to follow the steps summarised in the next figure.

**Figure 8. Steps to follow to transform goals into objectives**

- 1 Identify the specific areas of the organization that need improvement or change to achieve the goal.
- 2 Break down the goal into smaller, more manageable objectives that align with the identified areas of improvement.
- 3 Ensure that each objective is specific, measurable, achievable, relevant, and time-bound (SMART).
- 4 Assign responsibility for achieving each objective to a specific person or team.
- 5 Develop an action plan that outlines the steps needed to achieve each objective.
- 6 Set milestones and regularly review progress to ensure the objectives are met.

Source: own source.

By transforming goals into measurable objectives, it is possible to create a roadmap for achieving the organisation's vision and ensure everyone is working towards the same targets.

### 2.2.2 SMART objectives

For each of the goals, an organisation shall look for four to six objectives, each of them to be then transformed into an action plan. The following figure shows what creating SMART objectives involves.



Figure 9. SMART objectives

## Smart objectives

For each of the goals, an organization shall look for 4 to 6 objectives, each of them to be then transformed into an action plan.

<b>Specific</b>	The objective should be specific and clearly defined. The objective should be focused and well-defined.
<b>Measurable</b>	It should be measurable so that progress towards the objective can be tracked and evaluated.
<b>Achievable</b>	It should be achievable and realistic given the resources and capabilities of the organization.
<b>Relevant</b>	The objective should be relevant to the organization's mission, vision, and strategic priorities.
<b>Time-bound</b>	It should be time-bound, with a specific deadline or timeline for achievement.

Source: own source.

To create SMART objectives, the organisation should start by identifying the specific objective that it wants to achieve. The objective should be written in a clear, concise, and measurable format. The organisation should then evaluate the objective to determine whether it meets the SMART criteria. If the objective does not meet the criteria, it should be revised or refined until it does. Once the organisation has a set of SMART objectives, it should develop action plans for each objective and regularly monitor progress towards those objectives. By following this process, the organisation can ensure that its objectives are specific, measurable, achievable, relevant, and time-bound, and that they will help the organisation achieve its broader goals.

### Example of a SMART objective and a non-SMART objective for a sports organisation

**SMART objective:** 'increase ticket sales by 15% for the upcoming season by launching a targeted digital marketing campaign to reach a wider audience and offering exclusive perks to season ticket holders who refer a friend.'

This objective is SMART because it is specific (increase ticket sales by 15%), measurable (can track ticket sales and percentage increase), achievable (using targeted digital marketing campaign and referral programme), relevant (increased ticket sales will boost revenue), and time-bound (for the upcoming season).

**Non-SMART objective:** 'make the team more popular.'

This objective is not SMART because it is not specific (what does 'more popular' mean?), measurable (how do you measure popularity?), achievable (it does not provide a clear



plan or strategy to achieve the objective), relevant (it does not clearly tie to any relevant goals or outcomes), or time-bound (there is no deadline or timeframe for achieving the objective).

Setting SMART objectives is crucial for an organisation to ensure that goals are clear, achievable, and measurable. It highlights the importance of defining SMART objectives to drive success and ensure that efforts are directed towards achieving meaningful outcomes. The example of increasing ticket sales by 15% for the upcoming season is SMART because it meets all the criteria, including being specific, measurable, achievable, relevant, and time-bound. On the other hand, the non-SMART objective of making the team more popular lacks clarity and fails to provide any specific plan or strategy.

### 2.2.3 Common objectives for sports organisations

Objectives for sports organisations can vary depending on the specific organisation and its goals, but here are some general objectives that are commonly pursued.

#### Massification of the sport

Increasing massification in a sport involves increasing participation rates and encouraging more people to engage with the sport. Here are some steps that can be taken to increase massification:

- **create a welcoming environment.** Create a welcoming environment that encourages new participants to get involved. This could involve offering beginner-friendly programmes, providing clear information about how to get started, and making the sport accessible to people of all ages and abilities.
- **Provide education and training:** provide education and training opportunities to help participants improve their skills and knowledge. This could involve offering coaching, workshops, or training camps.
- **Offer a variety of programmes:** offer a variety of programmes to appeal to different interests and skill levels. This could involve offering competitive and non-competitive programmes and programmes for different age groups and skill levels.
- **Partner with other organisations:** partner with other organisations to expand the reach of the sport and attract new participants. This could involve partnering with schools, community centres, or other sports organisations.
- **Use digital platforms:** use digital platforms to promote the sport and engage with participants. This could involve creating a strong social media presence, offering online resources and tools, or creating digital communities for participants.
- **Host events and competitions:** host events and competitions to showcase the sport and attract new participants. This could involve organising local competitions, regional tournaments, or national championships.



**- Promote diversity and inclusivity:** promote diversity and inclusivity to ensure that the sport is accessible to people of all backgrounds and identities. This could involve offering programmes specifically for underrepresented groups, such as women or people with disabilities, or implementing policies to prevent discrimination and harassment.

By implementing these strategies, the sport organisation can increase massification and promote the benefits of the sport to a broader audience. It is essential to continuously evaluate and refine these strategies to ensure they are effective and sustainable long-term.

### **Increase high performance**

Improving high performance in sports involves optimising training and development programmes to help athletes reach their full potential. Here are some steps that can be taken to improve high performance:

**- develop clear goals.** Set clear and measurable goals for athletes and teams to focus their efforts and track progress. These goals should align with the organisation's mission and vision and be specific, measurable, achievable, relevant, and time-bound.

**- Optimise training programmes:** optimise training programmes to ensure athletes train most effectively. This could involve developing training programmes tailored to each athlete's specific needs and abilities, providing access to state-of-the-art training equipment, and ensuring that training programmes are regularly reviewed and updated.

**- Use data and analytics:** use data and analytics to track athlete performance and identify areas for improvement. This could involve collecting data on athlete performance during training and competitions, using analytics tools to analyse this data, and using the insights gained to make data-driven decisions about training and development.

**- Foster a culture of continuous improvement:** foster a culture of continuous improvement by encouraging athletes and coaches to review their performance and identify areas for improvement regularly. This could involve setting up regular performance reviews, providing feedback and coaching, and incentivising continuous improvement.

**- Provide mental and emotional support:** provide mental and emotional support to help athletes deal with the pressures of high-performance sports. This could involve providing access to mental health resources, such as counselling or stress management programmes, and creating a supportive team culture that prioritises the well-being of athletes.

**- Invest in technology and innovation:** invest in technology and innovation to help athletes train more effectively and efficiently. This could involve developing new training equipment or techniques, using virtual reality training programmes, or partnering with technology companies to develop innovative training tools.



Implementing these strategies can improve the high performance of a sports organisation and help athletes reach their full potential. It is essential to continuously evaluate and refine these strategies to ensure they are effective and sustainable long-term.

### **Improve competition systems**

Improving the competition system for a sports organisation involves enhancing the quality, fairness, and excitement of the competitions. Here are some steps that can be taken to improve the competition system:

- **review the current system.** Conduct a thorough review of the current competition system to identify strengths and weaknesses. This could involve collecting feedback from athletes, coaches, and fans, analysing data on competition outcomes, and comparing the current system to best practices in the industry.
- **Define competition objectives:** define the objectives of the competition system, such as increasing fan engagement, promoting fairness, or improving the quality of play. These objectives should be aligned with the organisation's mission and vision.
- **Enhance the competition format:** enhance it to make it more engaging and exciting for fans. This could involve introducing new formats, such as playoffs or tournaments, or incorporating innovative technologies, such as instant replay or video assistant referees (VAR).
- **Improve the scheduling:** improve the scheduling of competitions to ensure that they are spread out evenly throughout the season and do not overlap with other major events. This can help to maximise fan engagement and prevent player fatigue.
- **Increase fairness:** increase fairness by ensuring that the competition rules are clear and consistently enforced and implementing policies to prevent cheating or unfair advantages. This could involve introducing new regulations or investing in referee training and development.
- **Enhance fan engagement:** enhance fan engagement by creating new opportunities for fans to interact with the competitions, such as social media campaigns, fan contests, or live-streaming of matches.
- **Implement data and analytics:** to track competition outcomes, identify areas for improvement, and make data-driven decisions about the competition system.

With these actions, a sports organisation can improve the competition system and create a more engaging and exciting experience for fans and athletes. It is important to continuously evaluate and refine these strategies to ensure they are effective and sustainable long-term.



Figure 10. FIFA



Source: [untitled image of FIFA], (n.d.), <https://bit.ly/30df7V6>.

### Increase incomes

Increasing income for a sports organisation can be achieved by implementing various strategies. Here are some steps that can be taken:

- **increase media rights.** Media rights are one of the biggest revenue generators for major sports organisations. Understanding the market changes and the timeframe of existing contracts can help define strategies to optimise revenues in time.
- **Increase sponsorship incomes:** sponsors are key to sports organisations, being most commonly one of the three main sources of income. The more fans and the more engaged, the more income you will get from sponsors. Developing strategies to ensure an increase in sponsors' tickets and gaining new ones will help drive more income.
- **Increase ticket sales:** one of the most obvious ways to increase income is by increasing ticket sales. This can be achieved by creating engaging events, offering promotions, and providing an enjoyable fan experience.
- **Develop new revenue streams:** explore new revenue streams such as direct-to-consumer offers thanks to OTT, premium experiences, and more.
- **Use digital platforms:** to expand the reach of the organisation and monetise content. Encourage fan loyalty and repeat business by creating a loyalty programme offering special promotions, discounts, and exclusive event access.
- **Host events and activities:** host additional events and activities beyond the main sports competitions, or even create competitions to attract fans and generate more income. These could include music concerts, exhibitions, or charity events.

Following these steps, a sports organisation can increase its income and improve its financial sustainability. However, it is crucial to ensure that these strategies are tailored to the specific needs and circumstances of the organisation and are implemented sustainably and effectively.

### **Financial sustainability in a sports organisation**

Ensuring financial sustainability in a sports organisation requires a proactive and strategic approach. Here are some steps that can be taken:

- **diversify revenue streams.** One of the key ways to ensure financial sustainability is to diversify revenue streams beyond ticket sales. This can be achieved by developing new partnerships, expanding merchandise sales, securing new sponsorship deals, and exploring new media and broadcasting opportunities.

- **Control costs:** sports organisations must closely monitor costs to ensure they are not exceeding their budget. This can be achieved by implementing adequate financial controls and processes, negotiating better prices with suppliers, and avoiding unnecessary expenses. Regarding clubs, cost control regarding players' incomes is key. Some clubs use ratios to ensure there is no risk (for example: 60% of the total operational cost).

- **Develop a long-term financial plan:** developing a long-term financial plan that outlines the organisation's revenue and expense projections for several years can help to ensure financial sustainability. This plan should be regularly reviewed and updated to reflect changes in the market and the organisation's priorities.

- **Invest in fan engagement:** investing in fan engagement can help to drive revenue growth and enhance the fan experience. This could include creating new fan experiences in the stadium, developing new digital content, and building stronger fan communities.

- **Maximise revenue from existing assets:** sports organisations should maximise the revenue from their existing assets, such as stadiums, training facilities, and broadcasting rights. This could involve renting out the stadium for other events, offering tours of the stadium, or negotiating better broadcasting deals.

- **Develop a contingency plan:** sports organisations should develop a contingency plan in case of unexpected financial challenges. This could involve creating a reserve fund, securing a line of credit, or implementing cost-cutting measures in a financial crisis.

If a sports organisation follows these steps, it can proactively ensure financial sustainability and position itself for long-term success.

### **Implement modern governance**

The goal of ensuring modern governance for a sports organisation refers to a commitment to implement best practices and procedures to ensure that the organisation is managed



effectively, transparently, and with a focus on ethical principles. To achieve this goal, a sports organisation may take several steps, including:

- developing and implementing clear policies and procedures that cover all aspects of the organisation's governance, including issues such as conflicts of interest, risk management, and financial transparency.
- Ensuring that the organisation has a diverse and qualified board of directors or governing body that is responsible for overseeing the organisation's management, finances, and overall performance.
- Establish clear lines of accountability and responsibility within the organisation, so all stakeholders understand their roles and responsibilities.
- Implementing effective reporting and monitoring mechanisms to track the organisation's performance against established goals and to identify potential risks and issues.
- Investing in staff training and development to ensure all employees have the skills and knowledge to manage governance issues effectively.
- Creating an open and transparent culture that encourages stakeholders to voice their concerns and provides a platform for feedback and engagement.
- Ensuring that the organisation complies with all relevant laws, regulations, and ethical standards and proactively identifies and addresses potential governance issues.

By setting a goal of ensuring modern governance, a sports organisation can demonstrate its commitment to ethical and responsible management practices, enhance its reputation, and build trust with stakeholders. However, it is important to ensure that any initiatives to improve governance are tailored to the specific needs and circumstances of the organisation and are implemented sustainably and effectively.

## **Conclusion**

In summary, defining clear goals is crucial for the success of any organisation. Goals provide focus, motivation, clarity, measurement, accountability, and alignment, which are essential for the success of the organisation. Goals are broad, high-level statements of what an organisation wants to achieve over a longer period, typically several years, while objectives are specific, measurable, and time-bound statements that define the steps an organisation needs to take to achieve its goals. Sports organisations face a range of challenges, including financial sustainability, attracting and retaining fans, managing player relations, and managing risk and safety, which require careful management and planning to overcome.

The importance of transforming goals into objectives is discussed. It has been emphasised the need for objectives to be specific, measurable, and time-bound, with



clear targets and milestones, and aligned with the overall vision and purpose of the organisation.

To transform goals into specific, measurable objectives, it has been suggested to identify the specific areas of the organisation that need improvement or change to achieve the goal, breaking down the goal into smaller, more manageable objectives, ensuring that each objective is SMART, assigning responsibility for achieving each objective to a specific person or team, developing an action plan, setting milestones, and regularly reviewing progress.

Moreover, to close the module, some common objectives for sports organisations have been explained; these objectives can vary depending on the specific organisation and its goals.

### **Case studies**

To summarise this module, let us take the example of the strategic goals of FIBA (2019) and UEFA Women (2019), considering the analysis of their vision and mission statements.

#### **FIBA Strategic Objectives 2019-2027**

The document outlines the organisation's vision, mission, and strategic goals. Here is an analysis of these elements (FIBA, 2019):

**vision.** FIBA's vision is to make basketball the most popular sport in the world. This vision statement is clear and ambitious, reflecting FIBA's aim to increase the popularity and reach of basketball across the globe.

**Mission:** FIBA's mission is to develop and promote the game of basketball worldwide and to inspire and unify people through its values of inclusion, respect, and excellence (FIBA, 2019). This mission statement outlines the organisation's purpose, emphasising its commitment to promoting basketball as a sport and using it to bring people together around shared values.

**Strategic goals:** FIBA's strategic objectives for 2019-2027 can be summarised into five main goals:

- increase the global popularity and visibility of basketball. This goal is aligned with FIBA's vision statement and aims to increase the sport's appeal to a broader audience.
- Enhance the quality and competitiveness of FIBA competitions. FIBA aims to improve the quality and appeal of its events, such as the World Cup and the Olympics, to attract more fans and players.
- Expand basketball participation and development worldwide. FIBA wants to increase the number of people playing basketball and support the development of the sport in all regions of the world.



- Strengthen the basketball community and its governance. FIBA aims to improve the governance of basketball and strengthen its community, including players, coaches, and officials.

- Increase the commercial value of basketball. FIBA aims to increase the commercial value of basketball by growing its sponsorship, media, and licensing revenues.

FIBA's strategic objectives reflect its commitment to promoting basketball as a sport and using it to inspire and unify people worldwide. By setting clear and ambitious goals, FIBA aims to increase the popularity, competitiveness, and accessibility of basketball while also strengthening its governance and commercial value.

### **UEFA Women's Football Strategy for the period 2019-2024**

The strategy outlines the organisation's goals, vision, and mission for promoting and developing women's football in Europe (UEFA, 2019a):

**vision.** A sport celebrated globally, in which every woman and girl can find a place to play.

**Mission:** to champion, innovate, and accelerate women's football for all.

**Figure 11. Women's Football Strategy**



Source: UEFA, 2019b, <https://bit.ly/43MDAX4>.

**Strategic goals.** UEFA has identified four strategic goals to achieve its vision and mission for women's football:

- **grow participation.** UEFA (2019a) aims to increase the number of girls and women playing football by providing more opportunities for participation at all levels, including grassroots and elite levels.
- **Raise the quality:** UEFA (2019a) aims to improve the quality of women's football by investing in player development, coaching, and infrastructure, and by promoting fair play, respect, and integrity.
- **Increase visibility:** UEFA (2019a) aims to increase the visibility and profile of women's football by promoting it through marketing, media, and digital channels, and by ensuring that women's football is represented at all major UEFA events.
- **Build a sustainable ecosystem:** UEFA (2019a) aims to build a sustainable ecosystem for women's football by strengthening the governance and administration of the sport and fostering partnerships and collaborations between all stakeholders.

Overall, UEFA's Women's Football Strategy for 2019-2024 demonstrates a clear and comprehensive approach to promoting and developing women's football in Europe. The strategic goals align with the organisation's vision and mission, providing a framework for achieving measurable and impactful outcomes for the sport.

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