

Module 3. Transforming Objectives into an Action Plan

Strategic planning is essential for sports organisations to achieve a competitive advantage and long-term success. It involves creating an action plan that outlines the steps needed to accomplish specific objectives and goals. In this module, we will explore the process of creating an action plan, including turning objectives into manageable tasks, prioritising tasks, identifying dependencies, evaluating risks, setting realistic timelines, defining the resources you need to count with, assigning responsibilities, and monitoring progress.

Creating an action plan may seem straightforward, but it entails several complexities. One challenge lies in ensuring the plan is comprehensive and realistic, considering potential risks, available resources, and task prioritisation. Effective communication with stakeholders is another critical aspect, as it ensures everyone understands their roles, responsibilities, and the importance of objectives. Monitoring and evaluation of the action plan are equally complex, requiring regular tracking of progress, identifying issues, and adjusting when necessary.

Additionally, we will discuss the impact of organisational culture on the success of an action plan. We will also explore the cognitive bias of wishful thinking and the importance of conducting a reality check when developing an action plan. Lastly, we will delve into the importance of a rigorous follow-up process, including team meetings and regular check-ins. Determining the frequency of meetings and the level of involvement for each team member depends on the complexity, urgency, and availability of tasks.

We are in the fourth stage of the process, precisely in 'action plan,' as you can see in the next figure.



Figure 1. Strategic planning: five steps methodology. Action plan

Strategic planning 5 steps methodology, action plan



Source: own source.

Unit 3.1 Create the action plan

Michael Porter (1998) affirms that, to achieve a competitive advantage, a company must have a clear sense of its goals and the objectives that it wants to reach. This requires a systematic approach to defining objectives and transforming them into an action plan that can be executed effectively. The author also states that the action plan should include a clear timeline and a system for monitoring progress and adjusting as needed, which will ensure that the company will stay on track and be able to adapt to changes in the market or competitive environment (Porter, 1998).

It is essential to identify the tasks needed to achieve each objective. Next, a step-by-step guide on how to create an action plan is presented:

1. **break down each objective into smaller, more manageable tasks that need to be completed to achieve the objective.** One way to do it is to start with the end objective in mind. By beginning with a clear understanding of the desired outcome, the actions taken throughout the project are more likely to be effective in achieving that outcome. By starting with the end goal, project teams can ensure that all actions are aligned with the desired outcome and that resources are effectively directed towards achieving that goal.

2. **Prioritise the tasks:** determine which tasks are most critical to achieving your objectives, and which ones are milestones, and prioritise them accordingly. Assess urgency: consider the urgency of each task to determine which tasks need to be completed sooner rather than later.
3. **Identify the dependencies:** determine which tasks depend on others. Identify which tasks need to be completed to begin with others.

Some factors that can impact on the dependencies are the following:

- **availability of resources.** The availability of resources, such as funding, equipment, and personnel can impact on the timing and implementation of the action plan. For example, if a task requires a specific piece of equipment that is not available, it will delay the completion of the task.

- **External factors:** external factors such as weather conditions, scheduling of events, or regulations can impact on the implementation of the action plan. For example, if a task involves hosting an event, the scheduling of the event may be impacted on by other events in the area.

- **Skillset of personnel:** the skillset of personnel required to complete a task may impact on the implementation of the action plan. For example, if a task requires specialised skills such as coaching or sports therapy, the availability of qualified personnel may impact on the timing of the task.

- **Interdependent tasks:** some tasks may depend on the completion of other tasks. For example, setting up a new training facility may depend on the completion of construction or installation of equipment.

- **For some sports organisations, availability of volunteers:** in sports organisations that rely on volunteers, the availability of volunteers can impact on the implementation of the action plan. For example, if a task requires a certain number of volunteers, the availability of volunteers may impact on the timing and completion of the task.

4. **Evaluate risks:** consider potential risks associated with each task. Determine which tasks are of higher risk and prioritise those that may have a higher likelihood of failure or negative impact. This may include external risks such as changes in the market or industry, or climate for outdoor events, as well as scheduling conflicts. It may also include internal risks, such as resource constraints or unexpected events, availability of players, injuries, or availability of key decision makers.



Assess likelihood and impact using a risk matrix or equivalent tool. This will help you prioritise the risks and determine which ones require more attention. A risk matrix is a tool used to evaluate and prioritise risks based on their likelihood and potential impact. Here is an example of a risk matrix.

Table 1. Example of a risk matrix

Likelihood/impact	High	Medium	Low
Almost certain (5)	Red	Red/yellow	Yellow
Likely (4)	Red	Red/yellow	Yellow
Possible (3)	Yellow/red	Yellow/red	Yellow
Unlikely (2)	Yellow	Green/yellow	Green
Rare (1)	Green	Green	Green

Source: own source.

5. **Set timelines:** set deadlines for each task and ensure they are realistic and achievable. Estimate the duration of each task, considering any dependencies, risks, or potential delays.

Common mistakes that may occur when determining a timeline

- Underestimating the time required. One of the most common mistakes is underestimating the time required to complete a task. This can result in unrealistic timelines and missed deadlines. Ignoring dependencies: Dependencies between tasks can impact on the overall timeline.
- Ignoring these dependencies can result in delays or missed deadlines.
- Over-optimistic assumptions. Over-optimistic assumptions about the availability of resources or the speed at which tasks can be completed can result in unrealistic timelines and missed deadlines.
- Lack of contingency planning. Failing to plan for unexpected events or delays can result in missed deadlines and project delays.
- Inadequate communication. Inadequate communication between team members can result in misunderstandings and delays.
- Not accounting for holidays or time off. Not accounting for holidays or time off can result in unrealistic timelines and missed deadlines.
- Failure to adjust the timeline. Failing to adjust the timeline, as circumstances change, can result in missed deadlines and project delays.

6. **Define resources required:** first, identify the costs associated with each task in the action plan, including direct costs such as materials, equipment, and labour, as well as indirect costs, such as overhead and administrative expenses. Second, develop a



budget that outlines the expected costs of each task and the project's total cost. The budget should include a contingency amount to cover any unexpected expenses.

- **Common mistakes that may occur when defining resources**

Inadequate budgeting: failing to budget adequately for the project can result in insufficient resources to complete the project.

Over-estimating resources: over-estimating the availability of resources, such as personnel or equipment, can result in unrealistic expectations and missed deadlines.

Lack of expertise: failing to identify the necessary expertise or skills required for the project can result in a lack of resources to complete the project.

Poor resource allocation: poor resource allocation can result in a lack of resources for critical tasks or an overallocation of resources for non-critical tasks.

Ineffective communication: ineffective communication between team members or stakeholders can result in a misunderstanding of the necessary resources, leading to inadequate allocation of resources.

Not accounting for external factors: not accounting for external factors such as weather, scheduling conflicts, or changes in regulations can result in insufficient resources to complete the project.

Failure to adjust resources: failing to adjust resources as circumstances change can result in inadequate resources to complete the project.

7. **Assign responsibilities:** assign specific tasks to individuals or teams who will be responsible for completing them. Determine the skills required to complete each task and ensure that the assigned team member has the necessary skills and experience. Also, consider their workload, availability, and expertise in determining the best fit for each task.

Following these steps, you can transform your objectives into an actionable plan to help you achieve your goals. This is summarised in figure 2. Remember, the key is to break down the objectives into smaller, manageable tasks that can be completed within a specific timeframe.



Figure 2. Guide on how to create an action plan

Guide on how to create an action plan

1. Break down each objective into smaller tasks	One way to do it is to start with the end objective in mind. By beginning with a clear understanding of the desired outcome, the actions taken throughout the project are more likely to be effective in achieving that outcome.
2. Prioritize the tasks	Determine which tasks are most critical to achieving your objectives, and which ones are milestones and prioritize them accordingly.
3. Identify the dependencies	Determine which tasks are dependent on others. Identify which tasks need to be completed before others can begin.
4. Evaluate risks	Consider potential risks associated with each task.
5. Set timelines	Set deadlines for each task and ensure they are realistic and achievable.
6. Define resources required	Identify the costs associated with each task in the action plan and then develop a budget that outlines the expected costs of each task and the total cost of the project.
7. Assign responsibilities	Assign specific tasks to individuals or teams who will be responsible for completing them.

Source: own source.

3.1.1 A more complex process than it seems

One of the most complex aspects of creating an action plan is ensuring that it is comprehensive and realistic. This involves considering potential risks and challenges, identifying available resources, and prioritising tasks based on their importance, urgency, and dependencies.

Another complex aspect is ensuring that the action plan is communicated effectively to all stakeholders, including team members, managers, and executives. This involves ensuring that everyone understands their roles and responsibilities, the objectives' importance, and the completion timeline. Communication should be ongoing throughout the implementation of the action plan, with regular updates provided to keep everyone informed of progress and of any changes to the plan.

Finally, monitoring and evaluating the action plan is also complex, as it involves regularly tracking progress, identifying any issues or challenges that arise, and making as many adjustments to the plan, as necessary. It is essential to have a robust system in place for monitoring and evaluation, to ensure that the plan remains on track and that progress towards the objectives is being made.



Overall, creating an action plan is a complex process that requires careful planning, clear communication, and ongoing monitoring and evaluation. Focusing on these aspects increases the likelihood of successfully implementing your plan and achieving your objectives. The action plan should be flexible enough to allow for adjustments based on changing circumstances. This means that the plan should be reviewed and updated regularly.

3.1.2 Transforming objectives into an action plan in the sports industry

The table *Transforming objectives into an action plan in the sports industry* outlines strategic objectives and corresponding action plans/initiatives for sports organisations. As a sports consultancy, we understand the importance of setting clear goals and implementing actionable strategies to achieve success in the highly competitive sports industry.

The first column highlights strategic objectives that encompass crucial areas for sports organisations. These objectives include enhancing fan engagement, increasing sponsorship revenue, improving player development, and expanding global market presence. Each objective represents a key aspect that contributes to the overall growth and success of the organisation.

In the second column, we have listed specific actions and initiatives corresponding to each strategic objective. These actionable steps are designed to help sports organisations effectively execute their strategic vision. For instance, initiatives such as implementing interactive fan experiences, launching fan loyalty programmes, and using social media platforms can be employed to enhance fan engagement.

Similarly, to increase sponsorship revenue, the action plans may involve developing targeted sponsorship packages, enhancing brand exposure through in-game promotions, and establishing long-term partnerships with local businesses. The action plans for improving player development could include enhancing training facilities, implementing comprehensive coaching and scouting programs, and providing access to sports science and performance analysis.

Lastly, sports organisations can participate in international tournaments and events to expand their global market presence, cultivate partnerships with global sports organisations, and leverage digital platforms for international fan engagement.



Figure 3. Transforming objectives into an action plan in the sports industry

Transforming objectives into an action plan in the sports industry

Strategic objectives	Action plan (general examples)
Enhance fan engagement	<ol style="list-style-type: none"> 1. Implement interactive fan experiences during games 2. Launch fan loyalty programs and rewards 3. Utilize social media platforms for fan interaction and feedback 4. Organize meet-and-greet sessions with players and coaches 5. Host community events and charity initiatives
Increase sponsorship revenue	<ol style="list-style-type: none"> 1. Develop targeted sponsorship packages 2. Enhance brand exposure through in-game promotions and signage 3. Create unique sponsorship activation opportunities 4. Provide data-driven metrics and analysis to attract sponsors 5. Establish long-term partnerships with local businesses
Expand global market presence	<ol style="list-style-type: none"> 1. Participate in international tournaments and events 2. Cultivate partnerships with global sports organizations 3. Leverage digital platforms for international fan engagement 4. Establish local grassroots initiatives in target markets 5. Customize marketing strategies to cater to diverse cultures

Source: own source.

By aligning strategic objectives with actionable plans, sports organisations can effectively allocate resources, engage stakeholders, and drive growth in their respective areas. This table serves as a guide, helping sports organisations visualise the interaction between strategic objectives and the specific action the plans require to achieve their goals.

3.1.3 Culture eats strategy for breakfast

The phrase ‘culture eats strategy for breakfast’ is attributed to management consultant and writer Peter Drucker. It means that the culture of an organisation can have a more



significant impact on its success than any strategic plan or objective, as well as the success of an action plan.

In essence, it suggests that if the culture of an organisation does not align with the strategy, the strategy is unlikely to succeed. An organisation's culture includes its values, beliefs, attitudes, and behaviours, which can impact on how employees, customers, and stakeholders interact.

A culture that promotes innovation, collaboration, and a focus on the customer is more likely to be successful in achieving its objectives. In contrast, a culture that is resistant to change, siloed or focused solely on internal processes may hinder progress towards achieving objectives.

Therefore, leaders must create a culture supporting their strategic plan and its implementation process. This involves aligning the culture with the organisation's values and mission, promoting collaboration and communication, and encouraging a growth mindset.

In conclusion, the phrase 'culture eats strategy for breakfast' reminds us that organisational culture is a critical factor in achieving success, and it should not be overlooked when developing strategic plans or objectives.

3.1.4 Avoiding cognitive bias

Wishful thinking is a cognitive bias that occurs when we hope for something to be true, regardless of the evidence or reality. It can lead us to ignore or downplay the risks and challenges associated with achieving our goals, resulting in unrealistic expectations and disappointment.

On the other hand, a reality check is a process of evaluating our action plan against the current situation and available resources. It involves a critical assessment of the feasibility of our plans, considering any potential obstacles or challenges.

It is important to strike a balance between wishful thinking and a reality check when developing an action plan. While setting ambitious goals and objectives is essential, it is equally important to be realistic about the challenges and limitations that may arise.

A reality check can help identify potential risks and challenges, as well as any gaps in resources or skills that may need to be addressed. By taking a realistic approach, we can develop a more effective action plan that is more likely to succeed.



In conclusion, while wishful thinking can be motivating, it is important to balance it with a reality check to ensure that our goals and objectives are realistic and achievable. This involves taking a critical and objective approach to our plans, considering the resources and constraints, and being prepared to adjust as necessary to achieve goals, objectives, and action plans.

Jim Collins (2001) emphasises the importance of creating a culture of disciplined action in achieving business success. He states that a culture of discipline is not a principle of business; it is a principle of greatness. And that to build a successful organisation and team, you must not only get the right people on the bus, but you also must create a culture that attracts and retains those people (Collins, 2001).

3.1.5 A rigorous follow-up process

The frequency of team meetings depends on the complexity and urgency of the tasks involved in the action plan, as well as on the availability of team members. Regular team meetings should be held to review progress, discuss any issues or challenges, and make necessary adjustments to the plan.

Here are some general guidelines on the frequency of team meetings:

- **weekly meetings.** If the action plan involves a high level of complexity or urgency, weekly meetings may be necessary to ensure that progress is being made towards the objectives.
- **Bi-weekly meetings:** for less complex plans, or for when team members have other commitments that limit their availability, bi-weekly meetings may be appropriate.
- **Monthly meetings:** for longer-term projects or for when there are fewer urgent tasks involved, monthly meetings may be sufficient. However, it is important to ensure that progress is being made towards the objectives between meetings.

It is also essential to have regular check-ins between meetings, either through phone calls, emails, or other means, to keep everyone informed of progress and address any urgent issues.

Ultimately, the frequency of team meetings should be determined based on the project's needs and team members' availability. The most important thing is to ensure that there is regular communication and progress tracking towards the objectives.

Not everyone needs to be involved in all meetings, and it may not always be necessary or productive to have every team member attend every meeting. The level of involvement



should be determined based on the needs of the project and the roles and responsibilities of each team member.

Here are some considerations for determining who should be involved in each meeting:

- **relevance.** Only invite team members who have a direct or indirect impact on the tasks being discussed in the meeting. Avoid inviting team members who do not have a role or interest in the subject matter.

- **Efficiency:** keep the size of the meeting to a minimum to ensure it remains productive and focused. Large meetings can be time-consuming and may not allow for meaningful contributions from every team member.

- **Availability:** ensure that team members invited to the meeting are available to attend and are not conflicted with other commitments or deadlines.

- **Transparency:** keep team members who are not invited to the meeting informed of any decisions made or actions taken during the meeting. This will maintain transparency and ensure everyone remains informed and involved in the project.

In general, it is important to strike a balance between involving everyone in the project and ensuring that meetings are productive and efficient. Focusing on relevance, efficiency, availability, and transparency ensures that meetings are productive and contribute to the action plan's success.

Unit 3.2 Using a 'business case' in the process of building an action plan

A 'business case' is a comprehensive document outlining the justification, feasibility, and expected outcomes of a proposed project or initiative. It provides a structured approach to decision-making and helps sports organisations evaluate the potential benefits and risks associated with their actions.

Primarily, a business case helps clarify the objectives and goals of the proposed action plan. It forces sports organisations to define the problem or opportunity they are addressing and articulate the desired outcomes. This clarity is crucial in ensuring that the action plan aligns with the strategic direction of the organisation and contributes to its overall success.

Additionally, a business case allows sports organisations to thoroughly analyse the costs, resources, and potential return on investment associated with the proposed action plan.



It helps estimate the financial implications, identify any budgetary constraints, and determine the plan's feasibility. By quantifying the expected benefits and comparing them to the costs, organisations can make informed decisions and allocate resources effectively.

Moreover, a business case serves as a communication tool that enables sports organisations to present their action plan to stakeholders, including executives, investors, sponsors, and partners. It provides a structured format to articulate the proposed initiatives' value proposition, strategic alignment, and anticipated impact. This enhances transparency and enables stakeholders to assess the viability and potential value of the plan, fostering support and buy-in from key decision-makers.

Lastly, a business case promotes accountability and evaluation of the action plan. By clearly documenting the expected outcomes, success metrics, and implementation timelines, organisations can monitor and measure the progress and effectiveness of their initiatives. It allows for regular performance reviews, identifies any deviations from the original plan, and enables timely adjustments and course corrections, if needed.

Using a business case in the process of building an action plan brings several advantages to sports organisations: it provides clarity of objectives, helps in analysing costs and benefits, facilitates stakeholder communication, and promotes accountability. By leveraging a business case, sports organisations can enhance the effectiveness and success of their action plans, leading to improved performance and achievement of their strategic goals.

Unit 3.3 Specific risks linked to sports organisations

Sports being an exposed and emotional business can certainly affect the implementation of a strategic plan. This is because the high visibility and intense emotions associated with sports can create additional challenges and pressures on leaders and their teams, which may impact on the ability to execute the plan effectively, changing priorities based on urgency appearing.

- **Public scrutiny:** sports organisations are often in the public eye, and any missteps or failures can be scrutinised by fans, media, and other stakeholders. This can create pressure to achieve results quickly and can make it challenging to stick to a long-term strategic plan.



- **Emotional reactions:** sports organisations and their fans are often emotionally invested in their teams and athletes, and this can create a heightened emotional environment. Emotional reactions, such as impatience, frustration, or overconfidence, can lead to poor decision-making or a failure to adhere to the strategic plan.

- **Rapid changes:** the sports industry can be unpredictable, with rapid changes in performance, personnel, and external factors such as regulations or sponsorships. This can make it difficult to maintain a long-term strategic plan and may require frequent adjustments.

- **Limited resources:** sports organisations often have limited resources, including financial resources, personnel, and time. This can create additional pressure to achieve results quickly and can make it difficult to stick to a long-term strategic plan.

For leadership teams in sports organisations, ensuring the delivery of the plan can become more challenging when they are required to adhere to the plan strictly. Having a project leader who is fully dedicated to the strategic plan and including plan follow-up in each team evaluation can help mitigate the risk of deviating from the plan in sports organisations. This dedicated project leader can oversee the implementation of the plan, monitor progress, and adjust as needed. By including plan follow-up in each team evaluation, the leadership team can ensure that the plan is regularly reviewed, and that progress is being made towards the objectives. This can help keep the team focused on the strategic plan and ensure that the necessary resources and support are provided to achieve the desired outcomes.

Unit 3.4 Potential difficulties and complexities encountered by sports organisations

More specifically, sports organisations can face significant challenges and risks when scandals arise involving players, coaches, or leaders. These scandals can impact on the organisation's reputation, financial stability, and ability to achieve its strategic objectives. Here are some ways that scandals can endanger the implementation of a strategic plan:

- **loss of trust.** Scandals can erode the trust and support of fans, sponsors, and other stakeholders. This loss of trust can impact on the organisation's financial stability and ability to achieve its strategic objectives.

- **Distraction:** scandals can be highly distracting, requiring considerable time and resources to manage. This can detract from the organisation's ability to focus on its strategic objectives.



- **Changes in leadership:** scandals may lead to changes in leadership, including the departure of key personnel or the need for interim management. This can disrupt the implementation of the strategic plan and require additional resources to manage.
- **Reputational damage:** scandals can cause significant reputational damage to the organisation, impacting on its ability to attract sponsors, players, and other stakeholders. This can make it more difficult to achieve its strategic objectives.

To mitigate these risks, sports organisations can take steps to address scandals promptly and transparently, communicate effectively with stakeholders, and take appropriate action to restore trust and confidence. This may include developing crisis management plans, conducting regular risk assessments, and building a culture of ethical behaviour and accountability. By doing so, sports organisations can increase their resilience and ability to adapt to unexpected challenges, while still achieving their strategic objectives.

Examples of crises faced by sports organisations

- **FIFA corruption scandal:** in 2015, FIFA (Fédération Internationale de Football Association) faced a major crisis when fourteen current and former FIFA officials were indicted on charges of corruption, bribery, and racketeering. The scandal led to the resignation of FIFA President Sepp Blatter and several other high-ranking officials and called into question the integrity of the organisation.
- **NFL concussion crisis:** in recent years, the National Football League (NFL) has faced criticism and legal action over its handling of player concussions. The league has been accused of downplaying the risks of concussions and failing to adequately protect players from long-term brain injuries.
- **Russian doping scandal:** in 2016, a report by the World Anti-Doping Agency (WADA, 2016) revealed widespread state-sponsored doping in Russian athletics. The scandal led to Russia's suspension from international track and field competitions and raised questions about the integrity of international sports organisations.
- **NBA China controversy:** in 2019, the National Basketball Association (NBA) faced a major crisis over comments made by Houston Rockets general manager Daryl Morey supporting pro-democracy protests in Hong Kong. The comments led to a backlash from Chinese officials and businesses, with many cancelling partnerships with the NBA and threatening to boycott the league.
- **Black Lives Matter protests:** in 2020, sports organisations across the United States faced a crisis as athletes and fans demanded that they take a stand against racial injustice and



police brutality in the wake of the killing of George Floyd. Many athletes refused to play, and leagues like the NBA and MLB postponed games in solidarity with the protests. The crisis forced sports organisations to confront issues of race and racism in ways that they had not done before.

Conclusion

Creating an action plan involves breaking down objectives into smaller, more manageable tasks that can be achieved within a specific timeframe. Tasks must be prioritised and assessed for urgency and dependencies. Risks associated with each task must also be evaluated using a risk matrix or equivalent tool, and timelines and resources required must be set. Assigning responsibilities is another critical aspect of creating an action plan. Communication with stakeholders, ongoing monitoring and evaluation, and the flexibility to adjust the plan based on changing circumstances are also essential.

Sports organisations can face challenges in implementing strategic plans due to the high visibility and intense emotions associated with sports. Leaders may face pressures and urgencies that can cause deviations from the plan. Additionally, sports organisations may face significant risks when scandals arise involving players, coaches, or leaders, impacting on their reputation, financial stability, and ability to achieve strategic objectives. Having a dedicated project leader overseeing plan implementation and including plan follow-up in team evaluations can help mitigate this risk.

Cases studies

FIBA 3x3

To illustrate the content of this module, it is time to show what the FIBA did to transform objectives into an action plan with the implementation of the FIBA 3x3 development programme (FIBA, 2020).

How do they achieve this?

1. FIBA (2020) identified the promotion and growth of 3x3 basketball as a key objective, aiming to expand the sport's reach and popularity.
2. To turn this objective into an action plan, FIBA (2020) created a comprehensive development programme for 3x3 basketball.
3. The programme includes several components, such as developing standardised rules and regulations, establishing an international ranking system, and creating educational resources and training programmes for players, coaches, and officials.
4. FIBA (2020) also implemented a global competition structure, with a series of events ranging from local tournaments to the FIBA 3x3 World Cup.



5. This structure provides opportunities for players and teams to compete at various levels and helps to grow the sport by providing exposure and recognition.
6. By implementing this action plan, FIBA is working to turn its objective of promoting and growing 3x3 basketball into a reality, while expanding the sport's appeal and success globally.

Figure 4. FIBA 3X3



Source: [untitled image of FIBA 3X3], (n.d.), <https://bit.ly/3YglzyV>.

Golden State Warriors strategic objectives and action plans

The Golden State Warriors, a prominent NBA basketball team, developed a comprehensive strategic plan to strengthen their position as a top-tier franchise and enhance their overall organisational performance. The strategic objectives encompassed on-court success, fan engagement, community involvement, and technological innovation (Young, 2023).



Strategic objectives

1. **On-court success:** the Golden State Warriors aimed to sustain their competitive dominance by building a formidable team, fostering a winning culture, and consistently contending for championships.
2. **Fan engagement and experience:** the organisation sought to deliver exceptional fan experiences, foster strong connections with supporters, and maximise fan engagement through various platforms.
3. **Community outreach and social impact:** the Warriors were committed to making a positive difference in the community by actively engaging in charitable initiatives, promoting social equality, and supporting youth development programmes.
4. **Technological innovation:** the team aimed to leverage innovative technologies to enhance player performance, optimise business operations, and provide immersive experiences for fans.

Action plans

Objective 1: On-court success

Action plan 1

- Develop a comprehensive talent scouting and player development strategy to identify promising young athletes and cultivate a pipeline of skilled players.
- Invest in state-of-the-art training facilities and sports science programmes, to optimise player performance, injury prevention, and recovery.
- Hire experienced coaches and staff to implement advanced training methodologies and tactical approaches.
- Foster a winning culture by emphasising teamwork, player development, and a commitment to excellence.

Objective 2: Fan engagement and experience

Action plan 2

- Enhance the fan experience at home games by improving stadium facilities, seating, and amenities.
- Leverage digital platforms and social media to provide exclusive content, behind-the-scenes access, and interactive experiences for fans.



- Establish loyalty programmes and fan clubs to reward and engage dedicated supporters.
- Organise community events, autograph sessions, and meet-and-greet opportunities to foster personal connections between players and fans.

Objective 3: Community outreach and social impact

Action plan 3

- Launch community initiatives focused on education, health, and social justice, to address local needs and contribute to social equality.
- Collaborate with local non-profits and organisations to implement youth development programmes, mentorship opportunities, and basketball clinics.
- Engage players and staff in volunteer activities and charitable fundraising events.
- Use the team's platform and influence to advocate for social change and promote inclusivity.

Objective 4: Technological innovation

Action plan 4

- Collaborate with technology partners to develop advanced player tracking systems, data analytics tools, and virtual reality training simulations.
- Implement digital ticketing systems and mobile applications for seamless fan experiences and personalised content delivery.
- Explore augmented reality and virtual reality technologies, to provide interactive fan engagement during games and events.
- Continuously assess emerging technologies and their potential application within the organisation for competitive advantages.

Figure 5. Golden State Warriors





Source: [untitled image of Golden State Warriors], (n.d.), <https://bit.ly/45bMeiV>.

The Golden State Warriors owners, Joe Lacob and Peter Guber (pictured above), and their management team sought to achieve their strategic objectives by implementing these action plans. Their primary goal was to sustain their performance on the court, increase fan involvement, contribute positively to the community, and embrace technological advancements.

References

Collins, J. (2001). *Good to Great: Why Some Companies Make the Leap... And Others Do not*. HarperCollins.

International Basketball Federation [FIBA]. (2020). *Everybody can be successful with 3x3*. FIBA. <https://fiba3x3.com/docs/everybody-can-be-successful-with-3x3.pdf>.

Porter, M. E. (1998). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.

[Untitled image of FIBA 3X3]. (n.d.). <https://newsportcourt.squarehook.com/blog/post/fiba-3x3-uses-sport-court-is-the-as-the-official-court-of-the-world-tour>.

[Untitled image of Golden State Warriors]. (n.d.).
<https://www.sportsbusinessjournal.com/Journal/Issues/2015/01/05/Franchises/Guber.aspx>.

World Anti-Doping Agency [WADA]. (18 July 2016). *WADA Statement: Independent Investigation confirms Russian State manipulation of the doping control process*. WADA. <https://www.wada-ama.org/en/news/wada-statement-independent-investigation-confirms-russian-state-manipulation-doping-control>.

Young, J. (23 April 2023). *How the Golden State Warriors plan to become more than a basketball team*. CNBC. <https://www.cnbc.com/2022/04/23/nbas-golden-state-warriors-plan-to-be-more-than-a-basketball-team.html>.

