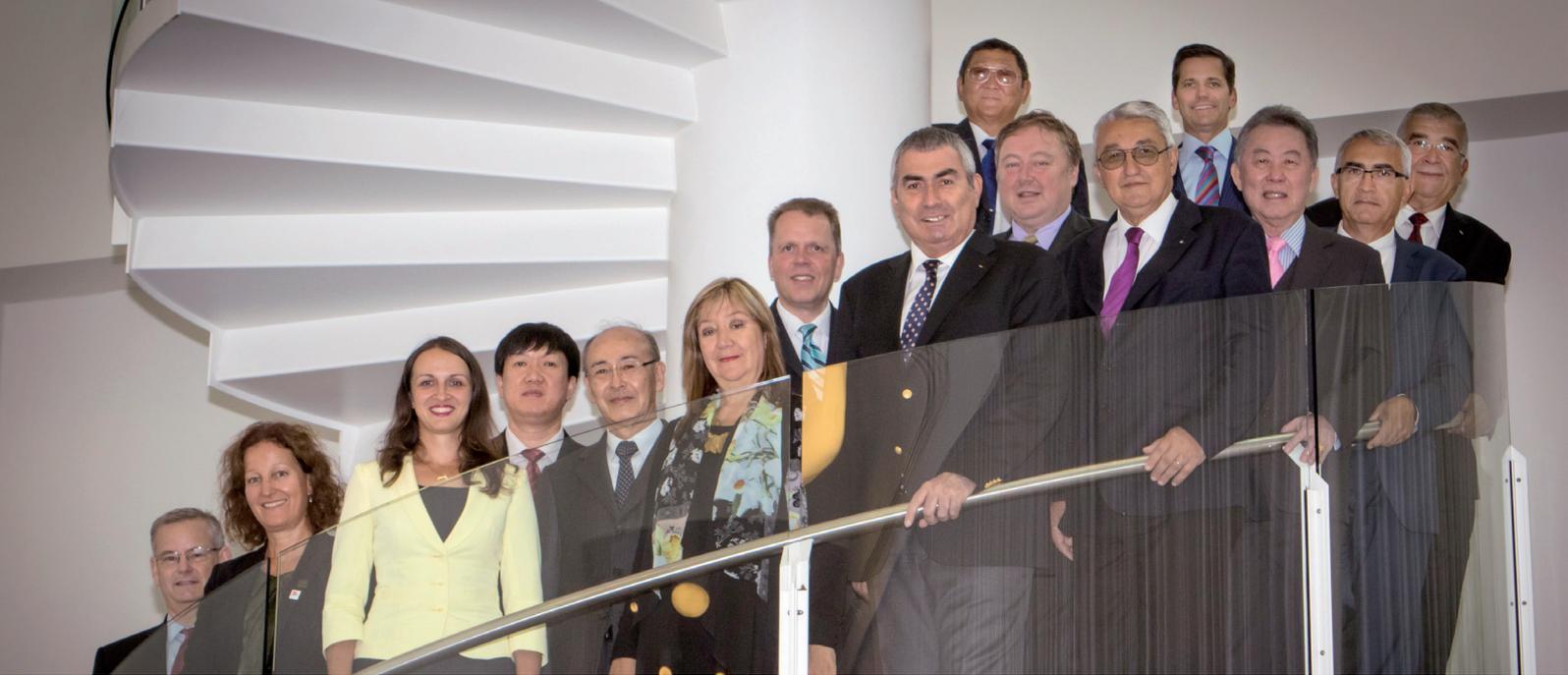




# TARGETING GOLD

The World Archery Workbook  
to developing a successful strategy



**Dear Friends,**

It has been a great privilege to work alongside many of you and witness so many positive developments in Archery across the world. We are very proud of the work that we have seen so many of you do in being proactive to ensure this happens.

As World Archery, our mission is very clear: 'to empower its member associations to make archery a leading sport in nations around the world'. In order to ensure this mission is effective, it is vital that you, our National Archery Federations, are empowered to lead the development of Archery in your countries.

World Archery's vision is for a world in which everyone has the opportunity to make archery their activity of choice and, through empowering you, we believe this to be entirely possible.

This workbook, we hope, will act as part of this empowerment, by guiding you through the importance of creating a strategy, and the necessary steps that will ensure the resulting strategy addresses the key opportunities and challenges that you face.

The workbook is designed to be as practical as possible, providing you with the opportunity to develop a strategy that is consistent with World Archery principles, yet tailored to your unique environments.

We therefore ask you to look at this workbook as the starting point for the next phase in your development.

Over the years, we have seen many Federations successfully develop strategies that have led to long-term success in and out of competition, and we wish for the same success to be recreated globally.

Together, we can make archery a leading sport in nations around the world.

With this workbook, let's start now.

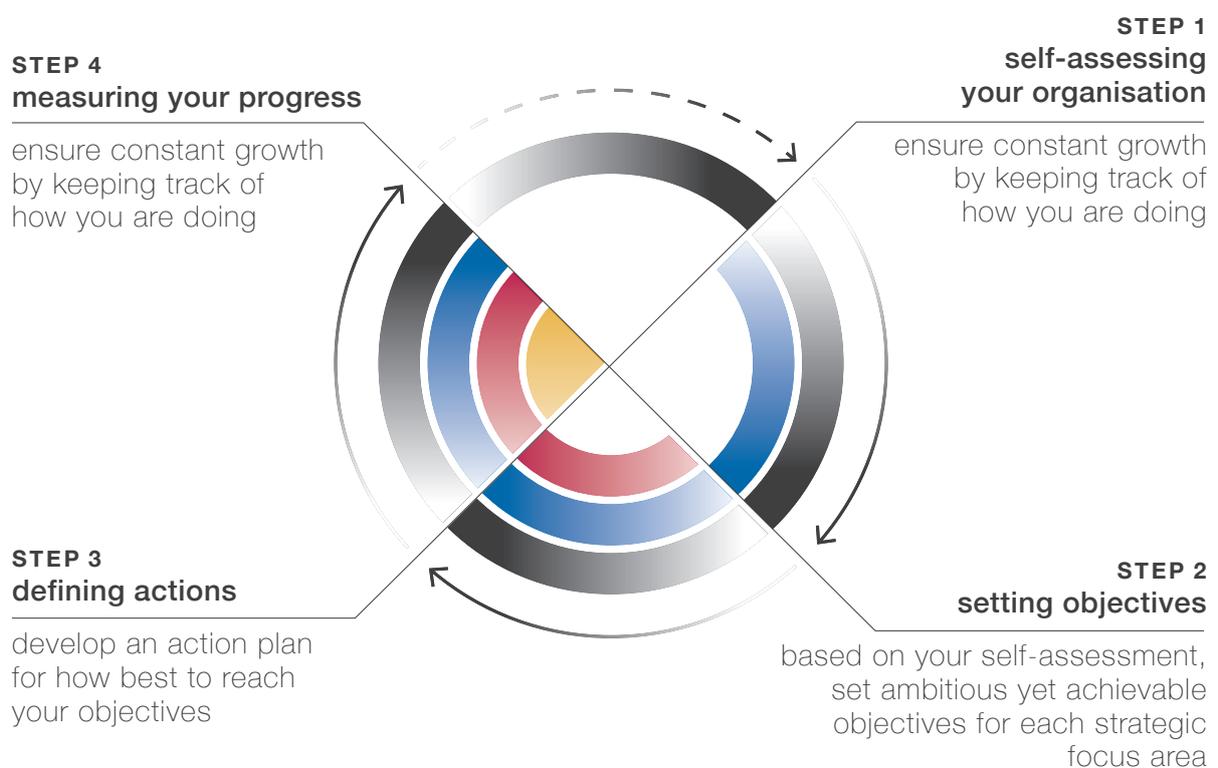
**Uğur ERDENER**  
PRESIDENT

**Tom DIELEN**  
SECRETARY GENERAL

# Developing your strategy in 4 steps

**4**  
STEPS

This Guide will take National Federations through four stages – all of them being equally important in the development of an effective strategy.



## HINT

Ensure that the strategy provides a framework for success by addressing the following four criteria :

- 1. Your strategy should be really strategic:** your strategy should be focused on doing the right things and not so much about doing things right (this is more implementation).
- 2. Your strategy should be clearly framed:** it must be clear how many areas and/or activities will be looked at as part of the strategy process.
- 3. Your strategy should be implementable:** the strategy must first of all outline principles for focus and making trade-offs.
- 4. Your strategy should be exciting:** your strategy must be easy to understand and communicated well throughout the process.

# Self-assessing your organisation

## OBJECTIVE

Self-assess how well is your organisation doing according to six focus areas that are vital to the success of a National Archery Federation! For more information on these areas, please see the next page.

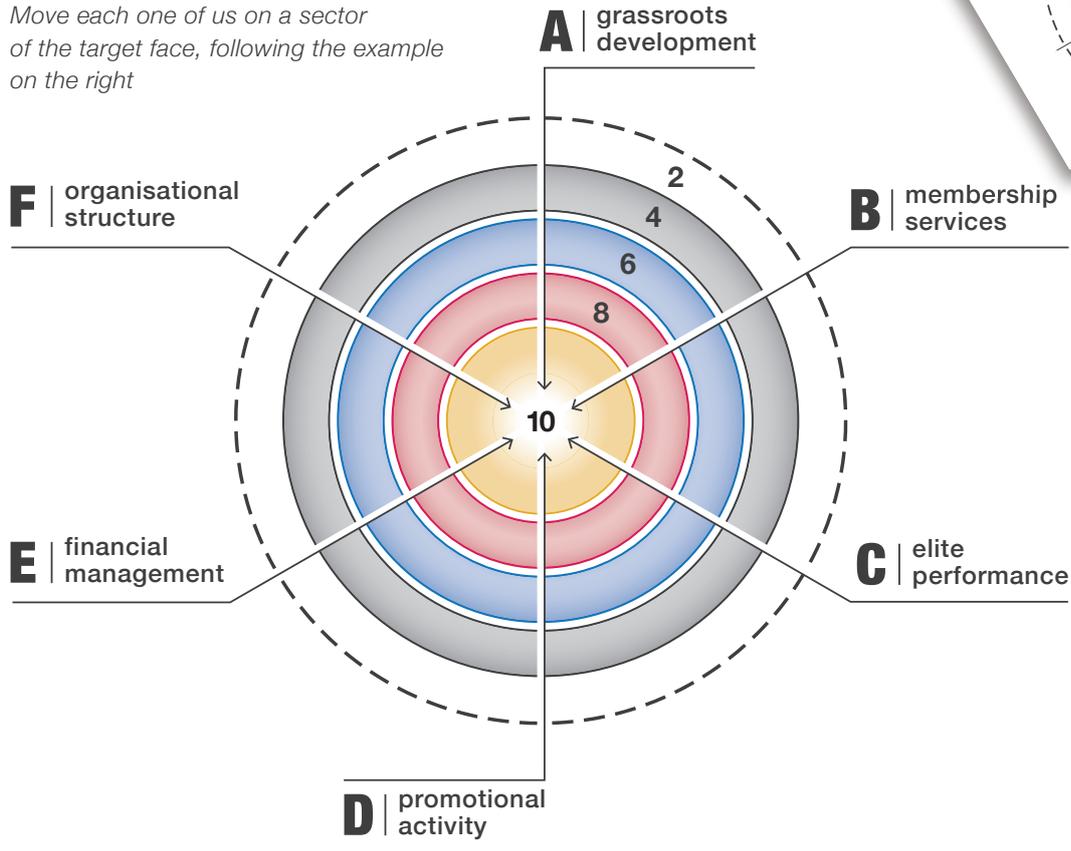
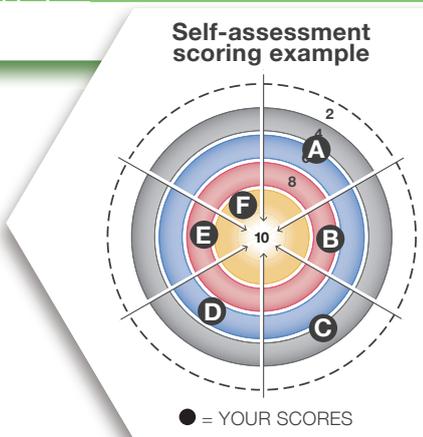
## YOUR TASK

- For each of the 6 focus areas are:
- ask yourself, on a scale from 1 to 10, how well is your organisation doing?
  - simply report the score on the radar chart

As a result, you can see your organisation's profile; i.e., the areas where you are already good at and the other where there is room for improvement.



Move each one of us on a sector of the target face, following the example on the right



## HINT

Use the factors for consideration developed for each criteria to self-assess your organisation.

Though not exhaustive, these will give you some indication as to what you should be doing in these areas. As much as possible, we recommend you to involve your team throughout this process, as this will help to develop a well-rounded assessment.

# 6 FOCUS AREAS

## Grassroots development

How successful is your organisation in providing programmes and activities for the grassroots level?

Score:  /10

Factors for consideration :

- beginner programmes (e.g. try the sport)
- opportunities for recreational archers
- facilities and equipment provided for grassroots activities
- number of participants at grassroots events

## Elite Performance

How successful is your organisation in supporting and raising the elite level of Archery in your country?

Score:  /10

Factors for consideration :

- elite programmes and infrastructure
- international results
- development of clean sport programmes
- use of sport science
- clear system & systematic approach

## Financial Management

How successful is your organisation in generating and managing revenues?

Score:  /10

Factors for consideration :

- use of a budget and measurement system to keep track of the financial results
- attraction of sponsorships
- relationship with national government and national sporting organisations

## Membership Services

How successful is your organisation in supporting its members (provincial associations, clubs and archers)?

Score:  /10

Factors for consideration :

- educational programmes for coaches and judges
- quantity and quality of communication, including important official documentation
- recognition of the volunteers' contribution by engaging and encouraging volunteer collaborations

## Promotional Activity

How successful is your organisation in promoting Archery in your country?

Score:  /10

Factors for consideration :

- coverage of archery in national and local media, particularly of the major events
- use and activation of social and digital networks
- investment in advertisement

## Organisational Structure

How well governed is your organisation; ensuring the growth of Archery in your country?

Score:  /10

Factors for consideration :

- allocation of defined office space
- clear, transparent constitution and by-laws
- training opportunities for staff
- activity of Federation leadership on other governing bodies
- optimal size & structure

# Setting objectives

## OBJECTIVE

Based on the self-assessment of your organisation, consider what you want your organisation to look like in 2020, and how you can achieve that.

**At Step 1**, you defined your current organisation's profile of how your organisation is currently doing.

**At Step 2**, where you are already doing well, the objective should be to maintain this level.

Where there is room for improvement, the objective should be to improve this.

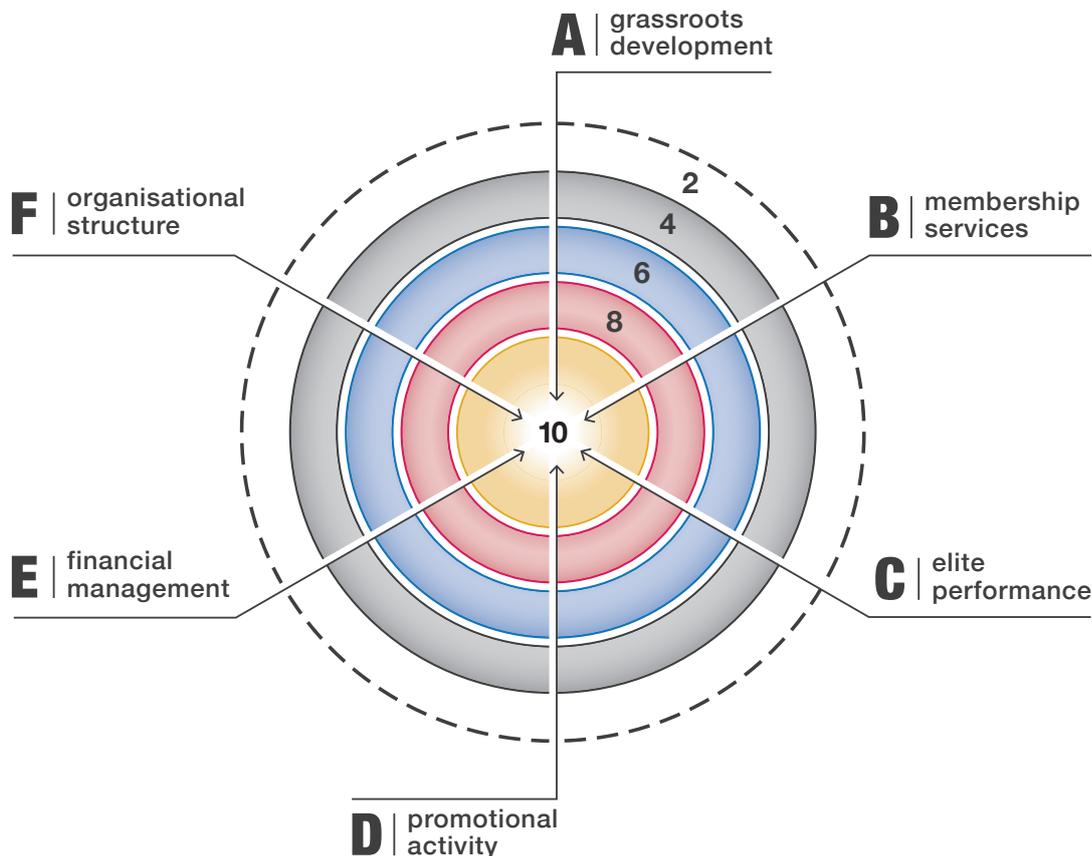
## YOUR TASK

1. On the radar graph below, identify how you would like your organisation to look in two years' time. Your minimum objective should be to reach 5/10 in each area.

### YOUR ORGANISATION'S EXPECTED TARGET PROFILE IN 2020



*Move each one of us on a sector of the target face.*



## YOUR TASK

2. Set objectives for each of the focus areas. Objectives should identify a maximum of three things that you can do which will improve your current scores by 2020.

**S2**  
STEP TWO

### EXAMPLES OF GOOD OBJECTIVES

**Membership Services:** by 2020, we aim to increase our number of archers by 10%.

**Financial Management:** by 2020, we aim to increase our sponsorship revenues by 5%.

FOCUS AREA	OBJECTIVES
<b>A</b> Grassroots Development	1
	2
	3
<b>B</b> Membership Services	1
	2
	3
<b>C</b> Elite Performance	1
	2
	3
<b>D</b> Promotional Activity	1
	2
	3
<b>E</b> Financial Management	1
	2
	3
<b>F</b> Organisational Structure	1
	2
	3

## HINT

Make sure your objectives conform to the «smart» criteria :

### SPECIFIC

Objectives should specifically explain what you are going to do.

### MEASURABLE

Objectives should be defined in a way that enables you to see your progress.

### ACHIEVABLE

Objectives should be challenging, but be realistic so that you can achieve them.

### RELEVANT

Objectives should directly relate to improving the overall score for the focus area.

### TIME-RELATED

Objectives should have a defined time-frame, encouraging a sense of urgency.

# Defining **actions**

## OBJECTIVE

Having identified the key areas for improvement, identify the practical actions you can take which will ensure this improvement becomes a reality.

Having developed your objectives for each of the focus areas, your organisation should now consider the practical actions that will help you to achieve such objectives. In order to define these actions, you should consider the question: 'what do we need to do in order to achieve our objective?'

## YOUR TASK

1. For each objectives, identify a maximum of two actions that you will take which will directly help you to achieve the objective.
2. Fill in the Action Plan on the following page, listing the actions according to their targeted objective.

### EXAMPLES OF GOOD ACTIONS

FOCUS AREA	OBJECTIVES	ACTIONS
<b>B</b> Membership Services	By 2020, we aim to increase our number of archers by 10%.	<ul style="list-style-type: none"><li>• We will increase the number of events offered to beginners from 20 to 30 per year.</li><li>• We will encourage new beginner archers by reducing administrative fees by 25%.</li></ul>
<b>E</b> Financial Management	By 2020, we aim to increase our sponsorship revenues by 5%.	<ul style="list-style-type: none"><li>• We will enhance our range of sponsorship activation options offered to external companies.</li><li>• We will open up the naming rights to our national events.</li></ul>

## HINT

Try to find synergies between the different actions.

When considering the actions, consider the impact of the actions on other focus areas, and make sure that they do not contradict other actions. A clear focus on the actions themselves will ensure that the objectives and focus area scores fall into place.

FOCUS AREA	OBJECTIVES	ACTIONS
<b>A</b> Grassroots Development	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<b>B</b> Membership Services	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<b>C</b> Elite Performance	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<b>D</b> Promotional Activity	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<b>E</b> Financial Management	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<b>F</b> Organisational Structure	1 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	2 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
	3 _____	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>

# Measuring **your progress**

## OBJECTIVE

Measure how much your organisation is moving towards meeting its objectives, enabling adjustments to be made if required.

Having decided upon which actions are most important to fulfil your objectives in order to increase or maintain your focus areas scores, you should regularly measure how well you are doing at fulfilling these actions and reaching your objectives.

With the two year timescale, we would suggest that you measure your progress every six months, by calculating the percentage to which the objective has been achieved.

## YOUR TASK

1. Every six months, calculate/estimate the percentage to which each identified objective has been achieved.
2. Based on the percentages identified, consider whether you need to place more resources in a weaker area.

FOCUS AREA	OBJECTIVES	% OF ACHIEVEMENT			
		JUNE 2018	DEC. 2018	JUNE 2019	DEC. 2019
<b>A</b> Grassroots Development	1				
	2				
	3				
<b>B</b> Membership Services	1				
	2				
	3				
<b>C</b> Elite Performance	1				
	2				
	3				
<b>D</b> Promotional Activity	1				
	2				
	3				
<b>E</b> Financial Management	1				
	2				
	3				
<b>F</b> Organisational Structure	1				
	2				
	3				

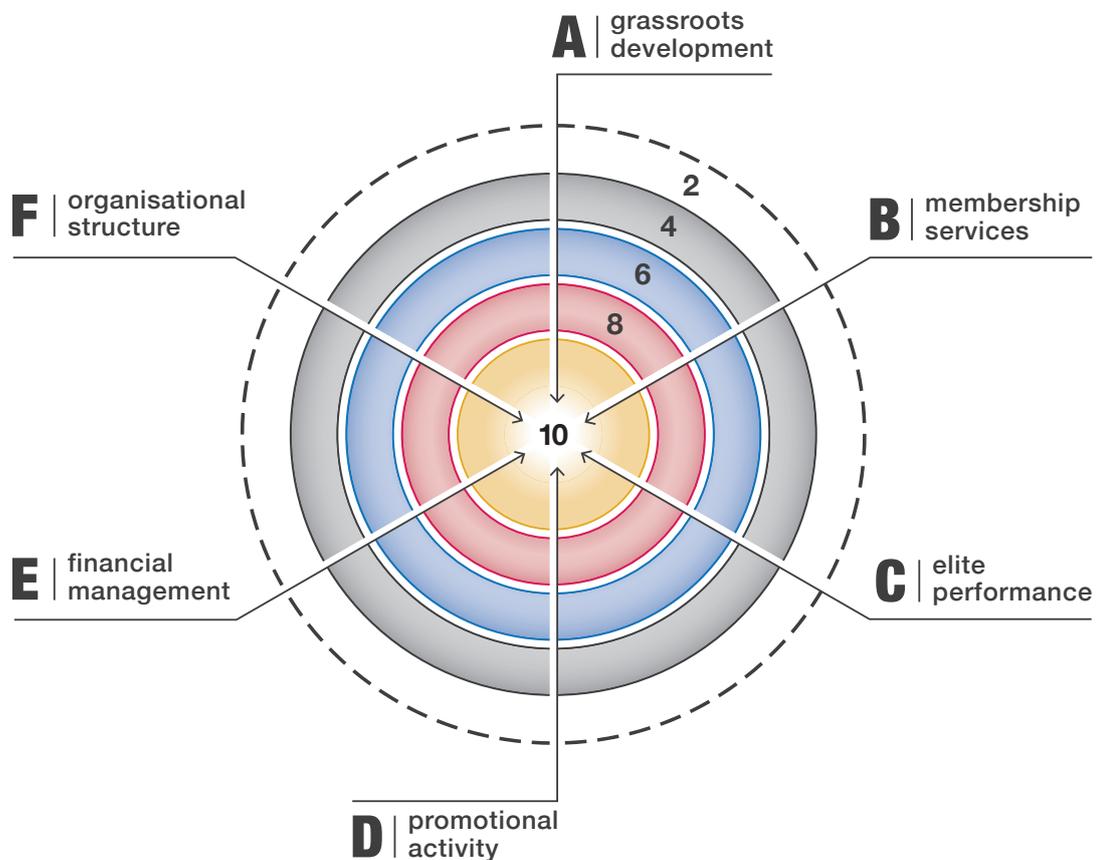
## YOUR TASK

3. At the end of the two years, apply your progress to the radar chart. This will provide an overview of the development you have made in the two years, and provide insight as to what can still be improved upon in the future!

**S4**  
STEP FOUR

## YOUR ORGANISATION'S EXPECTED TARGET PROFILE IN 2020

● ● ● ● ● ●  
*Move each one of us on a  
sector of the target face.*



## HINT

Use these measurement timings as a good opportunity to sit down and discuss progress with your team.

This will help to ensure an accurate measurement and help to ensure that all staff members feel involved in the process. Subsequently, this will further their commitment towards achieving success.