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## Strategic Planning



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Club Development

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**BETTER ENVIRONMENTS**

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**BETTER ATHLETES**

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## Club Assessment

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**HOW do you analyze &  
evaluate your club?**

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# CLUB DEVELOPMENT TOOL

# CLUB DEVELOPMENT TOOL



1

= CLUB SELF ASSESMENT TOOL

2

CAN BE ADJUSTED TO FIT THE SPECIFIC CLUB ENVIRONMENT

3

PROVIDES A STRUCTURE FOR GROWTH (PRIORITIZATION)

4

PROCESS TO CREATE DOCUMENTS/ACTION PLAN

# CLUB DEVELOPMENT TOOL



Performance Categories	Components	Notes				Documented	Implemented
1. Club							
2. Soccer							
3. Players							
4. Development							
5. Talent Identification							
6. Staffing (Coaching)							
7. Integration between Staff & Departments							
8. Club Environment							
9. Evaluation							
10. High Performance/Technology							
11. Facilities & Resources							
12. Administration & Management							



# Club Development Tool



Performance Categories		Components	Notes				Documented	Implemented
1. Club	a.	Philosophy						
	b.	Vision & Objectives						
	c.	Culture & Core Values (Identity)						

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1. Club	a.	Philosophy						
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	d.	Organizational Chart						
	e.	(Full) Pathway; Zone 1, 2 & 3						

c.	Periodization plan						
d.	Reality-based learning through real game						

Green	The item is both documented and consistently implemented.
Yellow	The item is not fully documented and/or is not fully implemented.
Red	The item is not documented.



# Analyze & Evaluate







What is strategic planning?

Why is it important?

Who is responsible for strategic planning?

# Strategic Planning: Introduction



**What is strategic planning?**

**Strategic planning involves:**

- determining goals
- determining action plans to achieve them
- within an identified period of time

**Your strategic plan will define your club's ambitions and provide a clear roadmap on how to achieve them, having considered what resources are needed, and when and how to use them**



# Strategical Planning: Introduction



**Why is strategic planning important?**

**Strategic planning will:**

- Steer/improve your decision-making process
- Guide you to manage your staff (behaviors)
- Enhance communication

**Your strategic plan will define your club's ambitions and provide a clear roadmap on how to achieve them, having considered what resources are needed, and when and how to use them**

# Strategical Planning: Introduction



## Who is responsible for strategic planning?

- Should be a team effort (not be done by an individual)
- Identify key people in your organization
- Varying roles and responsibilities for the strategical group

**Your strategic plan will define your club's ambitions and provide a clear roadmap on how to achieve them, having considered what resources are needed, and when and how to use them**





## GOAL:

- Assist you in **setting measurable goals and objectives** linked to your mission & vision and based on the self-assessment (CDT)
- Assist you in **writing action plans** to reach your goals

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## STEP 1 - Analysis



# Strategic Planning: Key Steps



## Step 1: Analysis

- Current Situation (reality):
  - Initial environmental analysis
  - Comprehensive scan of the club (club reflection)
  - Gathering of information in different areas / domains

Where are we now?

What is our environment?

What are our capacities, limitations, performance?

# Strategical Planning: Key Steps



## Step 1: Analysis

- Current Situation (reality)
  - The analysis (internal) can be executed through the **CLUB DEVELOPMENT TOOL**
  - The information gathered will represent the base line for your strategical planning

Where are we now?

What is our environment?

Do we know our capacities, limitations, performance?



# Strategical Planning: Key Steps



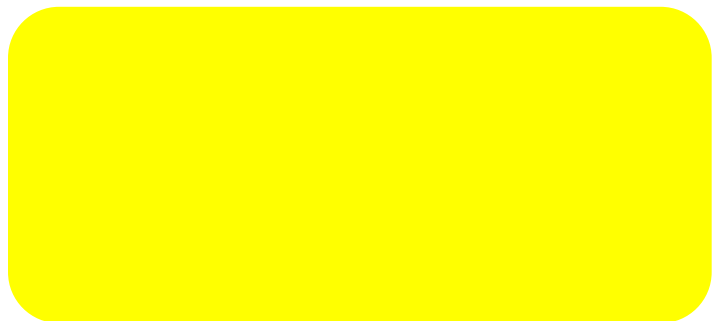
## Step 1: Analysis – Category - Component

- The main components of your club’s player development environment (CDT)
- Core focus areas

Example:

Performance Categories		Components	Notes				Documented	Implemented
1. Club	a.	Philosophy						
	b.	Vision & Objectives						
	c.	Culture & Core Values (Identity)						
	d.	Organizational Chart						
	e.	(Full) Pathway; Zone 1, 2 & 3						

# Strategical Planning: Key Steps



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# Strategical Planning: Key Steps



## Step 1: Analysis

**To Identify the current areas of strength and areas with room for improvement  
in order to decide on the short- and long-term strategic and operational goals for the club**



# Strategical Planning: Key Steps



## STEP 1: Analysis

**Identify a focus area / CDT-component you would like to create an action plan for  
Share it with the Group**

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## **STEP 2 – Create Strategic Goals**

# Strategical Planning: Key Steps



## Step 2: Strategic Goals

- Broad statements
- Related to the club's key activities
- Long-term objectives to which resources are directed
- Strategic goals will generally begin with the words:  
*To have, to be, to become, to improve, to increase, to develop, to create, to achieve, ...*

The planned objectives that your organization strives to achieve



# Strategic Planning: Key Steps



## Step 2: Strategic Goals

**Create a strategic goal for the focus area / CDT - component**

**Examples:**

**“Improve the relationship with the parents”**

**“Increase the number of licensed coaches”**

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## **STEP 3 – Create Operational Goals**



## Step 3: Operational Goals

- SMART Objectives
- Your strategic goal(s) translated into specific milestones (short to medium term)
- Roadmap for the achievement of your vision and strategic goals
- Tool to measure the performance of your club against the strategy

An operational objective tend to be specific and measurable, so that they can help an organization to achieve its long term goals

# Strategic Planning: Key Steps



## Step 3: Operational Goals

**Create an operational goal or multiple operational goals for the strategical goal**

### **Examples:**

**“To renegotiate and extend existing sponsorship agreements ”**  
**Achieve 20% increase in existing sponsorship revenue by 12/31/2022**

**“Increase the number of licensed coaches”**  
**80% of all team head- and assistant coaches are licensed by 12/31/2022**



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## **STEP 4 – Create The Action Plan**

# Strategic Planning: Key Steps



## Step 4: Action Plan

- Formulate all action steps for each operational goal in an action plan
- Operational activities and tasks
- Due date, responsible, budget/cost estimate, support system

An action plan consists of a number of steps that need to be taken to achieve your operational goal



STEP 4: Action Plan

Strategical Goal	Focus Area	Operational goal	Action Step	Start Date	Due Date	Responsible	Support	Budget



## **STEP 4: Action Plan**

**Create an action plan.**

**These are action steps that you will execute to achieve your objectives**

**Each action step must have a clear responsible, a start / due date, if necessary a budget (if any), an identified support system (if any)**



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## STEP 5 – Monitoring

# Strategic Planning: Key Steps



## Step 5: Monitoring

- To insure the strategic plan is a dynamic management tool
- To ensure progress is measured
- To ensure accountability (execution of the actions)

An action plan consists of a number of steps that need to be taken to achieve your operational goal

# Operating Environment



## Mission = road or pathway

Gives direction & borderlines to organization in it's operational environment. It gives meaning for being.

## Vision

Time & value anchored, coordinating will for the decisions and choices on the wanted future.

Boundaries formed by the norms & values of the organization

# Strategic Plan



## MISSION & VISION



Responsible

Support

Director of Coaching

# Strategic Plan



- A single source of information
- Embedding the mission and objectives in daily operations
- All processes in an overview
- Build teams to collaborate on processes
- Co-creating processes seeking to build capability and expertise within the project team and department
- Streamline communication
- Increase visibility and accountability
- Keep track of due dates
- Assess the success of the process



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