

European Olympic Academies

EOA STRATEGIC PLAN 2023 - 2030

Approved by the EOA General Assembly
on 23 November 2022





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INTRODUCTION

In September 2018, the European Olympic Academies (EOA) was established in Ljubljana following a series of conferences beginning in 2012 that called for the institutionalisation of the emerging dialogue between National Olympic Academies in Europe. Founded as a non-profit association under German law, the EOA adopted its statutes which serve as the guideline for the EOA's activities. According to the statutes, the organisation "serves the purpose of the promotion of the Olympic Idea as well as the preservation of the ethical, educational, social and cultural values of sport in the spirit of the Fundamental Principles and of Rule 27 of the Olympic Charter". As of October 2022, there are 29 members in the EOA. The members are listed here.

The following document is referred to as the "EOA Strategic Plan". It constitutes an impetus and initial plan that will be amended and developed over the course of time. The EOA Strategic Plan serves as a basis on which the EOA shall determine its operations and actions to achieve the overall aim of the organisation.

This plan stems from a two-year analysis and development process, which was shaped by input from and dialogue between EOA members. The EOA Development & Cooperation Commission has established a set of objectives and targets that will help develop the organisation in an adequate and sustainable manner. The plan concerns the next eight years, namely 2023 – 2030.

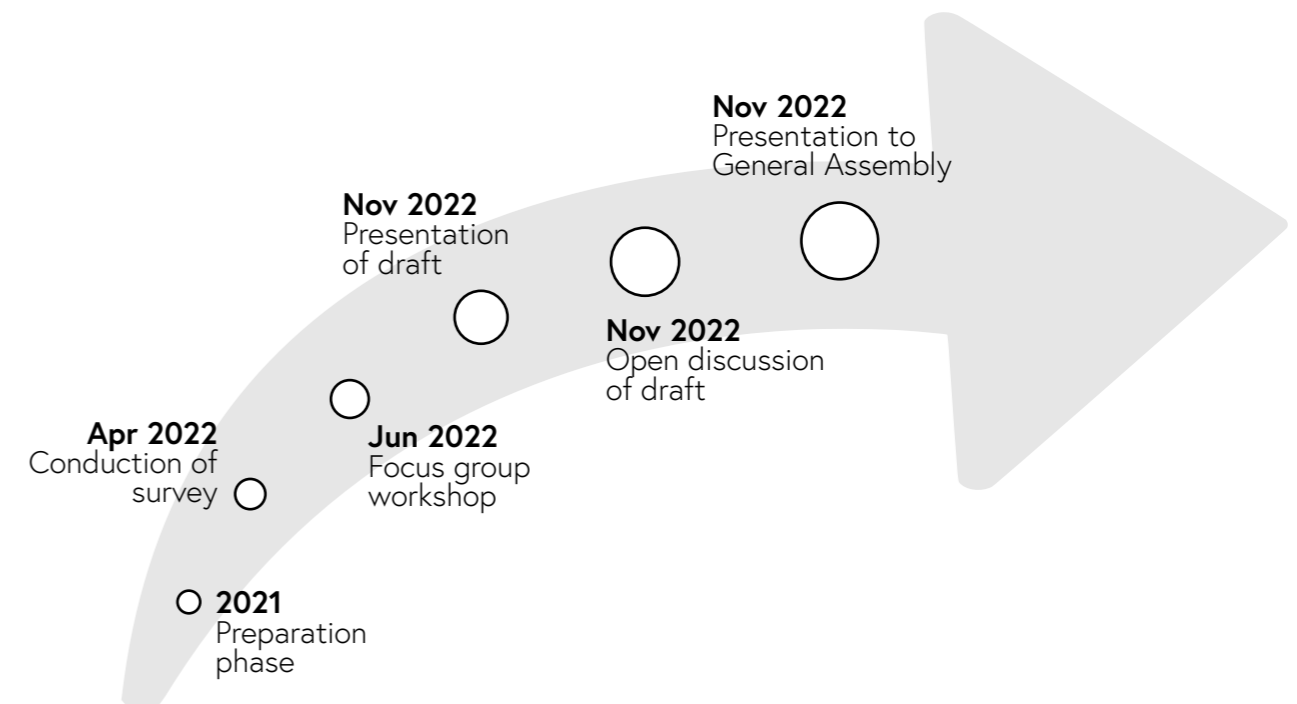


STRATEGIC PLAN- NING PROCESS



The purpose of the Strategic Plan is to provide guidelines upon which the EOA acts and relies on to achieve goals that are necessary to deliver the EOA's mission.

To set a strategic plan, the EOA Development & Cooperation Commission identified the members' views and requirements by conducting an extensive survey in May 2022 and hosting a discussion of the survey results in a focus group workshop in June 2022. These sources of information were developed into a draft plan which was presented to and debated by EOA members in November.





CURRENT STATE ASSESSMENT

An internal and external situation analysis is an additional basis for organisational objectives. The following SWOT analysis indicates strengths, weaknesses, opportunities, and threats that the EOA working group has identified based on the provided data.

STRENGTHS

- Well-established membership
- Strong partnerships
- Effective communication channels
- Solid foundation, structure, and services

WEAKNESSES

- Irregularity and limit of funds
- Different levels of organisational development and structures of members

OPPORTUNITIES

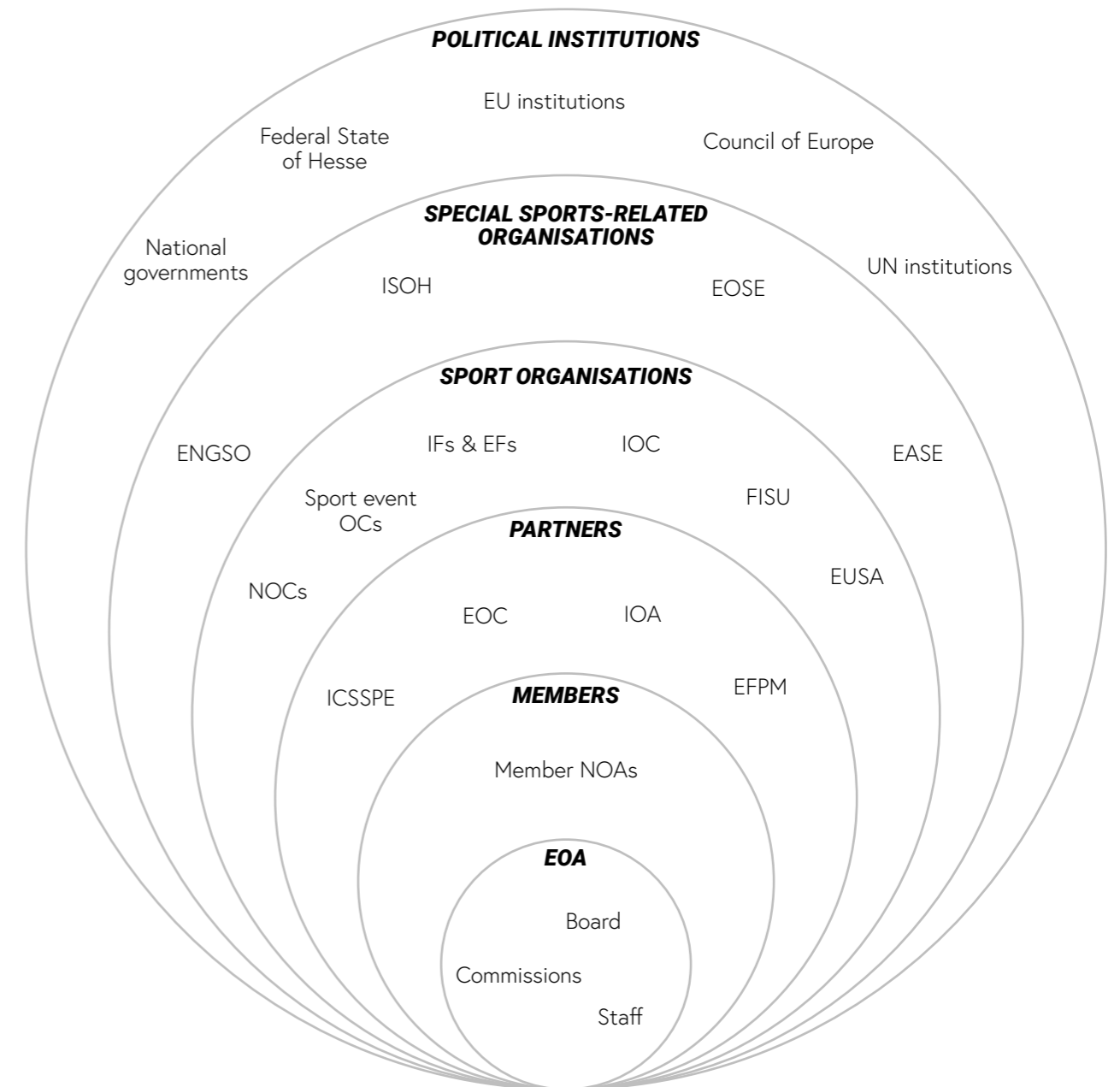
- Growth (in number of members & partners)
- Anchoring in the Olympic Movement
- Cultural diversity
- Diversity of NOAs' goals as long as captured within EOA
- Dynamic eco-system
- Access to EU-funding and other funding opportunities

THREATS

- Dependence on partnership relations
- Fluctuation of partners' and members' priorities
- Changing levels of recognition of the member organisations by their NOCs

STAKEHOLDER ENVIRONMENT

A detailed stakeholder analysis helps to clarify the prioritisations of the different stakeholders by identifying them, their impacts and range, which provides a clearer structure of the EOA and its field of operation. The following graphic gives an illustration of EOA's stakeholder environment.





VISION, MISSION & VALUES

VISION

The vision of the EOA is to be the leading organisation for the promotion and dissemination of the Olympic Ideal and Values, Olympic Culture and Heritage through education and collaboration across Europe.

MISSION

The EOA promotes the Olympic Ideal and Values, Olympic Culture and Heritage through the collaboration of the National Olympic Academies in Europe. It serves as a platform for exchanges of experience and knowledge. The EOA supports its members and enables intellectual synergy in cooperation with its partners and other stakeholders. As a European organisation, it is dedicated to strengthening Europe as a community of shared values.

VALUES

Building on the Olympic Values of excellence, respect, and friendship, the EOA further adheres to the values of solidarity, sustainability, and integrity.



MAIN OBJECTIVES

1

To build a respected, **well-governed**, sustainable, and balanced organisation, valued by its members.

2

To develop a well-functioning platform based on the Olympic Ideal and **solidarity** through collaboration with its members, partners, and other stakeholders.

3

To advocate for and educate about the values of Olympism, embrace **sustainability**, and thus contribute to the building of a positive legacy.



STRATEGIC INITIATIVES



Seven areas have been identified as relevant to the Strategic Plan. There is no significant order to the areas, all are equally important and essential to the realisation of the objectives. In each area, strategic initiatives were designed to derive actions and decisions for the EOA.

GOVERNANCE

Pursuing the strategies of the key area "Governance" should lead to a well-organised and rooted administration of the EOA. The following strategies are defined:

- GOV1: Reinforce the continuity and agility of the organisation
- GOV2: Endorse and implement the Basic Universal Principles of Good Governance within the Olympic Movement
- GOV3: Raise awareness on Basic Universal Principles of Good Governance among the members

FINANCES

'Finances' allow an adequate realisation of the EOA's services and its purpose. This area determines the three following strategies:

- FIN1: Ensure financial sustainability through diversification of funds and stability of current funds
- FIN2: Ensure well-structured and organised financial planning
- FIN3: Execute the financial operations well providing full transparency

HUMAN RESOURCES

The EOA, as any other organisation, relies on the work and motivation of its staff and volunteers. Therefore, adequate guidelines for the key area 'Human Resources' are determined. This key area contains following strategies:

- HR1: Ensure an appropriate balance between the number and qualifications of staff and the respective tasks
- HR2: Provide coordination and assistance to the EOA Commissions by the EOA staff
- HR3: Motivate staff and volunteers

MEMBERS RELATIONS & SERVICES

The internal relations and services build the key area 'Member Relations & Services'. It is a matter about the services the EOA offers the members and strives for the following strategies:

- MEM1: Develop high-quality services for members
- MEM2: Facilitate efficient communication and exchange between and for members
- MEM3: Build a motivating organisational and membership culture

COMMUNICATION & MARKETING

The external relations, namely the key field 'Communication & Marketing', is responsible for efficient and effective communication measures and allows the EOA to represent a clear standpoint. It lists three strategies below:

- COM1: Showcase the members' activities
- COM2: Explore opportunities for additional income
- COM3: Promote and expose the EOA's activities

STRATEGIC PARTNERSHIPS

Furthermore, 'Strategic Partnerships' is an important component as the recognition of well-established partners allows the EOA the realisation and implementation of their purpose. This key area aims to achieve the following strategies:

- PAR1: Strengthen partnerships with EOC and IOA
- PAR2: Develop partnerships and cooperation with European and national public institutions
- PAR3: Develop partnerships with (European) sport federations
- PAR4: Develop partnerships with European (sport) organisations
- PAR5: Develop partnerships with commercial brands

ADVOCACY

'Advocacy' is a significant tool which can be harnessed to support the EOA's standpoint. This might result in further recognition. This area strives for the following:

- ADV1: Ensure Olympic education's presence on IOC and EOC agenda and representation of the EOA
- ADV2: Support members in advocating their interests at national level



IMPLEMENTATION

Once the Strategic Plan has been adopted by the General Assembly, it will be the duty of the EOA Development & Cooperation Commission and the Executive Board to translate the strategies defined for each key area into actions and performance indicators.

This Strategic Plan shall be reviewed and reassessed annually. In this way, the timeliness and adaptability of the Strategic Plan can be ensured.

