



WAKO STRATEGIC PLAN

January 2020 - December 2026

WAKO HQ: Via Alessandro Manzoni 18 - 20900 Monza (MB) Italy
e-mail: administration@wako.sport - Tel. +39 3450135521 - Fax +39 039 2328901 - Web: www.wako.sport



Global Association
of International
Sports Federations





Contents

EXECUTIVE SUMMARY	4
The main WAKO Strategic Objectives of WAKO for 2020 – 2026	5
Short-term objective	5
Long term objective	5
SECTION 1. - WAKO AS ORGANISATION	6
SECTION 2. - KICKBOXING AS A DIVERSE SPORT	7
Analysis of WAKO Disciplines and Core Business	7
SECTION 3. - CORPORATE GOVERNANCE	9
WAKO Corporate Structure:	9
The future Corporate Governance	10
WAKO Corporate Structure 2020/26.....	10
WAKO Executive Committee.....	10
SECTION 4. - WAKO STRATEGIC FOCUS	11
The Aim of this Plan	11
WAKO Vision.....	11
WAKO Mission.....	11
Core Organisational Competencies	11
Core Organisational Values	11
The definition of Kickboxing as a sport.....	12
WAKO Purpose.....	12
SECTION 5. - WAKO STRATEGIC GOALS	13
1) Single Source of Truth/Data	13
2) Athlete Development	13
3) National Governing Body Development	13
4) Increased Event Participation	13
5) Event/concept development and PRO	14
6) Sport Development Programmes	14
A) Discipline Development:	14
B) Anti-Doping	14
7) Develop a sustainable Integrity and Fair Play programme	15
8) Social responsibility – strengthening the Peace and Sport projects	15
9) Athletes involvement and engagement of supporting activities	15



10) Gender Equality programme	16
11) Communication/Visibility and marketing.....	16
12) Political presence.....	16
13) Licensing and grading system	16
SECTION 6. - IMPLEMENTING THE STRATEGIC ACTION PLAN FOR KICKBOXING..	17
Primary Goals, Objectives and Tasks	17
Key Strategic Goal One - CONSOLIDATE COMPETITION OWNERSHIP	17
Key Strategic Goal Two - EXPAND MEDIA EXPOSURE OF KICKBOXING.....	19
Key Strategic Goal Three - STRENGTHEN KICKBOXING DEVELOPMENT	20
Key Strategic Goal Four - IMPROVE STAKEHOLDERS RELATIONS	21
SECTION 7. - MARKET ANALYSIS	22
SECTION 8. - MARKETING OF KICKBOXING PRODUCTS.....	23
Critical Development Pathways	23
SECTION 9. - WAKO ORGANISATIONAL MANAGEMENT.....	24
Organisational Chart	24
The Management teams	24
Staffing requirements	24
SECTION 10. - FINANCIAL REQUIREMENTS	25
SECTION 11. - WAKO PERFORMANCE MEASUREMENTS.....	26
WAKO Strategic Plan Review	26
Appendix 1.....	27



EXECUTIVE SUMMARY

World Association of Kickboxing Organisations is a non-profit organisation, registered in Switzerland, that is a highly respected member of the Olympic family of sports. Due to its ever-growing position in the world of sport, the responsibilities, tasks and subsequent workload on WAKO has meant, dynamic change in how it operates over the last 5 years and the transformation will be even greater in the next six.

The President and the Board of Directors agree that WAKO's Strategic Plan and model alongside the operational procedures require regular assessment and review in order to stay effective and efficient in an ever-changing sports landscape. Therefore, this program and process will be reviewed every two years by the Executive Board of Directors (BoD). 2020 – 2022 – 2024 – Full revision 2026.

The growth opportunity for World Association of Kickboxing Organisations is to deliver its worldwide membership and event management system, whilst expanding its production on all types of broadcast and social media. Media and TV exposure are paramount in engaging the general public and enthusiasts to maintain and grow the sport at an international and national level. The aim is to grow as an Olympic sport and determine / promote the best events within the sport of Kickboxing on a global and continental level. By achieving this exposure, the tools and data will be in place to attract international corporate long term and sustainable sponsorship and digitally interact with our sport from grass roots up to elite level.

WAKO's main products are the events and athletes that are controlled under WAKO rules and events system. The social accountability and environmental awareness of the sport are also positive indicators for the benefit of the sport.

The Marketing Strategy for WAKO is defined with the digital broadcasting strategy as a main commodity for attracting greater awareness and sponsorship. WAKO focuses on extending broadcasting reach and viewership rather than broadcasting sales and then searching for corporate sponsorship that would like to benefit from that broadcasting exposure.

The management team consists of a small professional and highly dedicated staff and BoD members. The BoD members are extremely important in providing direction and constructive feedback and input into shape the direction and ongoing development of the sport worldwide.

Investment and resources needed to fulfil this business plan have been kept to realistic values and the main expense would be the addition of extra staff members and their associated costs.

Alongside additional income from our membership system and media promotions alongside the longer-term value of corporate sponsorship.



The main WAKO Strategic Objectives of WAKO for 2020 – 2026

Short-term objective

1. Within 2022 be a Full Member in IOC.
2. Creating a strong and sustainable sport
3. Within 2021/26 secure agreement with Continental Olympic Organizations of inclusions of Kickboxing in the following major games.
 - European Games
 - PanAm Games,
 - African Games
 - Asian Game
 - Oceania Games
 - Universiade
 - Mediterranean Games
4. Greater Participation of Women in Competitive Kickboxing from 34 % (2019) to 45 % (2026)
5. Develop and support National Governing Bodies through learning and sharing best practice
6. Development the Athlete support structure across continents focusing of diversity, long term athlete player development and inclusion
7. Foster and improve stakeholder relationships

Long term objective

1. Inclusion in the Youth Olympic Games Dakar (Senegal) in 2026
2. Inclusion in the Olympic Games in 2028 (Los Angeles, USA) or 2032.
3. Attract greater and wider media interest to the sport of Kickboxing
4. Secure a major corporate sponsor
5. New Corporate Governance and organisational structures to achieve WAKO Strategic objectives.



SECTION 1. - WAKO AS ORGANISATION

World Association of Kickboxing Organizations (WAKO) is the sole world governing body for the sport of Kickboxing provisionally recognised by the International Olympic Committee, recognised, by GAISF and ARISF. It seeks to provide direction, leadership and a sustainable framework for cohesive long-term global development of Kickboxing. This includes the delivery of international competitions, Continental and National development, pursuing a universal set of rules based upon core ethical values and mutual respect applying equally to all its members.

WAKO was founded in Berlin, Germany, on February 26th, 1977. WAKO is made up of national members who elect a President and a Board of Directors every four years, to run the Organisation. There are currently 135 national members, of which 106 are recognised by Ministry of sport and or NOC.

WAKO was registered in the trade registry of the Canton of Zug, Switzerland, on 11.06.2012 as a not for profit organisation in accordance with art. 60 et seq. of the Swiss Civil Code, registration number is CHE-304.811.134, under the legal responsibility of the President and our main administration office which is located in Monza, Italy.

Alongside WAKO Headquarter professional staff, there are Technical Committees for the main sport functions and disciplines which advise and carry out specific tasks related to the events, rules of competitions and general wellbeing of athlete's welfare under the direction of WAKO Board.

The scope of the various disciplines within WAKO and Kickboxing allows millions of Kickboxers to engage within the sport environment. However, this breadth and diversity of sport disciplines also means that financial resources can be spread thinly across the disciplines.

SECTION 2. - KICKBOXING AS A DIVERSE SPORT

The advantage of Kickboxing over many other sports is the diversity and the range of activities that can be done in a ring or on a tatami. Currently there are 7 disciplines. The need to focus activities on two strategic disciplines at the main showcase events is required to not overstretch the Organisation's limited resources going forward, particularly when being presented at major games showing the face of Kickboxing.

Kickboxing is probably one of the largest mass participation combat sports worldwide. The values of the sport are already identified as

- A. Integrity**
- B. Dependability**
- C. Commitment to The Athlete**
- D: Transparency**
- E: Empowering**
- F: Safety**

Environmental awareness and social impact are key issues for federations, clubs and individuals for this sport. There are two parts to the sport, individual club activities and small, medium and large events.

Analysis of WAKO Disciplines and Core Business

Current Situation

No scientific or rational GAPP analysis has been provided on WAKO disciplines. WAKO needs to determine a structured policy and plan for testing new ideas and protocols before adding or subtracting to the discipline in world events. This would give insight and further direction into rule and innovation changes without affecting high performance. It would also mean reduced risks and changes at International levels when changes were implemented. It is recommended an analysis takes place in 2021-2022 to understand the data and trends.

Key Product and Market Issues

Europe is the key activity driver for the sport.

The lack of growth and development in Asia and Africa is a problem compared to other continents.

The lack of exposure of the sport in these markets is a major issue.

Continents need to focus on sustained high-level competition at all age categories and within all disciplines.

We have huge growth potential in Africa and Asia, but this must be mobilised and supported.

WAKO should define and concentrate on smaller zones within these continents to encourage growth rather than the whole continent at the same time. To make the workload manageable and targeted.



Key Strategies

These should be implemented to improve the core function and services of WAKO:

By determine discipline growth and viability of to attract new athletes and markets. Establish and promote, cross over discipline participation of existing athletes. Systematic and objective management of the Sport Programme for WAKO.

Performance Measures and Targets

WAKO needs to compile and regularly assess the following:

1. Number of NFs that have events in their country in each discipline
2. Number of NFs at Continental events in each discipline
1. Number of NFs at World events in each discipline
2. Assess the level of performance for each discipline across gender and continents
3. Define Technical instruction for each discipline that makes the sport easy to access and to understand to the general public



SECTION 3. - CORPORATE GOVERNANCE

WAKO Corporate Structure:

WAKO Statutes are determined and approved by WAKO General Assembly and available on our website. The Organisation is also governed by its By Laws.

Board of Directors - Size and Composition

16 Members

- WAKO President
- WAKO First VP/General Secretary
- WAKO VP x 5
- Treasurer
- Chairman Athletes Committee (Elected by Athletes congress)
- Women's Committee Chairman (Elected by Women's Committee Congress)
- Six board members.

Duties and Responsibilities of the Board

To fulfil the duties as outlined by WAKO in force and approved bylaws.

Board Performance

Currently no set performance indicators are set for WAKO Board members. WAKO Board members make written and oral reports at Board meetings and to WAKO General Assembly.

Advisors to the Board

WAKO BOD has several senior advisers in Legal, Anti-Doping and Technical matters, who are leading professional in their field.

- Legal Council
- Ethical Council
- Technical Council
- Medical Council



The future Corporate Governance

WAKO Corporate Structure 2020/26

WAKO Executive Committee

WAKO would identify specific roles for each Board member, to take sole responsibility for across the entire WAKO Portfolio. In line with Sport Governance best practices, this will create direct focus and accountability on the key strategic drivers for the sport worldwide.

Board of Directors - Size and Composition

Ideally, the Board of Directors would be no more than 16 people still with a balance between Sports and should include people with executive capabilities in strategic areas, with the appropriate competencies.

Duties and Responsibilities of the Board

Clear definition and hand off of roles and tasks between WAKO Board of Directors, Sub Committees, national federations and continental federations to be constructed and publicized 2021-2022.

Board Performance

Measured by objective goals agreed by the Board itself for long term (6 years) and short term (1 year) durations. Each elected Board member is obliged to justify his/her position related to their goals and objectives and if these were achieved or not.

Additional Advisors to the Board

There has been no discussion on this point. But it could be worth considering if WAKO should consider external advisors for the Board, either from within the Kickboxing family, the wider Sport community or international business community? What role would they play?



SECTION 4. - WAKO STRATEGIC FOCUS

The Aim of this Plan

WAKO must have focus and direction to achieve credible growth in the Kickboxing disciplines under the responsibility of WAKO. Consolidating and creating opportunities for Kickboxing being included in the Olympic supported Programmes is of foremost importance. The improvement in Kickboxing exposure to mass media and the general public around the world is key to the development and future sustainability of the sport alongside a digital first strategy.

WAKO Vision

INSPIRE PEOPLE TO PURSUE A LIFELONG SUSTAINABLE PASSION FOR KICKBOXING

WAKO Mission

WAKO provides global leadership to enable, inspire and activate people in the pursuit of participation and excellence within all Kickboxing activities.

Core Organisational Competencies

- Vision
- Team work
- Individual & collective contribution
- Decision making
- Systematic Assessment and Evaluation
- Accountability of elected and non-elected stakeholders

Core Organisational Values

WAKO has some key organisational values that are practiced by stakeholders at all times:

Leadership

To take responsibility of the collective ownership of the sport and show initiative by utilising best practices.

Excellence

To pursue high standards for all WAKO's activities, interactions and disciplines.

Integrity

To consistently act in accordance with high ethical values, transparently and demonstrate mutual respect and honesty.



Equity

To act with fairness, impartiality, justice and inclusiveness with regard to race, gender, religion, ability, age, national or ethnic origin.

Inspiration

To act with enthusiasm, passion and pride with the desire to excel in our activities worldwide, by encouraging and supporting our practitioners.

The definition of Kickboxing as a sport

Kickboxing is a dynamic, multi-disciplinary, combat sport, which is practiced in a safe and regulated environment, where diversity and inclusion are embraced as strengths.

WAKO Purpose

To promote, develop and govern, all disciplines of Kickboxing world wide, though, good governance, education, inclusivity and continuous development. With integrity, transparency and respect. Continually focusing on a stable and long-term sustainable environment for athletes and officials.

SECTION 5. - WAKO STRATEGIC GOALS

The pivotal goals for WAKO for the next six years must be specific in nature, easily measured, actionable, achievable within existing financial restraints and defined time frames. WAKO's strategic goals will progressively take the Organisation to its next level of performance and keep it there.

1) Single Source of Truth/Data

- a) To underline and develop a long-term sustainable sport, we need to design, develop and deploy a digitally led membership database for all national federations, clubs and athletes, incorporating all practitioners in the world participating and competing in the sport of Kickboxing. It must be available on multiple platforms and multiple languages. This will enable us to connect directly with our members, promote the positivity and activity of the various disciplines of Kickboxing and attract global corporate sponsors

2) Athlete Development

- a) Long Term Athlete Development program
 - i) Club Setting
 - ii) Provincial setting
 - iii) National Championships
 - iv) International Championships

3) National Governing Body Development

- a) Bi Annual Continental Workshop, sharing of best practice
 - i) 2020 Asia / Europe
 - ii) 2021 PaAm – Africa
 - iii) 2022 Oceania – Asia
 - iv) 2023 Asia / Europe
 - v) 2024 PaAm – Africa
 - vi) 2025 Oceania – Asia

4) Increased Event Participation

- a) To underline our long term and short-term objectives, we focus on strengthening the event promotion and media coverage position internationally and nationally. This is also combined with our definition of kickboxing and what disciplines to promote as the main one. Our main objectives of inclusion are;

- Extended participation in IWGA World Games
- Inclusion in the FISU University Games
- Inclusion in the Commonwealth Games
- Inclusion in the most important Continental Games
 - Asian Games
 - African Games
 - PanAm Games



- South American Games
- European Games
- Mediterranean Games

5) Event/concept development and PRO

- a) Strategic Event Developments;
 - i) Strengthen our World Cups.
 - ii) Strengthen and expand our Continental Cups
 - iii) Create A/B/C Class events in every continent.
 - iv) Create repeatable event formats at A – B – C and world cup class.
 - v) Reinvigorate WAKO Pro, create greater collaboration and integration opportunities of our Amateur championship who then wish to become professional kickboxers, by promoting Kickboxing in a professional manner.
 - vi) Create a world series of kickboxing, incorporating world cups, promoting the top athletes in the sport of Kickboxing in the key disciplines. We must remain focused and determined to ensure commercial value of our sport is realised and secured.

6) Sport Development Programmes

Maintain, focused as we grow within the Olympic family of sports. Constantly assessing and reassessing of our sports needs is a fundamental component of a sustainable and progressive future.

This will be done by Focusing on specific Continents based against 2018-2019 Analysis.

A) Discipline Development:

WAKO will undertake a continental development program, completing a SWOT overview of the discipline participation in each continent and will create a six-year development program to promote and develop the diversity and inclusive nature of the Kickboxing disciplines around the world. Program will be reviewed every two years and adjusted to reflect diverging sporting needs.

1. Three four day camps a year will be hosted by WAKO in three focus Continents each year.
2. Athlete Ambassadors will be empowered to increase standards of knowledge and capabilities
3. Refereeing development camps will be held in two continents each year promoting improving standards and accountability amongst referees.

B) Anti-Doping

1. Delivery and deployment of Mandatory Anti-doping seminars as ever WAKO World and Continental championships. For
 - a. Senior Athletes
 - b. National Coaches
 - c. National Medical teams
2. 2021 forward All Junior – Senior – Veteran Athletes must complete the WADA “Alpha” online program



3. 2021 forward All coaches participating in World or Continental Championships must complete the WADA “Coach True” online program
4. 2021-22 Development and deployment of a National Federation Anti-Doping toolkit incorporating WAKO resource within WADA Sport Physician’s tool kit.

The goal all in all is to create cost effective and time effective seminars delivered consistently and systematically to create greater understanding and awareness of role and responsibility of individuals and the entire entourage in Anti-Doping.

7) Develop a sustainable Integrity and Fair Play programme

1. Ensure full implementation of an e-learning program at all levels of our organization and in all education modules.
2. Strengthen the importance a Yearly Fair Play Prize. This should itself be a motivation to ensure compliance to enter high level of integrity.
3. Involve and create understanding of the main principles of fair play.

8) Social responsibility – strengthening the Peace and Sport projects.

1. We should continue to strengthen and make visible the social projects and in particular Peace and Sport. We should find a similar project in Africa.

Engage our Development Committee members in order to create activities in the different continents. We have the “because we care” strategy ready and defined, so it is only a matter of taking actions. If we are able to taking more actions we can align and cooperate with Olympic Solidarity. We should approach Generations for Peace.

9) Athletes involvement and engagement of supporting activities

1. Ensure Athlete Committee elections take place every four years and are represented in all Continental boards.
2. Athlete Committee to send quarterly newsletter to our Members highlighting activities, priorities and feelgood activities.
3. Develop the Athlete Corner to add further value in and outside events. This means in practice, besides booths in Championships, that all lectures, seminars etc are done under the Athlete Corner umbrella. Today these activities are about learning and sharing, understanding, respecting and developing. Main focus at present is developing the digital version of Athlete Corner. Furthermore, we will develop the educative aspects of youth within the concept Game Changers.
4. WAKO Academy; It is important to ensure full implementation of Coach education. This will/may streamline the development of our sport. It is important that modules in the Academy also include elements of this very strategy.

10) Gender Equality programme

1. Action the findings of the Gender Analysis by continent 2016 – 2019 with continental presidents and their committees.
2. Ensure Gender Balance is a focus on all WAKO Continental structures.
3. Involve and create understanding of the challenges in combat sports

11) Communication/Visibility and marketing

1. Complete Data analysis of market one year after the deployment of Membership system
2. Communication and visibility is critical in order for us to achieve our objectives. We need to be specific, targeted and to know our audience;
3. We need to be visible for our members and the society around our members.
4. We need to be visible and attractive for our audience and media.
5. We need to convince the decision makers and those who will evaluate and decide our future, sports politicians.
6. We need to invest in platforms and tools for communication and a social media plan, to use Olympic Channel and when ready inclusion visibility in e.g. Inside the Games.
7. When we have a strong communication plan, we can even more strengthen a sponsor, promotion plan.
8. Communication towards spectators are important in order to show IOC and other organizations our presence, our popularity and our attraction.
9. Brand building of our sport is important as well as the brand building of our athletes. We need to build heroes of both genders from various disciplines.

12) Political presence

In order to reach our objectives a presence with the political decision makers is highly important.

- 1) We need to marketing our strengths, to be visible, to present our strengths on the political arenas and to push and to be a part of the international organizations.
- 2) Create an activity plan of important arenas to be present at and all should be defined to reach our long-term objective and who should attend them.

13) Licensing and grading system

- 1) Development and harmonization of a new system grading system deployed in 2021.
- 2) Publication of grading system on digital media
- 3) Redesigning grading certificates to be less open to copying

SECTION 6. - IMPLEMENTING THE STRATEGIC ACTION PLAN FOR KICKBOXING

Primary Goals, Objectives and Tasks

The aim of this chapter of WAKO’s Strategic Plan is to create a cohesive and balanced roadmap of highly focussed actions that will achieve the objectives agreed upon. Typically, the Management Team implements each Goal and its supporting objectives, strategies and action/task plans reporting back to WAKO Board of Directors regularly.

High-priority, clear, action-orientated, time-bound and achievable goals are formulated to create Critical Development Pathways for WAKO. These objectives should be used as a reference by WAKO at all times in all decision-making processes.

Key Strategic Goal One

CONSOLIDATE COMPETITION OWNERSHIP

OBJECTIVES (TO ACHIEVE THE STRATEGIC GOAL)	STRATEGIES (TO ACHIEVE EACH OBJECTIVE)	TASK PLAN (TO ACHIEVE EACH STRATEGY)
To secure entry of Kickboxing on the Continental Olympic Programme and then the Olympic and Paralympic Games.	<ol style="list-style-type: none"> 1. Political intervention at all levels 2. Assessment and review of Olympic and Paralympic programmes 4. Ensure WAKO targets exceeds the IOC measurements for Olympic inclusion 	<ol style="list-style-type: none"> 1. Have WAKO presented in all major decision making bodies. Ensure WAKO voice is heard during discussions on Continental Games and Olympic and Paralympic Games. 2. Objective research and analysis regarding the previous sports successfully included in the Programme. Utilise Olympic Games Commission findings. Construct detailed measurements for assessing each addition and the why. 4. Obtain IOC template for measuring Olympic Sports performance. Meet with IOC technical staff regarding assessment of Olympic Sports. Draft plan to tackle measurements where WAKO is weak.



<p>Organise World Kickboxing Events of the highest quality and standard</p>	<ol style="list-style-type: none"> 1. Re-examine the requirements for events 2. Redraft WAKO Contract for events 3. Enforce quality control of events delivery 	<ol style="list-style-type: none"> 1. Assess previous events and determine good practices for each discipline. Determine financial plans and event costs to enable realistic bidding budget forecasts going forward. 2. Reduce complexity and redraft WAKO Contract showing obligations. 3. Assessment of event and monitoring processes to be drafted. Draft contingency plans for all eventualities for events.
<p>Develop Event Delivery Manuals for WAKO Events</p>	<ol style="list-style-type: none"> 1. Draft Event Delivery Manuals 2. Have all Technical Committees sign off on content of manuals 3. Make manuals legally binding in bidding process for events 	<ol style="list-style-type: none"> 1. Collate all technical rules and related material for all disciplines. Format, draft and produce Event Delivery Manuals. 2. Liaise and discuss sport technical requirements with each Technical Committee. 3. Obtain sign off from Technical Committees
<p>Develop new events to showcase Kickboxing at Olympic level (Con/Wor)</p>	<ol style="list-style-type: none"> 1. Roll out different event formats in all continents 2. Identify 2 proposed Olympic event disciplines and develop 	<ol style="list-style-type: none"> 1. Test new competition formats. Research TV and spectator experience of Kickboxing events. Support Hosting events. 2. Determine budget and select two Olympic events for development and inclusion in future games Set goals for participation and for media exposure for these events. Implement plan. Quantify the success/failure of the project.

Key Strategic Goal Two

EXPAND MEDIA EXPOSURE OF KICKBOXING

OBJECTIVES (TO ACHIEVE THE STRATEGIC GOAL)	STRATEGIES (TO ACHIEVE EACH OBJECTIVE)	TASK PLAN (TO ACHIEVE EACH STRATEGY)
<p>Develop media exposure (both TV and Online) that can attract larger audiences to the sport</p>	<ol style="list-style-type: none"> 1. Maximize rights holder advantages 2. Strategic competition structure and dates that support high quality content for consumption 3. Build global platforms for content distribution 	<ol style="list-style-type: none"> 1. Explore territory by territory media agreements. Determine territory exposure and strategic showcasing of Kickboxing. Balance exposure of sport with commercial value. 2. WAKO to strategically position all events to maximise media exposure. Determine a hierarchy of importance of events. Sell a logical story of events to media outlets. 3. Obtain long term agreement with media partners that ensure good exposure and reliability for the sport. Promote own channels of distribution of content. Explore other partners involvement in WAKO media strategy plan (eg. Suppliers, manufacturers, sponsors, private events etc).
<p>Improve the visibility of the sport worldwide and promote the Kickboxing brand systemically by effective channels of communication</p>	<ol style="list-style-type: none"> 1. Build uniform brand identity at events 2. Consistent timing of events and regular content production that allows to build a story and regular news for spectators 3. Enhance level and consistency of reporting at events and build the #onewako #onechampion brand as a recognised and reputable digital media content source. 	<ol style="list-style-type: none"> 1. Invest in content creation teams at events. Determine online strategy and TV strategy for consistent messaging and operations. Connect NF Media personnel with WAKO and build global network for sharing and distributing content. 2. Formalise competition scheduling and timing to maximise Kickboxing exposure. Regular programming across the months should be the key objective. 3. Resource more staffing to ensure consistent quality content at each WAKO event. Outline WAKO Media operations plan for all WAKO events. Obtain upgrade website and associated dynamic links to social media.

Key Strategic Goal Three

STRENGTHEN KICKBOXING DEVELOPMENT

OBJECTIVES (TO ACHIEVE THE STRATEGIC GOAL)	STRATEGIES (TO ACHIEVE EACH OBJECTIVE)	TASK PLAN (TO ACHIEVE EACH STRATEGY)
<p>Identify countries and athletes that could increase the quality of competition at WAKO events</p>	<ol style="list-style-type: none"> 1. Arrange Talent Identification projects as the core development projects. 2. Build closer relationships with Olympic Solidarity Funding bodies 	<ol style="list-style-type: none"> 1. Draft six-year plan with locations of training camps and budgets. Determine objectives and goals for each camp. Set specific athletic performance targets for athletes and coaching staff 2. Identify specific liaison person for working with Olympic Solidarity and IPC. Meet Olympic Solidarity and IPC regularly. Apply for all suitable available funding. Make templates for NFs and encourage them to apply for Solidarity funding.
<p>Further strengthen systematic and scientific Identification programmes in Kickboxing</p>	<ol style="list-style-type: none"> 1. Determine specific measurements for athletic development and draft post project report templates 3. Determine Development Programmes for a select number of proposed Olympic Disciplines 	<ol style="list-style-type: none"> 1. Draft and implement specific measurement templates for athletic performance. Draft and implement project report templates. Assess each project success/failures and determine future direction. 3. Identify two disciplines (One ring / One tatami) that will be focused on as being the international face of kickboxing at Olympic level events and would benefit from development support. Implement measurement of athletic performance and assess the project's success or failure.

Key Strategic Goal Four IMPROVE STAKEHOLDERS RELATIONS

OBJECTIVES (TO ACHIEVE THE STRATEGIC GOAL)	STRATEGIES (TO ACHIEVE EACH OBJECTIVE)	TASK PLAN (TO ACHIEVE EACH STRATEGY)
<p>Create an more effective WAKO Governance structure with efficient decision making mechanisms and clear protocols</p>	<ol style="list-style-type: none"> 1. Improve efficiency of WAKO Executive and Board Meetings 2. Clearly define working procedures for members of WAKO 	<ol style="list-style-type: none"> 1. Draft Meeting Protocols. Draft Roles and Responsibilities for each position in WAKO Board. Determine and publish accountability of members in WAKO. Implement meeting processes for decision making and communication to the wider. Assess performance every six months of all WAKO bodies. 2. Draft Ethics policy and have all members sign document. Draft working protocols for staff.
<p>Transparent and open communication with stakeholders and create forums to discuss Kickboxing topics</p>	<ol style="list-style-type: none"> 1. Build platforms for discussion and exchange with stakeholders 2. Organise Workshops and Seminars on Kickboxing topics 	<ol style="list-style-type: none"> 1. Create online forums for stakeholders to discuss Kickboxing topics. Create sounding groups to understand all aspects of Kickboxing (e.g. Athletes, Chief Executives and Presidents of NFs). Publish more information behind the reasoning of WAKO decisions. 2. Initiate specific group workshops for media, TV, technical aspects of Kickboxing, sponsorship etc. Utilise the feedback in the decision-making processes of WAKO.

SECTION 7. - MARKET ANALYSIS

WAKO has assessed in 2016 the image or market interest in its sport and itself, many other International Federations are doing this type of research. Using Meltwater.

WAKO would be wise to conduct a further more detailed analysis across each of the following areas to identify and quantify key market opportunities/gaps, barriers, threats, risks, opportunities, critical success factors etc that would clearly assist in developing high priority product development, marketing and business strategies for Kickboxing. This research would enable budgetary and financial constraints to be focused in WAKO business planning.

Areas of focus

- 1) Global/National Trends of relevance of Kickboxing versus other combat sports
- 2) Demographics of participation worldwide from recreational training to elite athletes
- 3) Understand the depth and quality of the manufacturer sector of Kickboxing
- 4) Determine the popularity of Kickboxing as sport Tourism
- 5) Determine Markets, Customers and Suppliers for Kickboxing
- 6) What are the competitors and risks to the development and sustainability of Kickboxing

Questions to be asked during the analysis would include

- How healthy is Kickboxing worldwide? Where is it practiced and what are the current participation numbers?
- Who are the key clients and markets that WAKO should consider?
- What are the sizes of the target markets? Are they growing? If yes, at what rate?
- What disciplines are practiced and where?
- What are the demographics for each area? Age? Gender?
- How much money do individuals and clubs spend on Kickboxing?
- What is the depth of knowledge of the general public regarding Kickboxing?

Key questions about our primary customers

- * How do they describe Kickboxing activities?
- * What made them start Kickboxing activities?
- * If they no longer participate why did they stop?
- * Do they follow Kickboxing? When do they watch or follow Kickboxing?
- * Which disciplines do they prefer?

Strategic questions and considerations for WAKO

- What levels of demand for Kickboxing are realistic across the main markets/territories?
- In order of priority what are WAKO's primary markets? Why?
- What are the primary Kickboxing disciplines and priorities?
- What are the major barriers to developing a territory?
- What success indicators and levels are associated with development initiatives?
- Which Kickboxing disciplines could be developed in the future? (Digitally)
- What new or emerging technologies and trends could help or support Kickboxing development?
- What does Kickboxing look like in 10, 20 or 30 years?

SECTION 8. - MARKETING OF KICKBOXING PRODUCTS

Based on the results and conclusions from the work done in previous sections WAKO can develop a concise more targeted set of highly focussed marketing strategies for the most attractive/highest priority markets and most commercially viable Kickboxing products.

WAKO cannot continue to spread its resources so thinly across so many topics/markets. It would clearly be prudent to choose priority objectives and markets for a set period of time and achieving these goals before moving on to the next issue.

Critical Development Pathways

By adopting specific market strategies and defining Critical Development Pathways, WAKO can concentrate and guide market development and brand building activities. In addition, WAKO should have robust budgets for these activities whilst monitoring the success/failure of each project to ensure the organisation is efficient in its use of resources.

By setting realistic and measurable performance targets and time lines for each development strategy for the sport of Kickboxing, WAKO can develop systematically the sport in a controlled and efficient way.

In essence, using marketing strategies in combination with defined development pathways create the well differentiated, high value and compelling proposition to clients that persuades them to participate in Kickboxing in some form or another.

These strategies should build on the competitive strengths of Kickboxing. A Kickboxing development pathway could consist of the following:

- Showcase Kickboxing and highlight the benefits that could be highly valued by the client
- Ensure Kickboxing distribution – ease of access and participation, ample media coverage
- Kickboxing promotion – Determine strategy and focus for all types of media.
- Determine all client communication strategies, interaction and feedback
- Establish client services from WAKO
- Determine revenue streams and level of value of WAKO Events and other products
- Outline in detail Kickboxing events presentation



SECTION 9. - WAKO ORGANISATIONAL MANAGEMENT

In order to achieve the objectives, set out for WAKO's Strategic plan the current organisational structure and human resource capabilities will most likely require improvement to meet these increasing business demands.

Organisational Chart

WAKO has one of the smallest Headquarter professional staff of all Olympic International Sports Federations. Ideally, WAKO would benefit from the addition of three to four staff to manage the amount of workload, be more proactive and be more efficient in its operations. The office is extremely busy all year round, but the staff retention is good and the experience and education of the employees is of a very high level. The proposed future Organisational Chart is outlined in Appendix 1. The addition of at least two new staff is seen as critical to the success of WAKO Strategic Plan.

The Management teams

For WAKO event management and rule changes, WAKO Chairman of organising Committee. Technical Chair and technical staff work closely with the refereeing committees and the Athlete and Coach committees to ensure a seamless administration where decisions are made to benefit the sport in the interest of the Athlete.

Staffing requirements

WAKO staff has over the last few years been given delegated responsibility and lead their own projects with the support and supervision from WAKO President and GS.

The lack of work time and the small number of staff does mean problems and errors occur from time to time. The addition of a new service consultant, technical staff to support the president and event coordination and management side of WAKO work has greatly helped the Headquarters and make the work more efficient.

- The additional recruitment and induction of two Media / Brand staff that oversee and create engaging content, primarily for the digital platforms are critical, whilst also working on the regional promotion of the discipline activities to support the president is seen as paramount in order to move WAKO forward from 2020. These staff should be based in a location suitable for the president, at least until they learnt, understood and are comfortable with the work that they are responsible for.
- An additional Recruitment of a membership officer, working solely with NF and continental presidents on the implementation and support of the worldwide membership system is critical to ensure we capitalise on this initiative and promotion.
- Assessment of staffing for events, part-time, third party companies that would ensure the continued standardisation and delivery of all WAKO events should be considered. The main area is support for media operations. In addition, in the long term, an events manager would be a positive asset to WAKO Headquarters. When our budgets allow.
- Training needs and Staff Performance reviews and appraisals need to be implemented.
- Performance reviews to improve internal business systems and processes typically



SECTION 10. - FINANCIAL REQUIREMENTS

Based on the strategies and plans formulated, costings calculated, and revenues projected WAKO can develop a set of financial reports for the duration of the Strategic Plan.

WAKO Financial strategic starting point is to have at all times a minimum of 250k Euros in reserves. Ideally by 2022 this should be increased to 500k Euros.

Revenues and expenditure therefore should be equivalent to 2 million Euros for a 2-year cycle from 2022. For 2022 – 2024, This spend could increase to 3 million for 2 years. Based on the progressive development and requirements of an improved event program.

The initial revenue is expected to be covered by membership system, and future revenue generated from TV and any sponsorship money received.

At this time WAKO Budget allocations do not match the requirements to satisfy the objectives of the organisation set out in this document. WAKO Budget would need to be restructured to meet the demands of this Strategic Plan a key enabler of this is the membership system (circa 2m) and corporate sponsorship, thereafter.

SECTION 11. - WAKO PERFORMANCE MEASUREMENTS

The performance of WAKO’s Strategic Plan and the stakeholders involved should be assessed against its effectiveness in achieving the high priority goals and performance targets.

Performance Area	Performance Measures	Target	Time Frame
WAKO Financial Performance	<ul style="list-style-type: none"> Budget performance: Performance of investments Performance of Spending 	<ul style="list-style-type: none"> Balanced budget. Positive investment trend. Efficient use of WAKO funding for projects. Analysis of benefit of each spent. 	Yearly. Interim adjustment / assessment every 2 years x 2 <ul style="list-style-type: none"> Review full strategy every 6 years.
WAKO Event Performance	<ul style="list-style-type: none"> Events held Quality of field of play Media outputs Financial aspects 	<ul style="list-style-type: none"> Quantifiable success of WAKO Events. Participation numbers. Media coverage per event. Post-event reporting. 	<ul style="list-style-type: none"> Yearly.
WAKO Board Management Efficiency and Effectiveness	<ul style="list-style-type: none"> Initiatives Clear Decision-Making Achieving WAKO Strategic Plan Objectives 	<ul style="list-style-type: none"> Review performance. Review decisions. Review status of work and progress on Strategic Plan. 	<ul style="list-style-type: none"> Every meeting.
WAKO Headquarters Efficiency and Effectiveness	<ul style="list-style-type: none"> Completion of tasks from BoD Initiatives taken from HQ Mistakes or Problem resolution 	<ul style="list-style-type: none"> Completion of work delegated by WAKO Board. Success of work completion that WAKO HQ agreed to do. How many mistakes, problems occurred in period? 	<ul style="list-style-type: none"> Every Board meeting. Individual assessment yearly.
WAKO Long Term Development and Innovation	<ul style="list-style-type: none"> Review WAKO Strategic Plan 	<ul style="list-style-type: none"> Did WAKO achieve the Strategic Objectives? 	<ul style="list-style-type: none"> Every 2 years.

WAKO Strategic Plan Review

To ensure WAKO’s Strategic Plan continues to provide a sharp focus and remain responsive to change it should be formally reviewed and updated Bi Annually before the GA and at any other time deemed necessary. Implementation of this plan should be a fixed agenda item of the Board of Directors.

World Association of Kickboxing Organisations (Organisation Structure)

