



CIA STRATEGY WORKSHOP

REPORT
12th & 13th March 2019

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Preparation

In advance of the Workshop, the moderators undertook 8 interviews with CIA members to acquire a broad view of CIA strengths, weaknesses, opportunities and threats.

The results of these interviews were progressively condensed from bullet-points to statements groups and then finally represented in the shape of weighted Word Clouds.

Workshop Agenda

		Duration	Description	Finish times
Session 1	1	5min	Introduction	00:05
	2	5min	Present "Why this workshop"	00:10
	3	5min	Present agenda of the 2 workshop sessions	00:15
	4	5min	Present "Ways of working"	00:20
	5	50min	Gallery walk (4x10min)	01:10
	6	50min	Discussion and feedback on gallery walk to summarize, discuss and filter main topics	02:00
	7	20min	Break	02:20
	8	25min	Group topics of gallery walk outcome and sort by voting	02:45
	9	45min	Define mission statements in 5 groups	03:30
	10	20min	Present and discuss final statements in large group	03:50
Session 2	11	20min	Present final statements	00:20
	12	60min	Develop objectives in 3 groups	01:20
	13	40min	Present and discuss draft of objectives in large group	02:00
	14	20min	Break	02:20
	15	60min	Finalise objectives, with actions and details if time permits	03:20
	16	25min	Present final version of objectives	03:45
	17	15min	Personal feedback on workshop and your commitment	04:00

Day 1

Gallery Walk

The participants split into 4 groups. Each group spent 10 minutes per poster, analysing the compiled word clouds.

The participants were encouraged to discuss these questions while analysing the word clouds.

- Do you agree with the topics?
- Which topics do you not agree with?
- Are there topics missing on the poster?
- Does the outcome on the poster reflect the CIA?
- Which topics are most relevant or urgent?
- Which topics would you like to see addressed?





Group Discussion to identify candidate topics

After the gallery walk, a debate was led, where each group in turn gave an impression of their internal discussions during the activity.

The leading questions during the debate were:

What were your findings during the group discussions in the gallery walk?

With what do you agree, not agree, is there anything missing?

What are the most important topics for you? Which topics would you like to see addressed in the next years?

In general, the posters did reflect the view of the workshop participants of the CIA.

The main topics which were collected during this discussion were simultaneously collected by the moderator and immediately categorized.

The categorization of these topics was then projected in front of the entire group, modified to fit the group's understanding of the topics and then validated unanimously.

The categories retained and the associated topics were as following. Some topics were retained in multiple categories, as the categories allowed for partially intersection.

Communication

- Difficult to find info on the web
- To Community
- Bottom Level Pilots/Delegates
- Within CIA
- Self-concentration
- Getting a broader audience

Event & Organiser Support

- Attract and identify new Org.
- Develop Organisers
- Have an Organisation (Support) Team
- Create Organiser WorkGroup
- Difficult to find info on web
- How to run a successful event
- Training officials

Promotion & Marketing

- Engage expertise in Marketing
- Become more interesting to sponsors
- Engaging the audience

Fiesta vs Competition

- Why should an organizer launch a competition?



The participants had a short break after the sorting process, which allowed the moderators to prepare the voting procedure

Voting for priorities

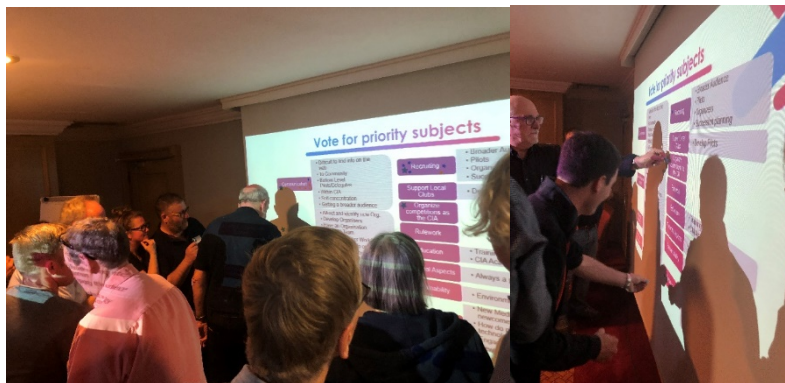
Upon returning from their break, the participants each found 3 star-shaped stickers on their seats.

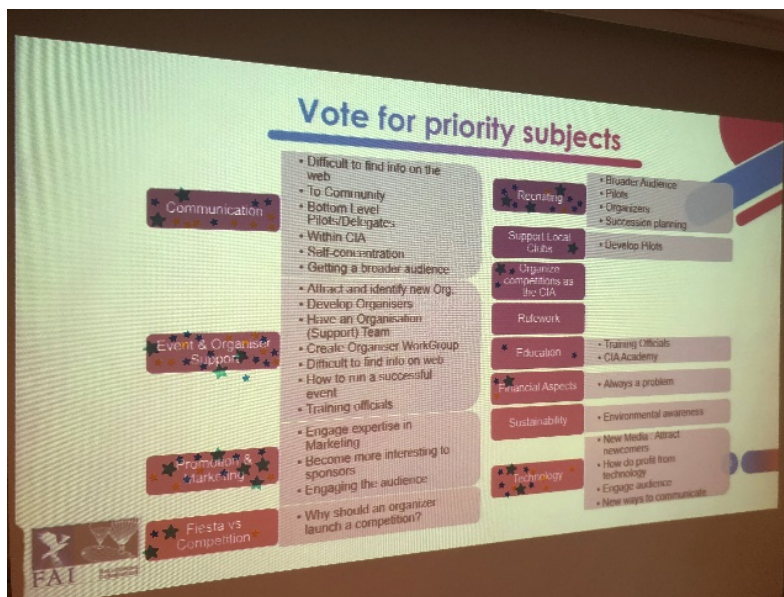
Participants used these stickers to vote for three different categories.

The workshop participant group agreed to retain the 5 topics with the most stars. The other topics only had a few stars each.

The priorities that were retained and their respective number of votes:

Event & Organiser Support	22
Promotion & Marketing	15
Communication	13
Recruiting	12
Technology	12





Developing Mission Statements

With the five priorities established, the participants split into 5 groups, corresponding to their respective personal interests.

These groups worked on the mission statements for each priority.

Their task relative to this domain of activity was:

What should we do in this field?

How will we proceed / **Which** methods?

For whom are we doing it?

Why are we doing it?

First answer each question, then try to formulate a simple summarizing statement.

The groups were not necessarily of the same size. The group with the largest amount of interest from the participants was, which was in line with its pole position in the voting process.

The mission teams had 45 minutes to draft a first version of a mission statement.



Presentation of Mission Statements and Feedback round

After drafting a first version of the mission statement for their chosen priority, each team presented their mission statement briefly and the other participants of the workshop could give a succinct feedback, in a brisk feedback round.

The team took note of the feedback provided, which was clarified if necessary, but not discussed in detail. This feedback will be integrated by the group either during the evening or in the first twenty minutes of the second session.

The result of the first session of the strategy workshop yielded these five mission statement drafts:

Event & Organiser Support

To facilitate organisers to run successful events. To offer training and networking opportunities for past, current and potential organisers and to achieve safe, fair and attractive events which are commercially sound for the organisers.

Communication

We provide easy-accessible, clear and transparent information to the community and public. We do this adapted to the audience using up-to-date technology in a proactive and interactive way with the goal to grow the sport.

Promotion & Marketing

To ensure the sustainability of our sport by creating a demand for competitive balloon events through creating turn-key events which draw audiences and a positive image for sponsors.

Recruiting

To introduce, encourage & develop event organisers, officials, pilots and crew into the sport of ballooning through active training and development programmes.

To achieve the best potential in level and quality of the people involved in ballooning and the sport as a whole.

Technology

To further develop and implement technology as a tool to better organise events and promote our sport to participants and the public.

What: - develop
 - implement

How: - tool, not a goal
 - emotions

For whom:- participants
 - public

Why: - Run -> organize
 - Share emotions -> COM
 - Promote sport

Day 2

Finalising Mission Statements

The mission statement teams finalise the mission statements according to the feedback received on day 1. The teams formulate each mission statement along a template, so the different mission statements share a common format.



The mission teams then read the statement to the group. The mission statements are accepted by the group.

Developing objectives for each mission statement

The mission teams regroup to write objectives. They get 60 minutes to compile a draft and are requested to respect these criteria for the objectives and are encouraged to follow certain leading questions.

Objectives help us **achieve** our mission.
Objectives should be **measurable** and **realistic**.

What is needed for our mission to be achieved?
What will we do?
By when will we get it done?
How will its impact be noticed?

The resulting draft of the objectives are presented to the group.

Collecting Feedback for the objectives

Each mission team presents the objectives they have drafted before the group and lay the poster in the middle of the circle. One by one, the participants of the group get the opportunity to voice their personal feedback. The feedback is then written on a card and laid on the objective poster. Discussions are allowed in moderation, with the purpose of clarifying the feedback but not discussing the point.

The mission teams collect the feedback cards and oral comments and then regroup to work on a final version of the objectives.

2021* DEVELOP CLEAR BRAND STRATEGY

* DEFINE METRICS FOR MEASURING

NO BIDS
NO EVENTS
TAG

POINTS
REVENUE
ATTENDANCE

SPONSORSHIP.

INCREASE NO OF COMPETITIVE EVENTS (TSDS)

INCREASE NO OF PARTICIPANTS IN COMP. EVENTS

INCREASE SPONSORSHIP

IMPROVE + PROMOTE POSITIVE AWARENESS OF OUR SPORT.

to waste
and high level
formulation

ONLY KEEP
POINTS 1 and
6 - the rest
will follow.

Which brand?
Championships, Events,
Leisure, Records,
FRI, CIA, ...

What is our
brand?
CIA vs. Comp.
balloons

ACTIONS

2019/
2020 ASSEMBLE MARKETING TEAM (PMR?)

PROMOTION & MARKETING

You are missing
out records

+ Combine what we
have advert

Version 1.0
Let's get more people
interested

Possibly move
increase number of
events to the another
Group.

TECHNOLOGY

- IIIIII * BALLOON LIVE PROJECT
 - * internal communication
 - III * Gordon Bennett Web Archive
 - IIIIII * Establish social media channels
 - III * Share Best practice of LIVE-streaming
 - II * World Ranking List
 - * Communication channel on ~~new~~ balloon technology innovation

2019
 LIVE TRACKING
 SCORING
 ENB
 LIVE SCORING
 COMMUNICATION
 2020

BY JUNE 2020, OFFICIALS, PARTICIPANTS AND PUBLIC CAN COMMUNICATE, SHARE AND INTERACT IN DEDICATED SOCIAL MEDIA CHANNELS

CONSIDER INTEGRATING CIA EFFORTS WITH OTHER FAI A.S.C. EFFORTS IN THIS RESPECT.

Comm. Objective too generic

Include enforce using it by CAT 1 events.

Objectives are Company Assets and must be used by all.

HOW DO WE MEASURE

How are you gonna reach people using it
 Objective should upgrade for it maybe the most thing creating the channels

PROMOTE & HELP WITH USAGE of technol.



Reactivate the PR SC to
have a regular ^{in-person} meeting by 2020
and have 5 ^{active} members by 2021.

internal
communication
+ structure CIA

COMMUNICATION

Create a global Facebook / Social Media
concept by end of 2020 and implement
for continuous presence by 2021.

Build a new Gordon Bennett Legend
& History Website before Sept 2019.

Mailing list with
CIA Bureau
AND ALL
SC/IG chairs

More actively PR
to Promotion and marketing
as an action Logotype

Include internal communication

Remove researching
the PR subcommittee
for the reason the
list

Reorganize the CIA website &
document section for easier finding
information for the community by 2020

COMMUNICATION
MEETING/MECHANISM
BETWEEN
COMMITTEES

In favor to offer
"standing channels/streams" and
avoid creating new ones
and lists
check what is happening on the channels
to avoid duplicate content
to define the responsibilities (CIA, CIA, etc.)

HISTORY OF EVENTS
ON WEBSITE: Website
for an event usually disappears
after the event and photos
etc disappear.

make sure to include
"ALL" social media

RECRUITING

Youtube videos - interactive

Accessibility, at local balloon meets,

Update information

Platforms - social medias,

Structured information - ? CIA website

② Youth Events $\left\{ \begin{array}{l} \text{school attendance} \\ \text{university} \\ \text{local events,} \end{array} \right.$

⌘? Compilation Youtube videos + CIA blog

website update platform containing

① easy to access info. incl. videos / blogs

interactive,

+ links to local contacts,

info cards

useful info.

③ Academy

Think about involving
wise, well educating
people who will
support our scouts
who will support
developing our
project.

A Better connection
between CIA and
NATIONAL championships

A competitor is a
more professional (better)
pilot: metro, ATC, Fuel,
Airmanship.
=> share => bridge
=> educate => excite

RECRUITING CURRENT
PILOTS SECTOR (95%)
INTO SPORT BALLOONING
BY OFFERING
SIMPLIFIED RULES

Söz Uçar
www.pan

Create more general
objectives.
Those are good actions

Reach out to 95%
of leisure pilots
who do not yet compete.

Academy:

More specific train
new official in each
event.
Official Qualification

Simplify competition to
make it easier to
start competing

□ to establish CIA organizers WG
↳ plenary 2019

□ to establish an organizers event
symposium by 2021

EVENT & ORGANISER

SUPPORT

EDS vs.
new WG

SYMPOSIUM is
vague in itself.
Thanks for the link/
reference to the Mission
Statement

OUTCOME SHOULD
BE HANDBOOK
INSTEAD OF
SYMPOSIUM
TO BE ABLE TO USE
CONCLUSIONS

How to
initially
engage

Build GUIDES,
Resources
for Organizers

Some of the groups could conclude the finalising of the objectives a bit earlier and could develop proposals for actions corresponding to the objectives they finalised.

These final objectives are presented in front of the group which validated the drafts. The final results of the workshop are grouped according to the mission teams.

Impressions from the workshop

A final feedback round allowed the participants to air their impression of the strategy workshop. Each participant was also encouraged to declare a commitment to one of the priority missions if they had a preference.

The general impression of the workshop was a positive one. Most participants were pleasantly surprised that a group of this size worked productively to achieve meta-level visions as well as more concrete objectives. The 8 hours dedicated to this strategy workshop were deemed appropriate and the mood was very pleasant throughout the two days.

Claude Weber's initiative and effort to improve the communication and collaboration of the community through this type of workshop was widely lauded as well as the entire group's stamina and determination to delve into this strategical exercise.

The results of the workshop

Event & Organiser Support

Mission statement:

To facilitate organisers to run successful events by offering training and networking opportunities for past, current and potential organisers to achieve safe, fair and attractive events which are commercially sound for the organisers.

Objectives:

- To establish CIA organisers WG, by plenary 2019
- To establish an organisers' event symposium by 2021

Proposed actions:

- Setup WG: Members (experts, CIA, FAI, organisers)
Terms of Reference
Timetable, deliverables
Role of EDS!?
- Survey/Intelligence collection:
Collect what we have and where available
(docs, links, video, economic studies, people)
Why do you not run events at all (anymore)?
Event categories: local regional, world,
Gordon Bennett, Continental,
multi-disciplinary
- Other info: How do others do?
ICAS, FAI, non-FAI, other federations, Oshkosh, EAC
Lessons to be learned from others
Best practice "US Ballooneventsposium.com"
- Business models, Cost, Financials
Services from CIA to LOC, FAI, rights matters,
→ price tags

Pilot, CIA, FAI and LOC perspectives
- Symposium: Design 2019-2020, Promote 2020-2021, Run 2021

Promotion & Marketing

Mission statement:

To ensure the sustainability of our sport by creating a demand for competitive balloon events which draw audiences and create a positive image for stake holders.

Objectives:

- Develop clear brand strategy for sustainability of our sport
- Improve & promote positive awareness of our sport
- Define metrics and methods for measuring success
 - N° Bids
 - N° Events
 - N° Pilots
 - Attendance
 - Sponsorship
 - Revenue
 - Social Media #tag
 - Involvement of new/young Pilots
 - ...

Communication

Mission statement:

To provide easily accessible, clear and transparent information in view of growing the sport and engaging the community and public using interactive and up-to-date technology.

Objectives:

- Implement structure for cross-subcommittee and WG (chair) communication.

(e.g. by implementing an Extended Bureau?)
- Create a global social media / Facebook concept for continuous presence by end of 2020 and implement by 2021.
- Build a new Gordon Bennett Legend & History website before September 2019.
- *(A possible future objective) Reorganise the CIA website and document section within fia.org so the community can locate information more easily, by ... (tbd)*

Technology

Mission Statement:

To further develop and implement technology as a tool to better organise events and promote the enjoyment of our sport to participants and the public.

Objectives:

- By June 2020, participants and public can communicate, share and interact in dedicated FAI Social Media Channels
- In a multi-step approach, the Balloon Live Project will provide live tracking, scoring and competition communication by 2022

Recruiting

Mission statement:

To introduce new people into the sport and then to encourage them to develop their full potential through active training and development programmes to make ballooning the most inclusive and prestigious of aviation sports.

Objectives:

- Create an easy to access information platform to allow new people to discover the sport, with the aim of increasing the number of participants in national level events by 10% by 2025

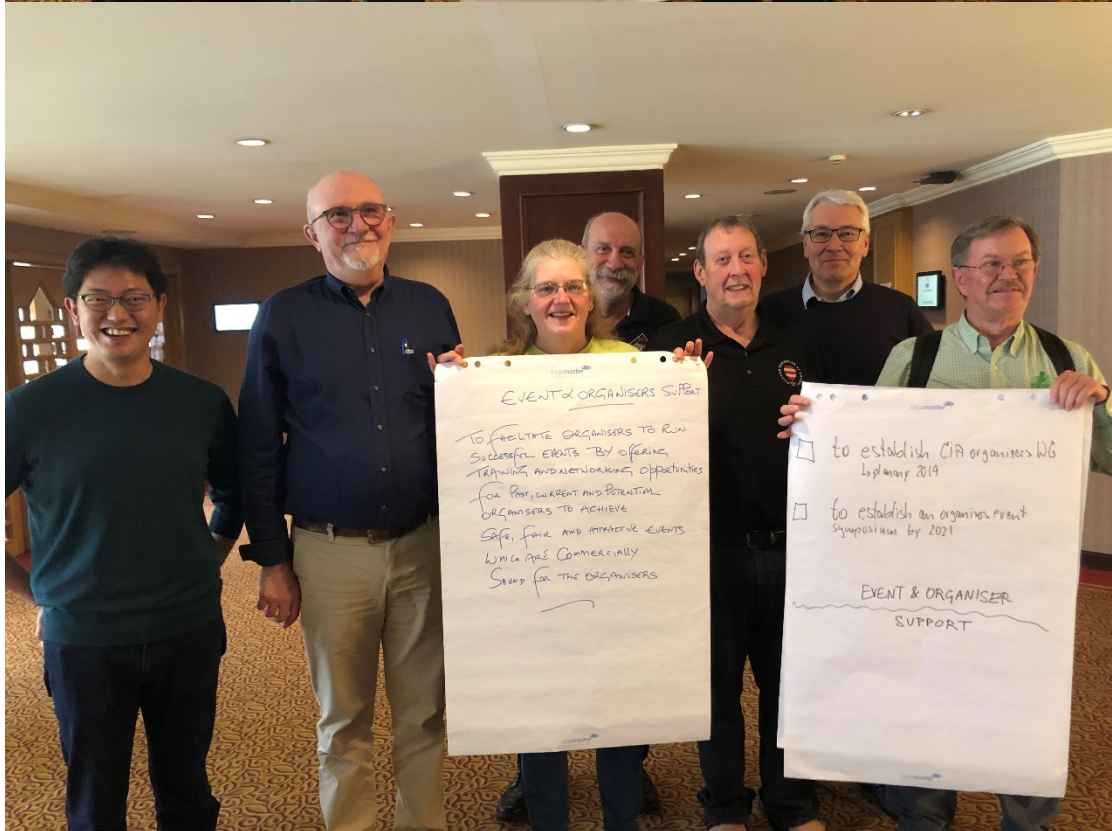
Ideas for actions:

- YouTube channel with informative and entertaining videos to show several aspects of sport ballooning
 - Website with YouTube videos, FAQs, useful info, local contacts
 - Event calendar
- Create a training programme to further develop competition experience and knowledge for pilots and officials

Ideas for actions:

- Training schools
- Mentoring programme

The mission teams



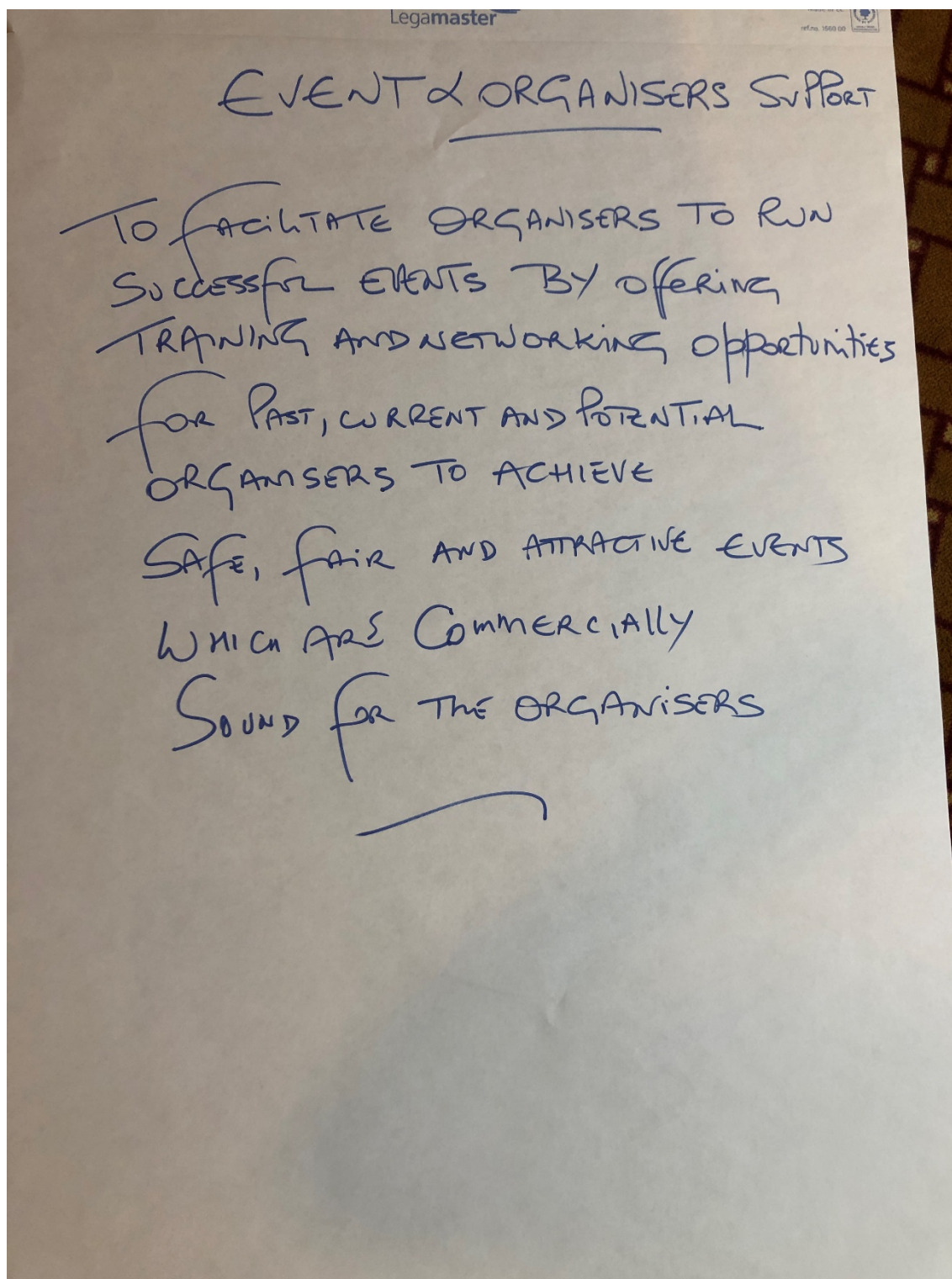




Annex: Result sheets

Event & Organiser Support

Mission statement



Objectives

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- to establish CIA organizers WG
↳ plenary 2019
- to establish an organizers event
symposium by 2021

EVENT & ORGANISER

SUPPORT

EDS vs.
new WG

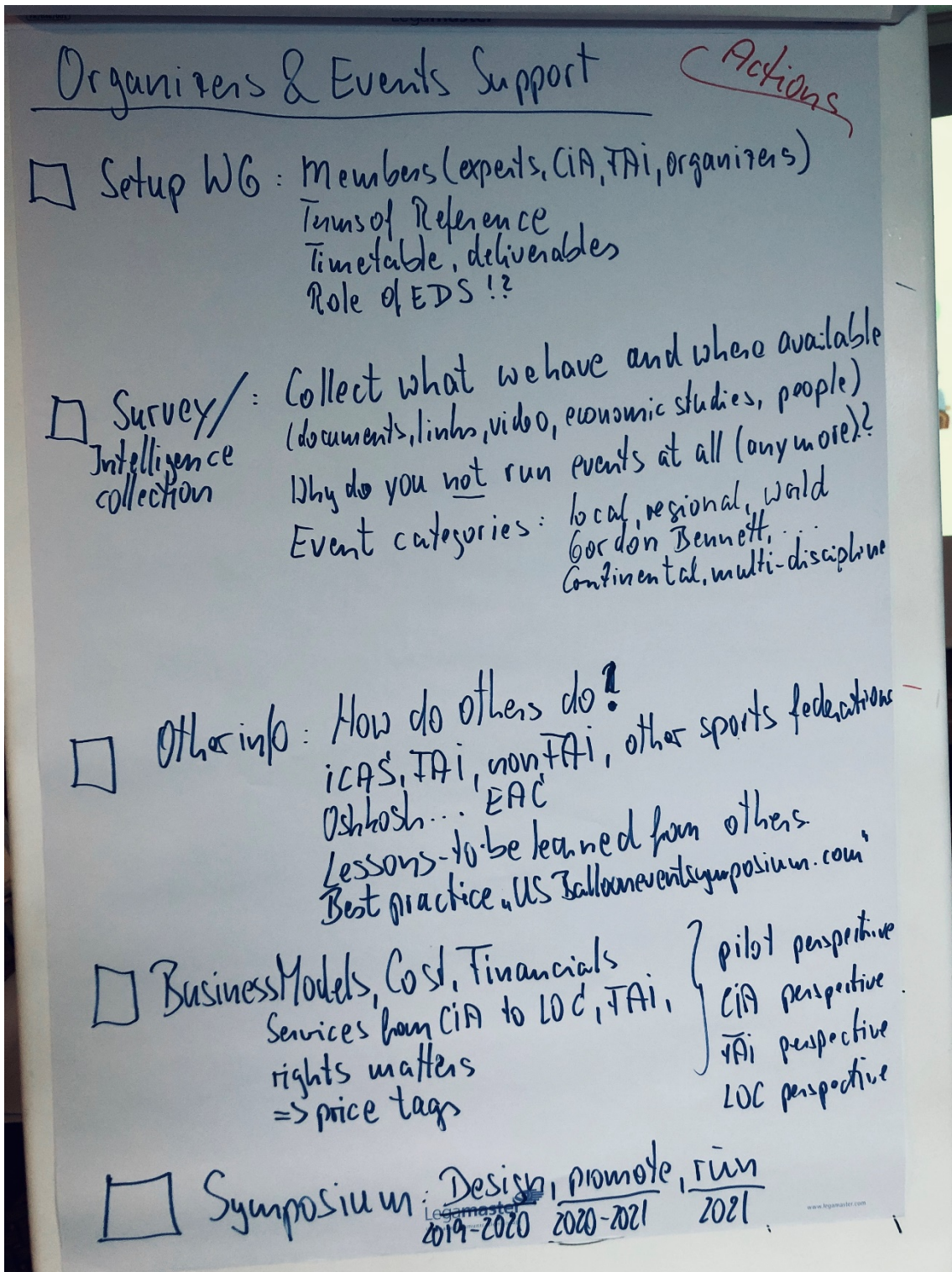
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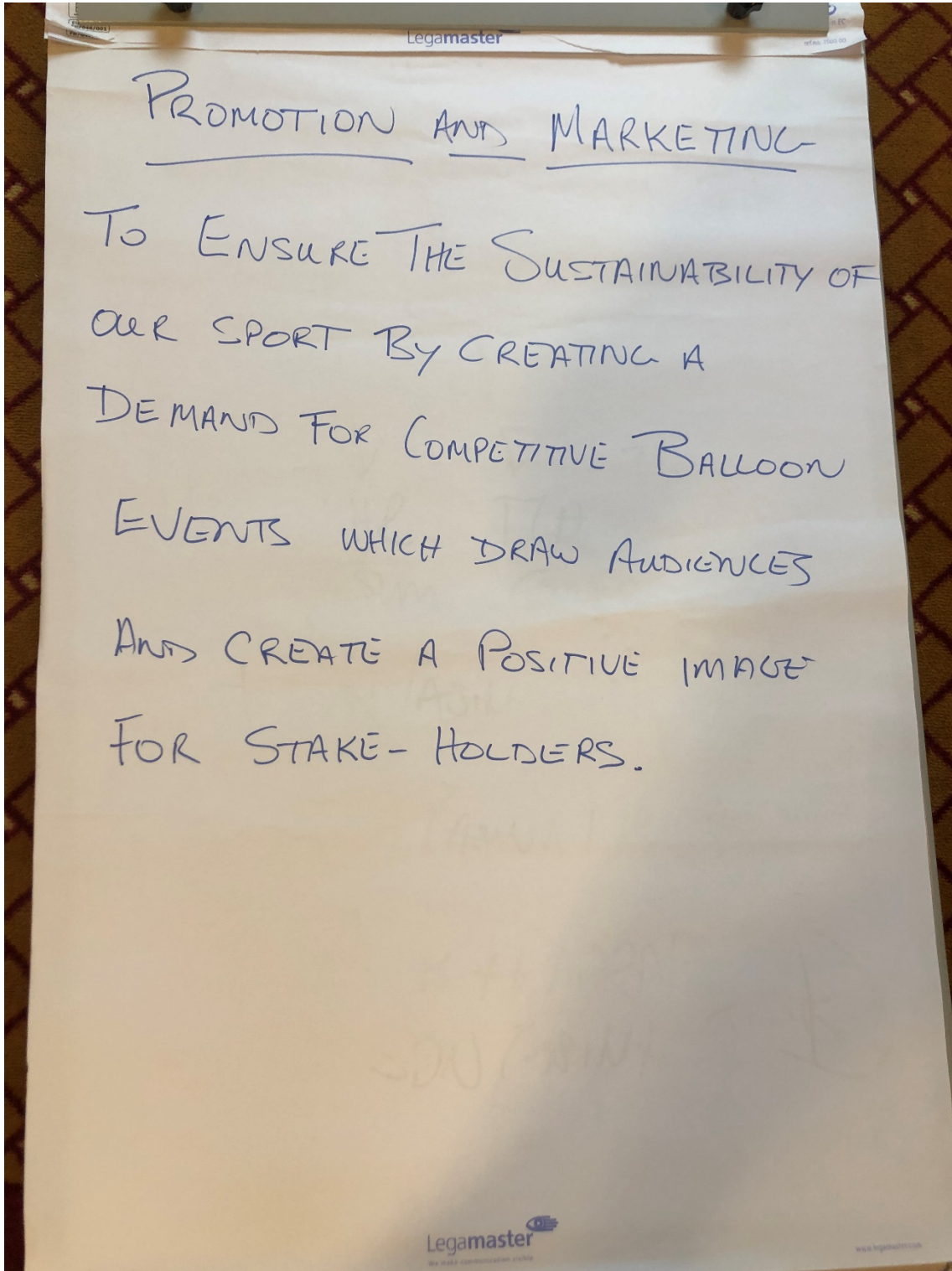
Build GUIDES,
Resources
for Organizers

Legamaster www.legamaster.com



Promotion & Marketing

Mission statement



Objectives

~~MARK~~ PROMOTION + MARKETING

DEVELOP CLEAR BRAND STRATEGY
FOR SUSTAINABILITY OF OUR SPORT

IMPROVE + PROMOTE POSITIVE AWARENESS OF
OUR ^{COMPETITIVE} SPORT

DEFINE METRICS ^{AND METHODS} ~~FOR MEASURING SUCCESS~~
..... CIRC 2

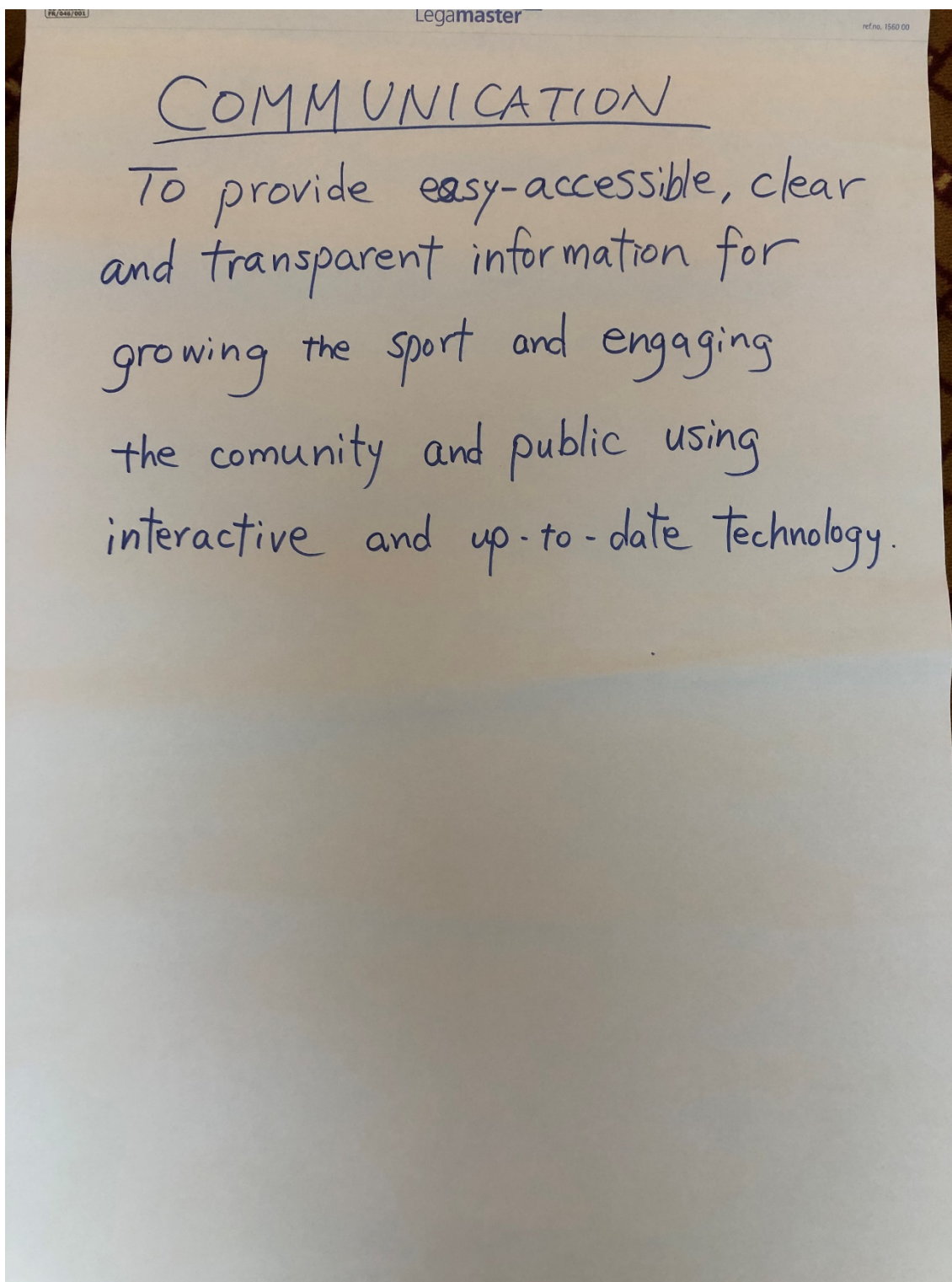
No BIDS	ATTENDANCE
No EVENTS	SPONSORSHIP
*No PILOTS	REVENUE

SOCIAL MEDIA / #TAG.

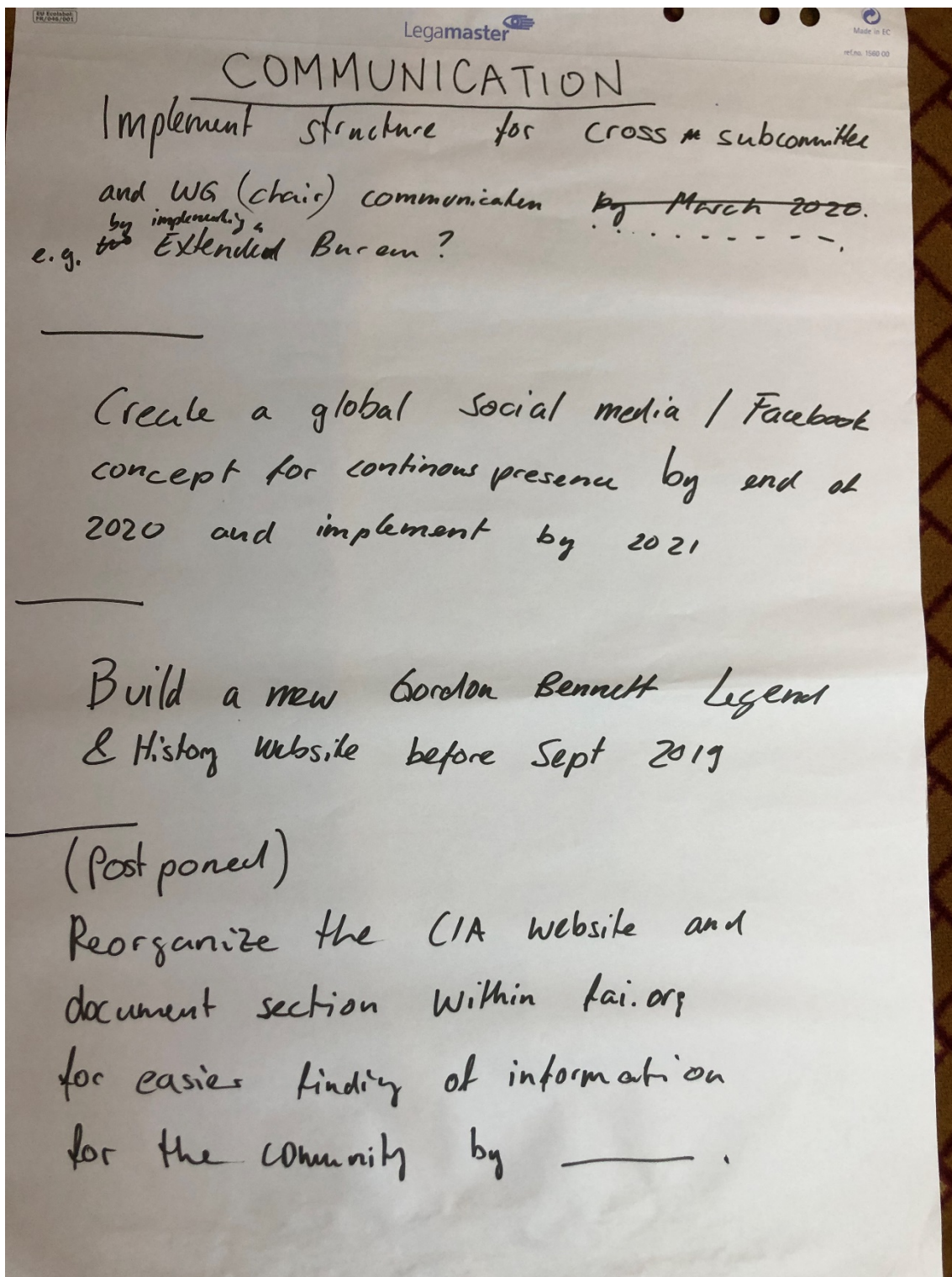
* INVOLVEMENT OF NEW / YOUNG PILOTS

Communication

Mission statement

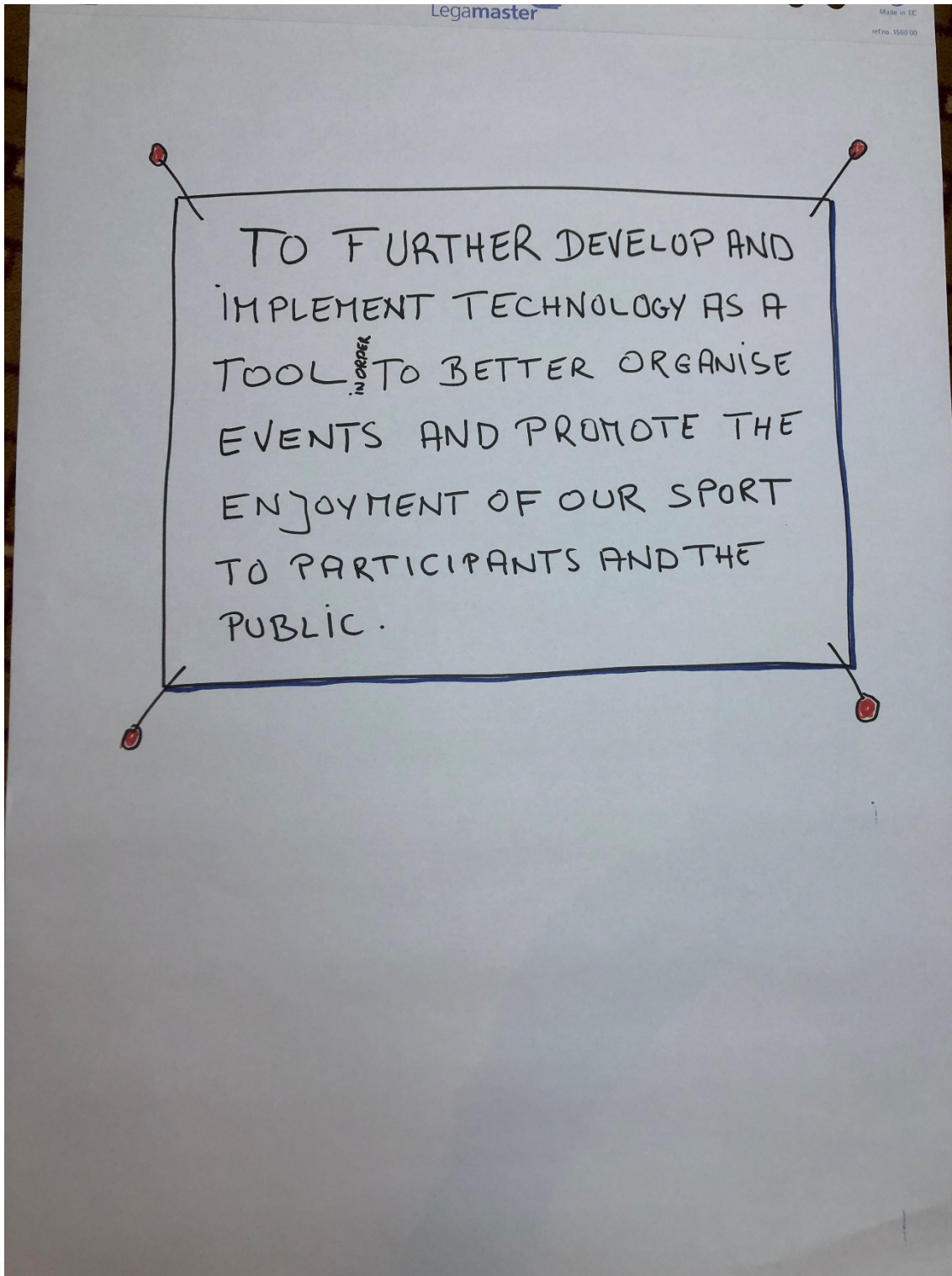


Objectives



Technology

Mission statement



Objectives

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TECHNOLOGY

- IIII* BALLOON LIVE PROJECT
 - * internal communication
- III * Gordon Bennett Web Archive
- IIII* Establish social media channels
 - III * Share Best practice of LIVE-streaming
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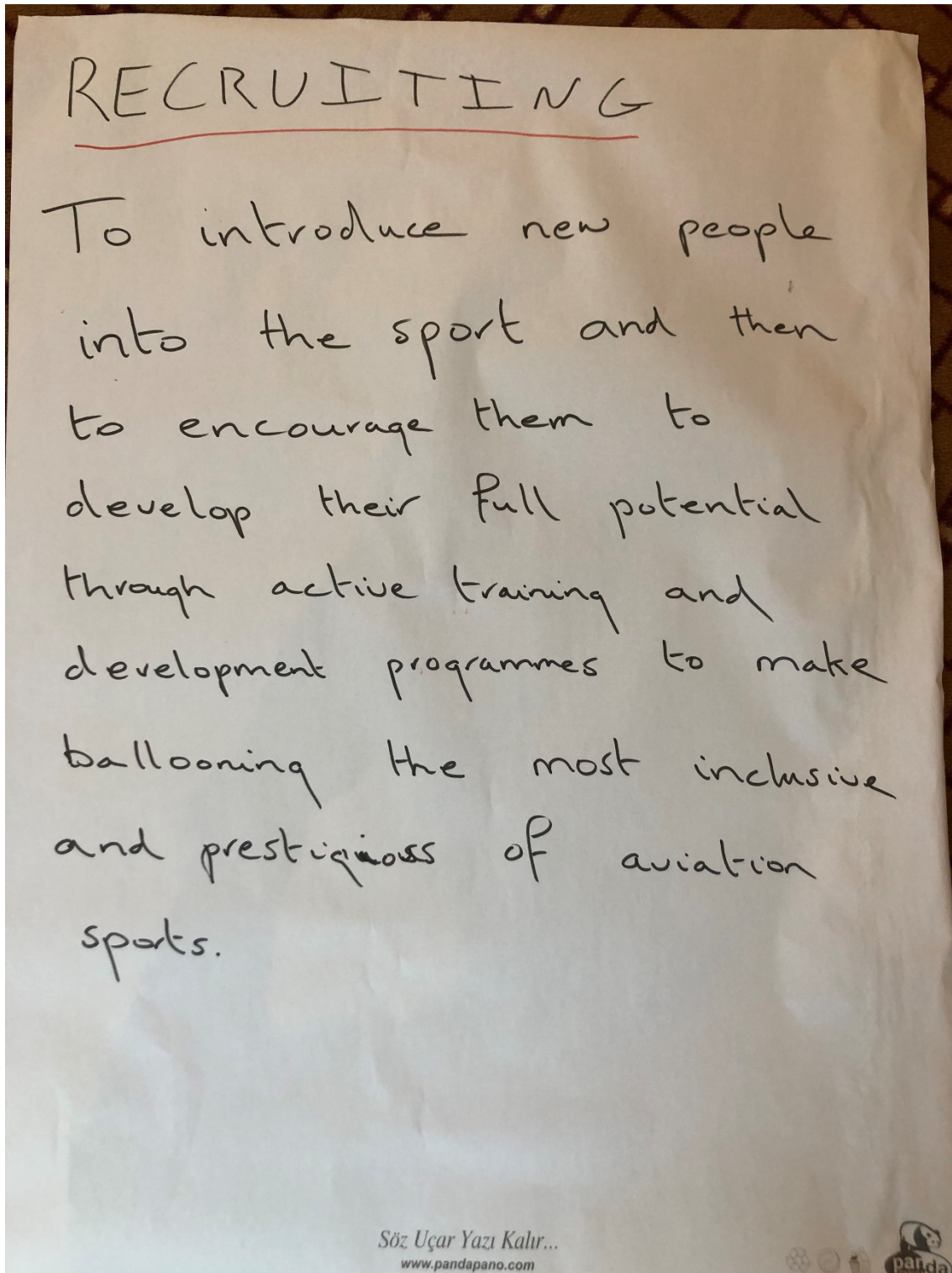
2018
LIVE TRACKING
SCORING
ENS
LIVE SCORING } 2018
COMMUNICATION }
2020

BY JUNE 2020, ~~participants~~ PARTICIPANTS AND PUBLIC CAN COMMUNICATE, SHARE AND INTERACT IN DEDICATED ^{THU} SOCIAL MEDIA CHANNELS

IN A MULTI-STEP APPROACH, THE BALLOON LIVE PROJECT WILL PROVIDE LIVE TRACKING, SCORING AND COMPETITION COMMUNICATION BY 2022

Recruiting

Mission statement



Objectives

* Create an easy to access information platform to allow new people to discover the sport, with the aim of increasing the number of participants in national level events by 10% by ~~2024~~ 2025

- Youtube channel with informative and entertaining videos to show several aspects of sport ballooning
- Website with Youtube videos, FAQs, useful info, local contacts.
- Event Calendar

* Create a training programme to further develop competition experience and knowledge for pilots and officials

- Training schools
- Mentoring programme

RECRUITING