STRATEGIC PLAN
2018 - 2023

UNITED TO TRANSFORM THE AMERICAS THROUGH THE POWER OF SPORT
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>President/Secretary General Opening Remarks</td>
</tr>
<tr>
<td>04</td>
<td>The Strategic Planning Process</td>
</tr>
<tr>
<td>05</td>
<td>Acknowledgements</td>
</tr>
<tr>
<td>06</td>
<td>About Panam Sports</td>
</tr>
<tr>
<td>08</td>
<td>Our 4 Key Pillars</td>
</tr>
<tr>
<td>09</td>
<td>Strategic Plan at a glance</td>
</tr>
<tr>
<td>11</td>
<td>Athlete Pillar</td>
</tr>
<tr>
<td>17</td>
<td>National Olympic Committees and Sport Partners Pillar</td>
</tr>
<tr>
<td>23</td>
<td>Pan American Games and Other Events and Assets Pillar</td>
</tr>
<tr>
<td>27</td>
<td>Panam Sports Pillar</td>
</tr>
</tbody>
</table>
From Neven Ilic, Panam Sports President, and Ivar Sisniega, Panam Sports Secretary General.

On behalf of the Panam Sports team and Executive Committee, it is with great pleasure we present our new 2018-2023 strategic plan. To transform the Americas through the power of sport, we needed to transform our organization and deliver on an ambitious plan to take Panam Sports to the next level. Much of the work has been guided by the voices of our National Olympic Committees, athletes and Panam Sports family, in consultation with subject matter experts and executed by LBB Strategies.

This strategic plan serves to capture the essence of who we are and all we aspire to be – a true leader of sport, innovation, diversity and excellence. In building our future, we needed to focus on servicing the needs of all our National Olympic Committees and placing the athletes, where they belong, at the heart of everything we do. And as we look ahead, we must remember where we came from, maintaining the legacy of the Pan American Sports Organization through the growth and elevation of the Pan American Games and beyond.

We are committed to creating the Pan American Sport Organization of tomorrow, firmly establishing our brand in the marketplace and continuing to provide great value for commercial partners.

Join us in an exciting future for Panam Sports.

Neven Ilic  
PRESIDENT

Ivar Sisniega  
SECRETARY GENERAL
THE STRATEGIC PLANNING PROCESS

Our strategic plan was built on a strong foundation representative of the unified voices of our 41-member nations. We took necessary steps, as outlined below, to ensure the feedback of our member National Olympic Committees was acknowledged and taken into account to produce the final result.

Key Milestones

AN INCLUSIVE AND COMPREHENSIVE STRATEGIC PLANNING PROCESS

/ 2015
NOC Washington Workshop

/ 2017
NOC Strategic Plan Consultation

/ 2017
Development and presentation of key strategic pillars

/ 2017-2018
Development of KPIs and strategic plan with LBB Strategies

/ March 2018 Lima
Presentation and adoption of final strategic plan
ACKNOWLEDGEMENTS

We believe this plan should benefit all our members and stakeholders. It is everybody's plan. We wish to thank and acknowledge the people and organizations who contributed to the Panam Sports strategic plan:

- Panam Sports Executive Board
- Member National Olympic Committees
- Panam Sports Commissions
- Panam Sports Secretary General and staff
- IOC Olympic Solidarity
- Pan American Sports Confederations
- LBB Strategies
ABOUT PANAM SPORTS

We are the leader of sport and the Olympic Movement throughout the Americas

We own and deliver world class Pan American Games and other multisport events

The athlete is at the heart of our organization

OUR PURPOSE

To generate interest, excitement, participation and excellence in sport through the organization of the Pan American Games, other multisport events and the power of the Olympic Movement

To advance and promote the Olympic Movement in the Americas
OUR CORE VALUES

EXCELLENCE
We strive for the highest standard of excellence in everything we do

INNOVATION
We are bold, curious, creative and innovative in all our actions

INTEGRITY
We uphold the highest ethical standards in all decisions and actions we take

SOLIDARITY
We are united and supportive of each other throughout the Americas

INCLUSION
We believe in a world of diversity and inclusiveness for all

OUR VISION OF SUCCESS

Panam Sports is a world-renowned, inclusive and relevant leader of the Olympic Movement in the Americas

The Pan American Games and other multisport events within our region are acclaimed as modern and best-in-class

Athletes and Coaches from our National Olympic Committees achieve world-class performances

People of the Americas embrace sport and the Olympic values

National Olympic Committees and other Continental sports organizations are professionally run

Panam Sports is a world-class organization

OUR MISSION TO ADVANCE AND PROMOTE THE OLYMPIC MOVEMENT

To organize Pan American Games and multisport events that inspire people to embrace sport and the Olympic values

To strengthen our National Olympic Committees and Pan American Sports partners through the power of the Olympic Movement
OUR 4 KEY PILLARS
TO ACHIEVE SUCCESS
2018 / 2023

Our six-year plan for success includes four key pillars

By 2023, we want to achieve the following success outcomes:

01 ATHLETE PILLAR
Athletes of the Americas achieve more world-class performances and are at the core of our organization

02 NATIONAL OLYMPIC COMMITTEES & SPORT PARTNERS PILLAR
Our National Olympic Committees, Pan American Sports partners and Confederations are more effective organizations

03 PAN AMERICAN GAMES & OTHER EVENTS PILLAR
We organize and present innovative, vibrant, appealing and marketable Pan American Games and other multisport events that attract new generations of athletes and fans that generate sustainable legacies and positive social and economic impact

04 PANAM SPORTS PILLAR
Panam Sports is a progressive, service-oriented, professionally and ethically run organization
PANAM SPORTS
STRATEGIC PLAN
AT A GLANCE

The Athlete at the heart of Panam Sports

AN INTEGRATED STRATEGIC FRAMEWORK

01 Athlete Pillar
1.1 Athlete representation
1.2 Athlete development
1.3 Athlete Commissions
1.4 Clean Athletes

02 NOC and Sports Partners Pillar
2.1 Customized services
2.2 Access to technology
2.3 NOC House

03 Pan American Games and other Events and Assets Pillar
3.1 Pan American Games
3.2 New events and assets

04 Panam Sports Pillar
4.1 Operational excellence
4.2 Financial performance
4.3 Marketing performance
4.4 Good governance
4.5 Relations and leadership
ATHLETE PILLAR

By 2023, Athletes of the Americas achieve more world-class performances and are at the core of our organization.
STRATEGIC PILLAR

01 THE ATHLETE

Strategic desired outcome:

By 2023, Athletes of the Americas achieve more world-class performances and are at the core of our organization.

4 Strategic objectives under this pillar

By 2023, we will have pursued and achieved the following strategic objectives:

1.1 Strategic objective

EFFECTIVE ATHLETE REPRESENTATION
We have optimized athlete representation within the Panam Sports system.

1.2 Strategic objective

HOLISTIC ATHLETE DEVELOPMENT
We have supported more athletes in their athletic, personal and professional development.

1.3 Strategic objective

EFFECTIVE ATHLETES’ COMMISSION
Panam Sports Athletes’ Commission is an effective and engaged commission.

1.4 Strategic objective

CLEAN ATHLETES
Athletes is better educated and informed about clean sport and fair play.
Strategic objective:

**EFFECTIVE ATHLETE REPRESENTATION**

We have optimized athlete representation within the Panam Sports system.

**KEY SUCCESS METRIC BY 2023**

- **KSM 1.1.1**
  - **ATHLETES’ COMMISSIONS ON NOC EXECUTIVE BOARDS & INTERNAL COMMISSIONS**
  - All National Olympic Committees of the Americas have created Athlete Commissions, have an Athlete Commission member on their Executive Board with voting rights and have optimized athlete representation on internal NOC commissions.

- **KSM 1.1.2**
  - **ATHLETES ON PANAM SPORTS COMMISSIONS**
  - All Panam Sports Commissions, including the Technical and Coordination Commission for the Pan American Games, have athlete representation with full voting rights.

- **KSM 1.1.3**
  - **ATHLETES ON GAMES ORGANIZING COMMITTEES & OPERATIONS**
  - All Organizing Committees (OC) of the Pan American Games and other events have created Athlete Commissions within their OC and have optimized athlete representation internally to improve Games operations (2019 and 2023 PAG).

- **KSM 1.1.4**
  - **ATHLETES ON CONTINENTAL AND INTERNATIONAL SPORT GOVERNING BODIES**
  - More Pan American athletes are represented on continental and international sport bodies (compared to 2017).
Strategic objective:

HOLISTIC ATHLETE DEVELOPMENT

We will have supported more athletes in their athletic, personal and professional development

1.2

KEY SUCCESS METRIC BY 2023

**KSM 1.2.1**

CONSISTENT ENGAGEMENT AND PERSONAL DEVELOPMENT FOR ATHLETES

- We have organized regular (at least twice a year) athlete-centered forums, workshops and/or annual video conferences facilitated and chaired by the Panam Sports Athletes’ Commission
- We have facilitated the organization of career and professional development workshops for athletes in the Americas in conjunction with the work of the International Olympic Committee and its corresponding programs
- In partnership with NOCs, universities and other partners, we will have facilitated athletes’ access to educational opportunities (partnerships with universities and online education programs, internships, NOC athletes exchange)

**KSM 1.2.2**

ATHLETE-CENTERED COMMUNICATION AND ENGAGEMENT STRATEGY

- We have developed and deployed an athlete-centered communication strategy
- We have developed and deployed an athlete engagement program and alumni strategy (ambassador program)

**KSM 1.2.3**

ATHLETE DEVELOPMENT

- We have worked with NOCs, Pan American sport partners to improve the training conditions and environment for high-performance athletes
1.3

Strategic objective:

**EFFECTIVE ATHLETES’ COMMISSION**

Panam Sports Athletes’ Commission is an effective and engaged commission

---

**KEY SUCCESS METRIC BY 2023**

**KSM 1.3.1**

**MEETINGS OF THE AC**

We host at least one in-person meeting every year, preferably in conjunction with an Executive Board meeting, in addition to the first meeting post-Games for the newly elected Commission

---

**KSM 1.3.2**

**ADMINISTRATIVE SUPPORT FOR ATHLETES’ COMMISSION**

We have developed and deployed administrative services for the Athletes’ Commission

---

**KSM 1.3.3**

**IMPROVED COMMUNICATION & MARKETING**

We have implemented effective internal communication practices for the Athletes’ Commission (to communicate the Commission’s actions, athlete opportunities and grants)

We have offered marketing support and services to the Athletes’ Commission to further their work

---

**KSM 1.3.4**

**GAMES SUPPORT AND SERVICES FOR ATHLETES’ COMMISSION**

We have deployed and included Games-time support services for the Athletes’ Commission (such as accreditation, travel and accommodation) in the Host City Contract of the Pan American Games
1.4 Strategic objective: **CLEAN ATHLETES**
Athletes are better educated and informed about clean sport and fair play

**KEY SUCCESS METRIC BY 2023**

**KSM 1.4.1 FIGHT AGAINST DOPING AND CORRUPTION**
We have developed and deployed effective strategies to promote and protect clean athletes and fair play in the athlete community and sport system
NATIONAL OLYMPIC COMMITTEES AND SPORTS PARTNERS PILLAR

By 2023, our National Olympic Committees, Pan American Sports partners and Confederations are more effective organizations.
STRATEGIC PILLAR

02 NATIONAL OLYMPIC COMMITTEES AND SPORTS PARTNERS

Strategic desired outcome:

By 2023, our National Olympic Committees, Pan American Sports partners and Confederations are more effective organizations.

3 Strategic objectives under this pillar

By 2023, we will have pursued and achieved the following strategic objectives:

2.1 Strategic objective
CUSTOMIZED SERVICES & SUPPORT
We have developed and provided customized value-added services that meet the specific needs of our 41 NOCs and other sports partners.

2.2 Strategic Objective
ACCESS TO DIGITAL SERVICES AND TECHNOLOGY
We have established our own system to improve communication with the National Olympic Committees.

2.3 Strategic Objective
ACCESSIBLE PANAM SPORTS OFFICE
We have established an office in Miami that will be available and easily accessible to all National Olympic Committees.
2.1 Strategic objective: CUSTOMIZED SERVICES & SUPPORT
We have developed and provided customized value-added services that meet the specific needs of our 41 NOCs and other sports partners.
<table>
<thead>
<tr>
<th>Key Success Metric by 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KSM 2.1.1</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.2</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.3</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.4</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.5</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.6</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.7</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.8</strong></td>
</tr>
<tr>
<td><strong>KSM 2.1.9</strong></td>
</tr>
</tbody>
</table>
2.2 Strategic objective: ACCESS TO DIGITAL SERVICES AND TECHNOLOGY
We have established our own system to improve communication with the NOC community

KEY SUCCESS METRIC BY 2023

- **KSM 2.2.1 EXCHANGE OF INFORMATION, TRANSFER OF KNOWLEDGE AND EXPERIENCE**
  We have facilitated multiple opportunities for National Olympic Committees, Organizing Committees, Pan American Confederations, other continental sports partners to share and transfer knowledge, experience, sport intelligence and best practices (including Games-related documentation)

- **KSM 2.2.2 INTERACTIVE WEB SYSTEM**
  We have developed and implemented interactive web platforms and services for National Olympic Committees, Organizing Committees, Pan American Confederations and other continental sports partners

- **KSM 2.2.3 VIDEO CONFERENCES**
  We have facilitated access to web-based technology to improve communication within the Panam Sports community

- **KSM 2.2.4 DATA MANAGEMENT**
  We have facilitated access to data management and archiving systems for National Olympic Committees
2.3

Strategic objective:
ACCESSIBLE PANAM SPORTS OFFICE
We have established an office in Miami that will be available and easily accessible to all National Olympic Committees.

KEY SUCCESS METRIC BY 2023

KSM 2.3.1
PERMANENT OFFICE IN MIAMI AT THE SERVICE OF THE NATIONAL OLYMPIC COMMITTEES

The office is established in Miami and National Olympic Committees use its service and working spaces.
PAN AMERICAN GAMES & OTHER EVENTS AND ASSETS PILLAR

By 2023, we have organized and presented innovative, vibrant, appealing and marketable Pan American Games and other multisport events that attract new generations of athletes and fans and generate sustainable legacies and positive social and economic impact.
STRATEGIC PILLAR

03 PAN AMERICAN GAMES AND OTHER EVENTS AND ASSETS

Strategic desired outcome:

By 2023, we have organized and presented innovative, vibrant, appealing and marketable Pan American Games and other multisport events that attract new generations of athletes and fans and generate sustainable legacies and positive social and economic impact.

2 Strategic objectives under this pillar

By 2023, we will have pursued and achieved the following strategic objectives:

3.1 Strategic objective

**RELEVANT AND IMPACTFUL PAN AMERICAN GAMES**

Our Pan American Games are a highly attractive, financially profitable and impactful sport property.

3.2 Strategic objective

**INNOVATIVE PAN AMERICAN SPORTS EVENTS & ASSETS**

We have created and organized innovative and market-driven events and assets that attract the next generation of athletes and fans that enhance our brand and relevance.
3.1 Strategic objective:

RELEVANT AND IMPACTFUL PAN AMERICAN GAMES

Our Pan American Games are a highly attractive, financially profitable and impactful sport property.

KEY SUCCESS METRIC BY 2023

**KSM 3.1.1**
ENHANCED VALUE PROPOSITION AND MARKET RELEVANCE

We have dramatically enhanced the market relevance and value proposition of our Pan American Games.

**KSM 3.1.2**
MORE QUALITY BIDS

We have received more interest from cities offering quality bids for future PAG (2027 and beyond).

**KSM 3.1.3**
SUPPORT SYSTEM TO BID AND ORGANIZING COMMITTEES

We have created support programs and services for bidding and organizing committees.

**KSM 3.1.4**
EFFECTIVE COMPLIANCE TO PAN AMERICAN GAMES HOSTING STANDARDS

We have implemented hosting standards and a mechanism to monitor and ensure compliance and quality control.

**KSM 3.1.5**
ONGOING REVIEW AND FLEXIBILITY OF THE SPORTS PROGRAM

We have established a sports program policy aligned with innovative trends in sporting events and the IOC sport program.

**KSM 3.1.6**
THE ECONOMIC VIABILITY FROM THE BID UP TO THE LEGACY

We have developed flexible economic models for the organization of the PAG that ensure financial viability and generate optimal financial returns and legacies.
3.2

Strategic objective:

PAN AMERICAN GAMES AND NEW EVENTS AND ASSETS

We have created and organized innovative and market-driven events and assets that attract the next generation of athletes and fans that enhance our brand and relevance.

KEY SUCCESS METRIC BY 2023

<table>
<thead>
<tr>
<th>KSM 3.2.1</th>
<th>JUNIOR PAN AMERICAN GAMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have developed and organized successful multi-sport Games targeting younger athletes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 3.2.2</th>
<th>PAN AMERICAN YOUTH GAMES AS QUALIFIERS FOR THE YOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have organized Pan American Youth Games (PAYG) that will be qualifiers for the Youth Olympic Games (in 2022)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 3.2.3</th>
<th>NEW EVENTS AND ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have analyzed the market to identify event opportunities, assessed the feasibility and opportunity of creating new event properties and organized new attractive multisport event properties and assets</td>
<td></td>
</tr>
</tbody>
</table>
PANAM SPORTS PILLAR

By 2023, Panam Sports is a progressive, service-oriented, professionally and ethically run organization.
STRATEGIC PILLAR 04 PANAM SPORTS PILLAR

**Strategic desired outcome:**

By 2023, Panam Sports is a progressive, service-oriented, professionally and ethically run organization

**5 Strategic objectives under this pillar**

By 2023, we will have pursued and achieved the following strategic objectives:

1. **Strategic objective OPERATIONAL EXCELLENCE**
   - We have enhanced our operational capacity to drive organizational sustainability and growth to achieve our strategic plan

2. **Strategic Objective FINANCIAL PERFORMANCE**
   - We have enhanced our financial performance by generating sustainable revenues and adopting robust financial management and investment practices

3. **Strategic Objective MARKETING PERFORMANCE**
   - We have significantly improved our visibility, acclaim and relevance within the Americas and around the world

4. **Strategic Objective GOOD GOVERNANCE**
   - We have developed and adopted best-in-class governance practices

5. **Strategic Objective CONTINENTAL AND INTERNATIONAL RELATIONS**
   - We have developed relevant relationships and partnerships with key sports and other international organizations in the Americas and within the Olympic Movement
Strategic objective: **OPERATIONAL EXCELLENCE**

We have enhanced our operational capacity to drive organizational sustainability and growth to achieve our strategic plan.

**KEY SUCCESS METRIC BY 2023**

- **KSM 4.1.1 OPERATIONAL EXCELLENCE**
  - We have developed a Human Resources (HR) growth plan and enhanced our HR capacity and expertise to ensure operational and business performance.

- **KSM 4.1.2 PROFESSIONALIZED OFFICES AND OPERATIONS**
  - We have developed and implemented sound operational procedures and practices to effectively manage our offices and operations.
Strategic objective:

FINANCIAL PERFORMANCE

We have enhanced our financial performance by generating sustainable revenues and adopting robust financial management and investment practices.

KEY SUCCESS METRIC BY 2023

<table>
<thead>
<tr>
<th>KSM 4.2.1</th>
<th>REVENUE GENERATION STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have developed and deployed a successful, multi-faceted revenue generation strategy that increased and sustained our revenues particularly by securing long-term sponsors and broadcasting rights</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 4.2.2</th>
<th>SOUND FINANCIAL MANAGEMENT AND INVESTMENT PRACTICES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have implemented robust financial management and investment policies and practices</td>
</tr>
</tbody>
</table>
Strategic objective:

**MARKETING PERFORMANCE**

We have significantly improved our visibility, acclaim and relevance within the Americas and around the World.

---

**KEY SUCCESS METRIC BY 2023**

- **KSM 4.3.1**
  ROBUST MARKETING STRATEGY
  We have developed and deployed a robust, diversified marketing strategy including elevating and differentiating our brand value within the marketplace.

- **KSM 4.3.2**
  MAXIMIZE GAMES AND OTHER EVENTS DISTRIBUTION
  We have developed enhanced and diversified Games and Events distribution platforms (TV, digital).
Strategic objective:
**GOOD GOVERNANCE**

We have developed and adopted best-in-class governance practices

### KEY SUCCESS METRIC BY 2023

<table>
<thead>
<tr>
<th>KSM 4.4.1</th>
<th>VISION, MISSION AND STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have developed and implemented a bold and achievable strategic plan, related operational plans and ensured the plans are measured and updated on a regular basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 4.4.2</th>
<th>MAXIMUM LEVEL OF INTEGRITY AND ETHICAL STANDARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have developed and implemented governance policies aligned with the IOC Good Governance Principles respecting the highest ethical standards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 4.4.3</th>
<th>CONTROL AND TRANSPARENCY OR RISK MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have developed a risk management policy and strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 4.4.4</th>
<th>SOLIDARITY AND DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have made available to our National Olympic Committees and Pan American Confederations exemplary governance resources and best practices solutions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KSM 4.4.5</th>
<th>DIVERSITY POLICY &amp; STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>We have developed a diversity and inclusion policy ensuring that Panam Sports is an inclusive organization for all</td>
</tr>
</tbody>
</table>
### STRATEGIC PLAN

#### 4.5 CONTINENTAL AND INTERNATIONAL RELATIONS & LEADERSHIP

Panam Sports will have developed relevant relationships and partnerships with the key sport actors in the Americas and within the Olympic Movement.

**KEY SUCCESS METRIC BY 2023**

<table>
<thead>
<tr>
<th>KSM 4.5.1</th>
<th>We have enhanced our leadership, alignment, partnership and engagement with Pan American Confederations and other organizations such as the CACSO, ODESUR, CANOC and ACODEPA.</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSM 4.5.2</td>
<td>We have enhanced our leadership, alignment and engagement with the IOC, ANOC, WADA and the IFs.</td>
</tr>
<tr>
<td>KSM 4.5.3</td>
<td>We have enhanced our leadership, partnership and engagement with sport organizations, governments, professional leagues and other sport actors in the Americas.</td>
</tr>
<tr>
<td>KSM 4.5.4</td>
<td>We have enhanced our leadership, alignment and engagement with the UNESCO and OAS.</td>
</tr>
<tr>
<td>KSM 4.5.5</td>
<td>We have enhanced our leadership, alignment and engagement within the IDB and other development entities.</td>
</tr>
</tbody>
</table>