

# WORLD ETHNOSPORT CONFEDERATION STRATEGIC PLAN

2020 – 2024



İSTANBUL  
2019

## MESSAGE FROM THE PRESIDENT

### **From Tradition to the Future...**

The relations that different cultures and nations have established with one another throughout history form the cultural capital we live within today. Developments in the fields of technology, science, and the arts have revealed the similar common backgrounds by bringing the communication of these differences together to a monotonous state. The traditional motives, games, sports, and palates we've possessed for thousands of years are faced with the danger of extinction within the culture industry.

These motives societies in different parts of the world have protected of their own initiative for centuries began to take an institutional form through the World Nomad Games. By transforming into the World Ethnosport Confederation (WEC), this process today has formed a structure that will preserve, promote, and convey to future generations the cultural capital societies have formed through their traditions for thousands of years. We have just started our journey, thus the efforts we make will increase the levels of awareness and consciousness. WEC efforts to spread the cultural capital that societies have created through the millennia of societies' experiences by preserving the efforts to reveal it.

The only key to success for the confederation to achieve its goals and objectives is to have a strong organizational structure, clearly defined goals, strategies shaped in this direction. Bringing the traditional sports and games in different parts of the world to an alluring state again should be considered as a course integrated with the struggle we will manifest in order for environments of coexistence to form. Therefore, properly planning practices between vision and strategy and using resources efficiently are important.

Revitalizing social cohesion by developing strategies around the ideals WEC exhibits and by correctly integrating the advantages of the age into the process is also important. Properly establishing the criteria for success as well as effectively conducting monitoring and evaluation processes for this is one of WEC's most significant areas of activity.

Our historical responsibility is to fully implement WEC's institutional structure and to convey our cultural capital from tradition to the future by keeping it intact. WEC will take firm steps toward its goal of becoming the authoritative institution by gathering traditional sports and games from all over the world around the institutional structure.

As WEC, our hope is to continue signing onto many successful works through our mission and efforts of carrying the tokens of tradition to the future.

Respectfully,



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## 1. WORLD ETHNOSPORT CONFEDERATION

The World Ethnosport Confederation (WEC) is an international institution established in 2015 for the purpose of increasing and spreading awareness of traditional sports and games. The confederation is headquartered in Istanbul. WEC operates with the objective of promoting, maintaining, and developing the traditional sports branches and games, a significant portion of which has remained forgotten in Turkey and the world yet exists as a means of cultural coexistence.

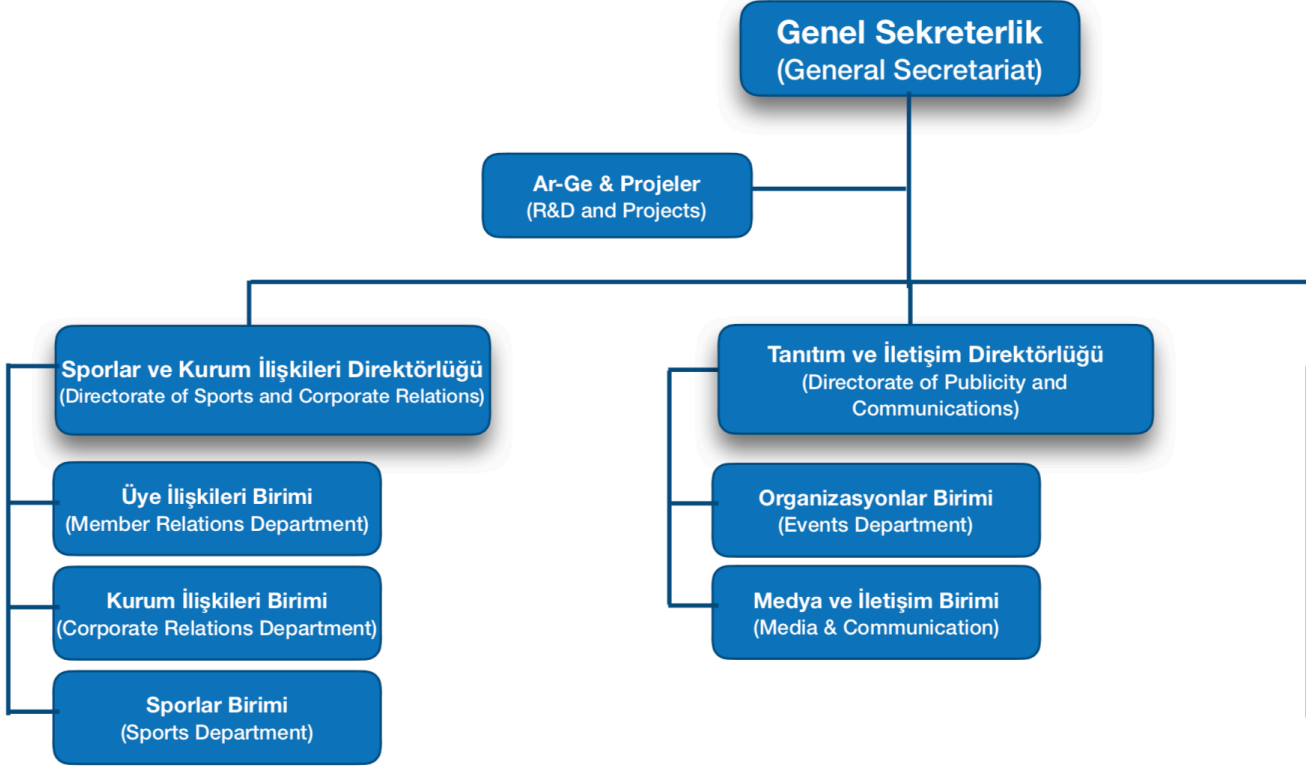
WEC has expanded its efforts by incorporating within the federations and institutions that have been established in various countries for the traditional sports branches. Federations from Turkey, Kazakhstan, Japan, Mexico, Qatar, Mongolia, Russia, Argentina, Tunisia, Azerbaijan, Kyrgyzstan, Poland, Romania, and Turkmenistan have become members of WEC, which currently serves as an international umbrella organization in the field of traditional sports and games. In addition, WEC maintains efforts at developing relations with many countries at various levels.

Since being established in Turkey, WEC has organized three large-scale national programs and five international ones:

1. **1<sup>st</sup> International Ethnosport Workshop:** Held in 2017 with 33 participants from 14 countries, this workshop made assessments on the issue of how traditional sports and games will be able to be developed.
2. **1<sup>st</sup> International Ethnosport Forum:** Organized in Antalya in 2018 with 180 participants from 56 countries, the forum saw ideas exchanged regarding the organization of traditional sports and games at the regional, national, and global levels with potential stakeholders.
3. **2<sup>nd</sup> International Ethnosport Forum:** Held in 2019 with 200 participants from 30 countries, this forum saw the sharing ideas as a continuation of the issues that had been discussed the previous year.
4. **UNESCO 4<sup>th</sup> Collective Consultation Meeting on Traditional Sports and Games:** This meeting, organized in 2018 with 72 participants from 39 countries, saw discussions on areas for collective work with UNESCO and the activities that will be able to be performed.

5. **1<sup>st</sup> Traditional Sports Award Ceremony:** Held in Kazakhstan in 2019, this ceremony presented awards in five branches.
6. **The World Nomad Games:** WEC, the main sponsor of the World Nomad Games (WNG) organized in Kyrgyzstan in 2016, contributed to the development of this organization as the organizer stakeholder in 2018. During the meetings held in Kyrgyzstan on September 3, 2018, the decision was made to hold the World Nomad Games that will take place in 2021 in Turkey.
7. **The Ethnosport Culture Festival:** WEC has been organizing the Ethnosport Culture Festival annually since 2016. More than a million people showed interest in the festival in 2018, in which athletes from abroad, traditional sports clubs, and federations participated.

## 1.1. Structure of the Organization



Structures for the Committees, General Secretariat, and Internal Audit exist that are subject to the Board of Directors, who are elected by the General Assembly of the World Ethnosport Confederation. In addition, an Economic Enterprises structure has been formed that will conduct commercial activities. The Executive Board has been formed within the Board of Directors for the purpose of making and applying managerial decisions quickly. The Administrative Structure is configured under the General Secretariat. The three directorates affiliated with the General Secretariat are presented below.

### ***Directorate of Sports and Corporate Relations***

Ensuring the organization of the confederation in the international arena; monitoring compliance with all the rules formed by the member federations and organizations; maintaining healthy relations with state institutions and international individuals and institutions; ensuring the inauguration of confederation representatives; conducting the coordination related to representatives, carrying out studies related to the sports and games within the area of the confederation's activities, and designing and implementing programs for training athletes, referees, and trainers in a way that ensures the implementation of sports activities form the areas of the Directorate of Sports and Corporate Relations' basic duties and responsibilities. The Member Relations Department, Corporate Relations Department, and Sports Department are subject to the Directorate of Sports and Corporate Relations.

### ***Directorate of Publicity and Communications***

Making efforts toward carrying out the Traditional Ethnosport Festival, executing the implementation framework and monitoring of the international organizations to be carried out by the federations operating within the confederation, increasing awareness of traditional sports and games, engaging in activities for popularizing these sports and games, and performing work regarding having the confederation's activities reach all segments form the area of the basic duties and responsibilities of the Directorate of Publicity and Communications. The Organizations Department and Media and Communication Department are subject to this directorate.

### ***Directorate of Management Services***



Managing the processes related to the confederation's support services; performing works in line with the objectives the confederation sets toward increasing institutional capacity; conducting the financial, administrative, purchasing, and information processing processes; and performing works related to human resources practices and other support activities form the areas of the Directorate of Management Service's basic duties and responsibilities. The Human Resources and Financial Department, the Procurement and Administration Department, and the Information Technologies Department are subject to the Directorate of Management Services.



## 2. WEC'S MISSION, VISION, CORE VALUES, AND OPERATING PRINCIPLES

### 2.1. WEC's Mission and Vision

Nations are manifestations of the common past and accumulations that bind individuals together. One of the most important elements of this common past and accumulation is traditional sports and games. In our era, however, traditional sports and games are faced with the danger of becoming extinct. If no action is taken, the uniformity caused by overly massive modern sports and games will force traditional sports and games onto a course from which there is no return. This course first limits and impoverishes the diversity of traditional sports and games and then later reveals the threat of their complete destruction. From this perspective, an important responsibility falls upon us to protect, develop, and convey to future generations this common culture of nations and humanity.

WEC, which views ensuring the protection, development, and sustainability of the various traditional sport and game activities that have been passed down from generation to generation, sees the necessity of organizing the field of traditional sports and games at every level (local, national, regional, and global) based on the fact that each traditional sport and game branch has value in and of itself. On the one hand, a central umbrella organization is felt to be necessary for regulating and promoting traditional sports and games, and on the other hand for ensuring cooperation and standardization among the organizations that exist at various levels. WEC emerged as a result of these assessments.

Based on these evaluations, **WEC's mission is to organize and develop, apply, monitor, and assess innovative strategies for the purpose of regulating traditional sports and games in order to regulate, popularize, professionalize, and universalize traditional sports and games so as to overcome the cultural and sportive opportunity inequalities among societies.**

#### 2.1.1. Mission Components

As the international umbrella corporation of traditional sports and games, WEC's purpose for existing is to have traditional sports and games:

- be popularized, internationalized, and universalized;

- be regulated, professionalized, and perfected;
- be organized, institutionalized, and made sustainable;
- and overcome the cultural and sportive opportunity inequalities among societies.

In order to achieve these objectives, WEC is predicated on developing innovative strategies, implementing these strategies, providing guidance and counseling to the relevant stakeholders, and advancing by learning. WEC has been constructed in this context on the following main axes.

### ***Organization and Institutionalization***

Administrative structures are considered necessary for being able to perform the planning, execution, provision of coordination, monitoring, and supervision of works regarding the objective of having the traditional sports and games of different cultural basins become a part of common life again. In order to respond to this need, developing and universalizing administrative structures at various levels (local, regional, national, and international) and in various forms (clubs, federations, confederations) are seen as the first steps required to be taken. Aside from indicating the first steps that need to be taken, this axis also provides the framework for the activities that will be done in the scope of other axes. Organization and institutionalization are viewed as the guarantee for efforts toward this objective to remain sustainable.

### ***Professionalization and Perfection***

Professionalization means to reveal, prioritize, research, and determine the rules of the traditional sports and games that reflect the richness of different cultures. Perfecting refers to the processes and practices of training professionals (referees, coaches, athletes, players, etc.) in the specified fields. Professionalization and perfection impose on WEC the mission of operating as a school regarding the development of traditional sports and games. In the long term, this school is expected to develop traditional sports and games as an alternative school to modern sports and games. While on one hand researching, documenting, and archiving traditional sports and games, WEC on the other hand will organize meetings, workshops, and forums of common minds for the future of ethnosports.

### ***Universalization and Internationalization***

This component of the mission, which aims at diversifying and enriching the field of sports and games that has become impoverished and dominated by the limited number of modern sports and games by carrying the traditional sports and games that strongly influence local character to regional, national, and international platforms. By fulfilling these tasks, traditional sports and games will have the opportunity to properly evolve from being local to becoming international in terms of development, recognition, and being embraced.

### ***Branding and Business***

Being able to provide sustainability in the performance of traditional sports and games is possible to a large extent through the economic value they produce. In this context, developing products and forming alternative activities that will create a sense of belonging and generate income have strategic importance, especially in the business administration of a social complex. This component of the mission has critical importance in terms of sustainability alongside complementing the other components. In this context WEC undertakes tasks such as developing business models that generate economic value, designing products that will be able to be subject to sales, organizing commercial activities that are directly or indirectly related to traditional sports and games, and providing counseling and guidance to the units that will organize these activities.

The components of branding and business, aside from complementing and promoting WEC's efforts at corporate identity, refer to the creation of brands, development of business models, the provision of their standardization, and performance of activities for guiding and counseling stakeholders regarding these issues.

### **2.2. WEC's Vision**

**WEC, which aims at solidarity by competing through traditional sports and games, peace through enjoyment, and conveying the accumulations of the past to the future through professionalization, possesses the vision of becoming an internationally recognized authority in this field.**

WEC does not consider traditional sports and games independent of higher social objectives. WEC additionally views the agency of traditional sports and games to be necessary for the revelation of the best talents, the relaxation that adds value to life, and

the perfection (professionalization) in terms the mental and physical health of today's individuals, but this is insufficient. In order to be sufficient, WEC views associating these traditional sports and games with higher goals that will add value to be necessary. WEC in this context views the following as a historical and social responsibility in carrying out traditional sports and games:

- Having talent competitions that lead the way to strong social solidarity by bringing people from different cultures and levels closer together,
- Acting with an awareness that contributes to humanity living within peace and tranquility while exercising the right to enjoy and relax,
- Undertaking the role of being a bridge in transferring the accumulations of humanity to future generations by perfecting (professionalizing) today's individual in terms of mental and physical health.

WEC therefore aims to add to the quality of individual and social life through traditional sports and games by transforming the perspective of sports and games into the quest for solidarity within competition, peace within entertainment, and construction of the future within tradition.

In order to be able to fulfill these superior objectives, WEC believes in being an international regulatory, supervisory, directive, and formative authority accepted in the field of traditional sports and games. Based on this punctum, WEC views Turkey as an ideal country in terms of hosting such an authority due to its geopolitical location, past accumulations, and historical ties.

### **2.3. Core Values**

While conducting its activities, WEC takes its basis from the core values of peace, solidarity, and respect and its mission of bridging "tradition with the future." In terms of the mission WEC has undertaken, these core values are defined as follows:

**Sports and Entertainment for a Peaceful World (Peace):** This core value refers to providing the foundation for rapprochement, cohesion, and the desire for common living among societies that will lead the problems of traditional sports and games to the predilection of the solution based not on force and aggression but on reason and good relations.

**Acting with Solidarity for the Common Good of Humankind (Unity):** This core value means acting with an understanding that believes strength to come from unity rather than acting increasingly individualized or for maximizing interest, that prioritizes public benefit, and that believes in seeing traditional sports and games as the cement for the creation of strong social bonds.

**Respecting Differences and Values (Respect):** This core value expresses behaving with an understanding that is based on, develops, and is rooted in respect for individuals, clubs, cultures, and humanity instead of the psychology and behaviors that cause damage to the purpose and morality of sports and games, such as fanaticism and hooliganism.

**Transferring the Accumulations from the Traditions of Humankind to the Future (Tradition):** This core value refers to contributing more strongly to the continuation of the link between the past and the future by passing on the cultural wealth of societies to future generations through the agency of traditional sports and games.

#### **2.4. Operating Principles**

While pursuing its activities, WEC bases itself on the principles of multiculturalism and multilingualism, communication and cooperation, and transparency and accountability.

**Multiculturalism and Multilingualism:** Being an international organization, WEC bases its management structure, decisions, and activities on multiculturalism and multilingualism.

**Communication and Cooperation:** WEC shows rigor in developing lasting relationships and strong cooperation with all its affiliated and related stakeholders.

**Transparency and Accountability:** WEC behaves in an open and accountable manner in all its affairs and operations.

### **3. STRATEGIC PLANNING PROCESS**

#### **3.1. Preparation Process**

WEC began Strategic Plan efforts on September 3, 2018. The process of creating the Strategic Plan has been identified as follows:

- a) Preparation,
- b) Planning,
- c) Current Situation Analysis,
- d) Core Values, Mission-Vision Efforts,
- e) Identifying Strategic Objectives and Priorities,
- f) Writing the Strategic Plan,
- g) Approval and Dissemination of the Strategic Plan,
- h) Monitoring and Evaluating.

During preparations, the strategic plans and strategic planning processes of various organizations engaged in similar activities in the international arena were examined. The steps regarding application of the road map determined in the planning process have been determined and a calendar has been created.

During the analyzation process of the current situation, an internal stakeholder workshop was organized and moderated by external experts with the participation of 38 people related to the various service and activity areas of the institution. The semi-structured questionnaire form prepared for obtaining external stakeholders' views was applied to the external stakeholders who had been determined using the face-to-face interview method. Four focus groups were formed for evaluating in greater detail the ideas obtained as a result of the internal and external stakeholder studies, literature review, and benchmarking. The ideas obtained in the meetings these groups held among themselves as a result of the above-mentioned studies were discussed in detail and new



proposals were debated. The first draft of the strategic plan was created by having the Strategic Plan Work Group and external experts compile the evaluations that had emerged as a result of these studies. These studies were additionally presented to the Board of Directors and turned into a final draft by updating them in line with the obtained feedback.

Lastly, pricing was done regarding the goals that have been determined, and the framework of the Strategic Plan's monitoring and evaluation was established.

### **3.2. Current Status Analysis**

Strategic goals and objectives are related to the future of the institution, namely the place to which the institution wants to reach. For this right now, answering the question "Where are we?" is necessary, in other words, analyzing the current situation. In this context, the process of "internal corporate analysis" is completed primarily by performing an evaluation of the corporate culture, human resources, information and technology resources, financial resources, and physical assets in order to reveal the expectations from WEC using the resources and capabilities it possesses. Stakeholders' expectations from the institution are researched by performing internal and external stakeholder analyses. The institution's internal and external environment is examined by performing SWOT and PEST analyses during these studies.

#### **3.2.1. Internal Institution Analysis**

##### ***Corporate Culture***

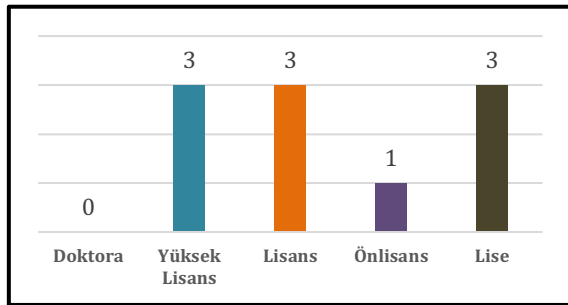
WEC carries out its activities by prioritizing humanitarian and cultural values. While accepting globalization in this context, WEC conducts studies with internal and external stakeholders with the aim of preventing the loss of the treasure of cultural values. Respect for living beings and the environment is at the core of all its activities.

WEC cares about contributing to the process of creating the intellectual, human, and cultural capital considered necessary by its stakeholders and about cooperation in this field.

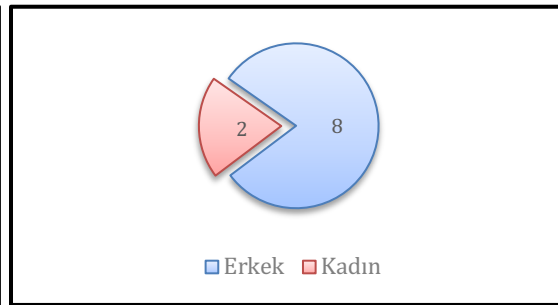
##### ***Human Resources***

WEC follows the most up-to-date developments in the field of Human Resources, prioritizes employee productivity and satisfaction through applications, and acts with an understanding that shapes its processes and applications within the framework of providing effective service to its stakeholders. Consequently, WEC has adopted possessing competencies and creating an multicultural and multilingual employee profile and human resource structure determined to be in line with the activities to be performed within the framework of the Confederation's organizational structure and mission.

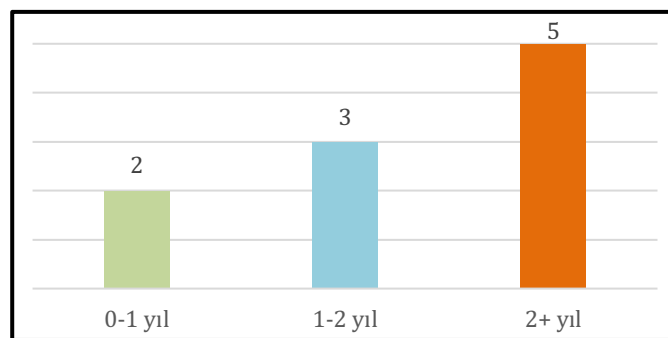
In order to realize the activities planned by WEC, a total of 10 people are employed within the General Secretariat of the Confederation, 8 of which are full-time and 2 of whom have temporary status. These people maintain their work within the General Secretariat with the titles of General Secretary, Director, Executive, Specialist, and Bureau Personnel.



*Distribution With Respect to Employees' Education Level*



*Distribution with Respect to Employees' Gender*



*Distribution with Respect to Employees' Time Working at the Confederation*

## ***Information and Technology Resources***

WEC takes advantage of information and technology resources in all stages of its activities. As a result of the efforts carried out with this understanding, WEC has significantly strengthened its information and technology infrastructure and continues to make technological investments that will further strengthen it within the framework of its objectives.

Different software is used in carrying out the Confederation's management activities. In this context, studies on bringing all programs together on a common matrix are being carried out. The Confederation has a strong network infrastructure. It possesses a FortiGate-60D model firewall that ensures the security of the strong network infrastructure. The system room, approximately 15 m<sup>2</sup>, where all systems are housed, has a common file system for the effective execution of activities, the server, the telephone system, security camera system, burglar alarm system, computer, and other systems.

Portals the Confederation has created for the purpose of ensuring effective communication are also available where communications for ethnosports and confederation activities are performed.

*Websites:*

- [worldethnosport.org](http://worldethnosport.org)
- [ethnosportforum.org](http://ethnosportforum.org)
- [etnosporfestivali.com](http://etnosporfestivali.com)

*Social Media Accounts:*

- [twitter.com/worldethnosport](https://twitter.com/worldethnosport)
- [facebook.com/worldethnosport](https://facebook.com/worldethnosport)
- [instagram.com/worldethnosport](https://instagram.com/worldethnosport)
- [linkedin.com/worldethnosporten](https://linkedin.com/worldethnosporten)
- [youtube.com/c/WorldEthnosportConfederation](https://youtube.com/c/WorldEthnosportConfederation)

***Financial Resources***

***Physical Assets***

WEC's Headquarters provide services in a 2,000 m<sup>2</sup> area. Within this area is contained a 350 m<sup>2</sup> closed space being the Central Office Management Building, a 900 m<sup>2</sup> open

activity area where social and cultural activities can be carried out, and a 750 m<sup>2</sup> parking area.

Activities conducted within the scope of WEC's economic enterprises are realized in 2 different centers. A total of 900 m<sup>2</sup> has been set aside for these activities, 400m<sup>2</sup> for conducting cultural and event activities, and 500 m<sup>2</sup> for sports activities, where the academy studies are conducted.

The Confederation also has a 9,500 m<sup>2</sup> storage area for the purpose of securing and preparing for use the tools and equipment used in national and international events. Two covered warehouses of 1,500 m<sup>2</sup> and 3,000 m<sup>2</sup> are available in this storage area.

Additionally, in cooperation with the Turkish Traditional Sport Branches Federation (GSDF) and the Archers Foundation (Okçular Vakfi), the Confederation has the right to use their 2,400 m<sup>2</sup> open manège, an 800 m<sup>2</sup> covered manège, 4,000 m<sup>2</sup> open archery range, 110 m<sup>2</sup> covered archery range, 800 m<sup>2</sup> open spectator terrace, turf amphitheater tribunes, indoor-outdoor playgrounds, and 600 m<sup>2</sup> equestrian building with room for 20 horses, a facility with a total of 33,000 m<sup>2</sup>.

### **3.3. Stakeholder Management**

As an umbrella organization, WEC aims to create a platform where societies or certain segments of society that have been exposed to inequalities in cultural opportunity will be able to express themselves and become visible worldwide by means of the traditional sports and games that are their cultural heritage. In line with this, WEC has determined to perform activities related to the rather large number and variety of traditional sports and games branches. Therefore, WEC is in an effort to reach out and touch base with the various societies, groups, and generations that cover a wide geography.

WEC has adopted the understanding of producing innovative projects directed at bringing the cultural values of different societies together with new generations and other societies. These projects only produce maximum value through the efforts made as a result of the participation of the various segments. In this context, WEC gives importance to cooperating with a wide range of different segments, including public institutions, foundations, associations, non-profit organizations, families, and individuals and collaborating with all stakeholders. Thus, WEC aims to make significant

contributions to the survival and expression of the cultural values of all societies that have been exposed to inequalities in cultural opportunity, to having them be seen more among developed societies, and to having them position themselves with self-confidence. In line with this, WEC has acquired the principle of being in high communications and constant cooperation with all shareholders, in particular the priority shareholders.

The stakeholder analysis process has been started by identifying the stakeholders of the institution. In this context, the Stakeholder Matrix has been created by taking into account the people, groups, institutions, and organizations related to the activities and services of the institution that are directly or indirectly affected by WEC's decisions or activities, or that directly or indirectly affect WEC through their own decisions or activities. Subsequently, stakeholder studies have been performed in order to obtain the opinions of the institution's internal and external stakeholders.

### 3.3.1. The Stakeholder Matrix and the Stakeholder Priority Matrix

The stakeholder matrix has been created according to the impact and importance of WEC's relationship with the stakeholders. The levels of impact and importance are monitored on scale from 1 to 2. The level of impact and importance are accordingly evaluated as 1 = weak/low and 2 = strong/high. The order of priority is calculated as the sum of importance and impact levels.

**Table xx: Stakeholder Matrix**

Stakeholder Name	Internal/ External Stakeholder	Level of Importance*	Level of Impact**	Priority (Sum of Levels of Importance and Impact)
Institution Employees	Internal	2	2	4
Local Administrations	External	2	2	4
MoNE	External	2	2	4
Ministry of Youth & Sports	External	2	2	4
Ministry of Foreign Affairs	External	2	2	4
Ministry of Culture	External	2	2	4
Turkic Council	External	2	2	4
Member Associations & Federations	Internal			
Athletes and Players	Internal	2	2	4

Universities	External	2	2	4
Ministry of Family, Labor, and Social Services	External	2	2	3
Families	External	1	2	3
Students	External	1	2	3
Private Sector Businesses	External	1	2	3
AA	External	1	2	3
UNESCO	External	2	1	3
UN ECOSOC	External	2	1	3
Affiliates	Internal	2	1	3
Turkish Historical Society	External	2	1	3
Volunteers	Internal	2	1	3
Yunus Emre Institute	External	2	1	3
YTB	External	2	1	3
FIFA	External	1	1	2
UEFA	External	1	1	2
IOC	External	1	1	2
The Commonwealth Games Federation	External	1	1	2

*\*Level of Importance: The level of importance given to the stakeholder's expectations.*

*\*\*Level of Impact: The level to which stakeholders impact or are impacted by WEC's activities and decisions.*

The Stakeholder Priority Matrix provides a framework for shaping the relationships that exist with shareholders. Identifying the stakeholders who need to be monitored, informed, included in activities, collaborated with respect to order of priority can be done with this matrix.

**Table XX: Stakeholder Priority Matrix**

Activity	Weak	Strong
Importance		
LOW	<b>MONITOR</b> <ul style="list-style-type: none"> <li>FIFA</li> <li>UEFA</li> <li>IOC</li> <li>The Commonwealth Games Federation</li> </ul>	<b>INFORM</b> <ul style="list-style-type: none"> <li>Families</li> <li>Students</li> <li>Private Sector Companies</li> <li>AA</li> </ul>

<b>HIGH</b>	<p style="text-align: center;"><b>OBSERVE INTERESTS/INCLUDE IN ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>● UNESCO</li> <li>● UN ECOSOC</li> <li>● Affiliates</li> <li>● Turkish Historical Society</li> <li>● Volunteers</li> <li>● Yunus Emre Institute</li> <li>● Presidency for Turks Abroad</li> </ul>	<p style="text-align: center;"><b>COLLABORATE</b></p> <ul style="list-style-type: none"> <li>● Institution employees</li> <li>● Local administrations</li> <li>● MoNE</li> <li>● Ministry of Youth and Sports</li> <li>● Ministry of Foreign Affairs</li> <li>● Ministry of Culture and Tourism</li> <li>● Turkic Council</li> <li>● Member Associations and Federations</li> <li>● Universities</li> <li>● Athletes</li> </ul>
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### 3.3.2. Internal Stakeholder Analysis

Participation is among the basic elements of strategic management understanding. Counterpart to the institution’s plan, receiving contributions from the internal and external environment is important both for enriching the contents of the strategic plan as well as for owning it. In this context, a 2-day internal stakeholder workshop was conducted on January 19-20, 2019. Key issues related to the institution such as the current status, problems, mission and mission areas, vision, goals and objectives, strengths and areas for improvement related to the fields of work, and opportunities and threats faced in the external environment were addressed in an open-debate environment as part of the workshop. The assessments obtained during these efforts have formed the basic inputs in determining the foundation’s mission, vision, basic principles, and strategic goals and objectives.

### 3.3.3. External Shareholder Analysis

Face-to-face interviews were conducted with the institution’s external shareholders using a semi-structured form for obtaining their opinions, ideas, and expectations. In this context, the participants were asked questions about institution’s goals, promises, mission, vision, basic principles, target audience, strategic areas requiring focus, the institution’s strengths and weaknesses, and the threats and opportunities sourcing from outside the institution and their assessments were obtained. The evaluations obtained

during these studies constitute the secondary inputs in determining the institution's mission vision, basic principles, and strategic goals and objectives.

### 3.4. SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a technique used for identifying the opportunities and threats sourcing from the outer environment in addition to the institution's strengths and weaknesses. In this way, goals, objectives, and activities can be developed for benefitting from the institution's strong points and the surrounding opportunities and eliminating or minimizing the impact of the weak aspects and surrounding threats. Care was shown in providing input from the institution's internal and external shareholders for the SWOT analysis using a participatory approach. The findings obtained as a result of the SWOT analysis constitute one of the basic inputs in identifying the strategic goals and objectives.

#### 3.4.1. Strengths

1. **Th extent of the current and potential manager pool:** WEC has an experienced, educated, and highly motivated human resource pool with the potential to become a manager who will be able to take authority and responsibility at every level,
2. **Strong voluntary stakeholder support:** WEC has a superb circle of volunteer stakeholders working with WEC who believe and support the need to improve traditional sports and games,
3. **Being a learning organization:** WEC has a management approach that adopts progress by learning, such as participatory decision making, consulting with competent people, sharing experiences, and doing research and development,
4. **Common value-centric view:** WEC shares perspectives and approaches that relate traditional sports and games to higher social goals,
5. **Having good corporate examples that can be refenced in traditional sports and games:** WEC has institutions and examples where the administration of traditional sports and games have formed within the framework of corporate structures such as wrestling, archery, swimming, and equestrianism.

#### 3.4.2. Weaknesses

1. **The ongoing process of setting up:** WEC still has basic tasks of strategic importance that have yet to be completed, ranging from creating the physical



spaces WEC needs to do in the establishment phase to designing and bringing functionality to the organizational structure, from determining the business system and processes up to the human resource system,

2. **Still in the beginning of its institutionalization phase:** WEC still has yet to make all the structural legislative, and related directorial and regulatory arrangements that will enable it to regulate, plan, implement, monitor, and supervise traditional sports and games,
3. **WEC is not sufficiently recognized worldwide:** WEC is still not widely recognized as the international regulatory and supervisory authority on traditional sports and games,

### 3.4.3. Opportunities

1. **Being greatly interested in and supportive of traditional sports and games:** Continually increasing awareness and support for traditional sports and games in different organized (NGOs, public, private sector) and unorganized (individual, family, public at large) segments of society,
2. **Having unmet demand in the field of sports and games:** Having a broad and powerful demand that is unsatisfied and opts out of the extremely industrialized modern sports and games where the ruling culture dominates,
3. **Performing traditional sports and games in an increasingly organized manner:** Starting to perform traditional sports and games by widely organizing them in different regions and countries and increasing the need to be considered an umbrella organization on this topic,
4. **Empowering the perception of nation, identity, and belonging that traditional sports and games have:** Societies/states seeing and supporting traditional sports and games as a precaution against the dangers posed in modern times by the masses who are increasingly losing their identity and being desensitized,
5. **Turkey being positioned as a central country in terms of WEC hosting:** Turkey providing a leveraging impact on the issues of hosting WEC and establishing the relationship network as an international umbrella organization due to its historical and geographical position,

#### 3.4.4. Threats

1. **The dominance of modern sports and games:** Modern sports and games prevent the development of different approaches or alternatives in the field of sports and games due to their capacity to mobilize the resources they consume and the interest they attract,
2. **Lack of training and research:** The lack of knowledge accumulation based on research about traditional sports and games, of institutions that will provide training and perform research, and of professional human resources,
3. **The rigidities that arise from the entrenched order of the sports and games sector:** The entrenched order of the field of sports and games shows no tolerance toward the development of different courses and authorities due to political, economic, and sociological reasons,
4. **Professionalization is a long-term process requiring large resource management:** Professionalizing, corporatizing, and becoming prevalent require a lot of time and large financial resources because of reasons such as the rules for each traditional sport and game being different, the number of licensed athletes and players being insufficient, and an appropriate infrastructure not being available.

#### **4. GOALS AND OBJECTIVES**

WEC, maintaining its activities since 2015, addresses the goals and objectives determined for the 2020-2024 period along 5 axes under the headings of “Organization and Institutionalization,” “Professionalism and Perfectionism,” “Universalization and Internationalization,” “Marketing and Operations,” and “Institutional Capacity and Management.”

The following factors will be effective in determining these axes. Needing to:

- 1) Still settle its institutional structure, system, and processes due to being a newly established institution;
- 2) Be at the start of the institutionalization process;
- 3) Undertake the mission of providing consultancy and guidance as the topmost authority for the development and universalization of traditional sports and games;
- 4) Ensure the sustainability of institutions and organizations related to traditional sports and games;
- 5) To develop the above-mentioned activities in a way that will facilitate the realization of the institution’s organizational capacity.

General strategic goals have been determined under the five axes, and a total of 22 objectives have been set for reaching these goals. The outline table regarding these goals and the strategic objectives that have been determined for achieving these goals is provided below.

### 3.1. Goals and Objectives Outline Table

<b>GOAL 1- DESIGN, DEVELOP, AND INSTITUTIONALIZE THE STRUCTURES MANAGING TRADITIONAL SPORTS AND GAMES AT THE LOCAL, REGIONAL, AND GLOBAL LEVELS</b>	
<b>0.1.1</b>	To design, implement, and improve the central organizational structure in harmony with WEC's goals and objectives
<b>0.1.2</b>	To design organizational structures at the local, national, and global levels that will be able to manage the various fields of traditional sports and games at different levels, to identify interrelationships, to encourage the establishment of these structures, and to carry out guidance activities
<b>0.1.3</b>	To make and activate regulations (administrative and operational systems, processes, principles, rules, standards, and ethical codes) for the effective and transparent functioning of affiliated and associated organizations
<b>Professionalization and Perfectionism</b>	
<b>GOAL 2- CONTRIBUTE TO PROFESSIONALIZATION AND COMPETENCE IN TRADITIONAL SPORTS AND GAMES</b>	
<b>0.2.1</b>	To establish the Ethnosport Academy, which will conduct research and training/educational activities on traditional sports and games, and bring it to a functional state
<b>0.2.2</b>	To identify, prioritize, and regulate the traditional sports and games that have a high potential for internationalization
<b>0.2.3</b>	To design, implement, and guide to the relevant stakeholders the structures and programs that will train professional athletes, referees, trainers, and the like in the prioritized areas
<b>0.2.4.</b>	To take the initiative in placing traditional sports and games in primary, secondary, and higher education institutions as courses, lessons, or branches; to develop collaborations with relevant institutions, and to provide guidance and consultancy

## **UNIVERSALIZATION AND INTERNATIONALIZATION**

### **GOAL 3- INCREASE AWARENESS OF TRADITIONAL SPORTS AND GAMES AROUND THE WORLD AND ENSURE ITS DEVELOPMENT AS A COMMON AREA**

<b>0.3.1</b>	To perform studies, guidance, and consultancy that encourage organization and effective management of traditional sports and games worldwide
<b>0.3.2</b>	To universalize participation in traditional sports and games at the athlete and audience levels
<b>0.3.3</b>	To perform shareholder studies and collaborations that will contribute to traditional sports and games being performed, supported, and universalized
<b>0.3.4</b>	To carry out traditional sports and games festivals of an international nature and provide support to similar festivals
<b>0.3.5</b>	To develop the infrastructure, systems, and processes necessary for traditional sports and games festivals and provide guidance and consultation for bringing these to life

## **MARKETING AND OPERATIONS**

### **GOAL 4- CREATE NATIONAL AND INTERNATIONAL BRANDS IN TRADITIONAL SPORTS AND GAMES FIELDS AND CONTRIBUTE TO DEVELOPING ITS OPERATIONALITY**

<b>0.4.1</b>	To perform and promote WEC's corporate identity study in order to stand out as a respected authority in the world of traditional sports and games
<b>0.4.2</b>	To carry out the design and standardization of traditional sports and games' facility operations and to provide guidance and consultation for their implementation
<b>0.4.3</b>	Develop products for traditional sports and games, design business models that will issue these products for sale, and provide guidance and counseling for bringing this to life
<b>0.4.4</b>	To provide guidance and consultation for the affiliated and associated organization to performing non-operating income-generating endeavors

## **INSTITUTIONAL CAPACITY AND MANAGEMENT**

### **GOAL 5- CREATE AND DEVELOP WEC'S INSTITUTIONAL CAPACITY IN ORDER TO BE ABLE TO EFFECTIVELY FULFILL ITS MISSION**

<b>0.5.1</b>	To establish and develop WEC's systems, processes, and operational standards in integration with the affiliated and associated institutions
<b>0.5.2</b>	To create and develop a multi-lingual, multi-cultural profile for employees who possess the competences for establishing communication and developing cooperation
<b>0.5.3</b>	To determine, implement, and improve WEC's management style, work philosophy, and good management principles

<b>0.5.4</b>	To design and construct a central campus where WEC will operate
<b>0.5.5</b>	To increase the variety and amount of WEC's financial resources and to ensure its sustainability
<b>0.5.6</b>	To define, integrate, and improve a human resource profile that will be able to assist part-time and/or volunteer when needed for WEC's activities

