

# ATHLETICS OMNIBUS – THE BASICS OF RUNNING AN ATHLETICS FEDERATION

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## 1. INTRODUCTION

All participants in athletics have their own reasons why they chose athletics as a sport. Athletics as a sport however have specific needs. Athletics need its sport heroes to help the sport to gain popularity among the average person in the street. At the same time, athletics need the average person in the street to participate in athletics to be able to identify the new generation of sport heroes.

For athletics to sustain itself, the focus will always be to provide competition opportunities for both the average person in the street and at the same time assist the athlete in preparation for the IAAF World Championships and Olympic Games.

Most people participating in athletics are volunteers with limited time to practice the sport. In general, people would like to attend an athletics meeting as an athlete or a spectator. Unfortunately athletics can not take place without intervention in the form of Management and Administration.

To address this challenge, communities will gather and jointly select representatives that are willing to spend more of their free time in athletics to help with the Management and Administration of athletics.

Before the election of these Office Bearers can take place, the gathering of people must take place in a structured manner to ensure objectivity and fairness in the election process of representatives. In athletics this gathering of people is called an Annual General Meeting. The Annual General Meeting will take place according to set procedures and rules called a Constitution.

During the Annual General Meeting, the Members will decide how they would like to be represented. There are many forms of representation, but the most commonly used representative forms of administration as through "Association", as a "Union" or as a "Federation".

The Constitution is compiled with the input, support and mutual agreement of all the members of the Association, Union or the Federation. The main purpose of the constitution will be to ensure that all Members of the athletics society act according the agreed set of procedures and rules on a continuous and sustainable manner.

In modern day athletics, the athletics constitutions are based on the same principles as those of a business, to allow for the business sector to get involved in athletics by means of sponsorships.

Obtaining sponsorships is one of the most important ways to assist with the financing of athletics activities. Generally, sponsors will be keener to sponsor Federation activities because of the tendency of a Federation to approach the sport in a professional manner, without losing the members volunteer status.

In the inception stages of an Athletics Federation, most of the athletics activities will be managed and administered by the volunteers elected at the Annual General Meeting.

As the popularity of athletics grows in the community, the workload of the volunteer Administrators will increase to a level where full time staff is required to take care of the management and administration of athletics on a full time basis. The selection of Managers and Administrators that will take care of athletics on a full time basis, on behalf of the community must have specific characteristics.

Administrators in a Federation must have the capacity to plan for the future by compiling a Business Plan, based on the Athletics Federation Constitution. The Administrator should know that a Business Plan gives the Federation the capacity to create the future fairly accurately and in the process provide a sustainable service to the members.

A Business Plan will provide the Administrator with a clear understanding of what is to be achieved. Members of an Athletics Federation must understand that they will only get what is set in the Business Plan.

The success of a Federation will be based on a:

1.1. Business Plan that is supported by all

- 1.2. Core Business that is understood by all
- 1.3. Financial Plan that is based on good discipline
- 1.4. Marketing Plan that provides a positive image and visibility
- 1.5. Human Resources that develop a sense of belonging
- 1.6. Information Technology that provides effective communication
- 1.7. Development Plan that ensures growth
- 1.8. Education Outreach Plan that makes information available to all.

Note: Before a Business Plan is compiled a Constitution should be in place which was agreed upon by all Members of the Athletics "Association" or "Federation".

## 2. THE CONSTITUTION

The content of the Federation Constitution must contain the following information:

- 2.1. The correct name of the Federation
- 2.2. The activities of the Federation
- 2.3. Where the head office and area of control are
- 2.4. The colours and badge
- 2.5. Goals and aims
- 2.6. Methods to achieve goals and aims, e.g. to act according to the Athletics Federation rules
- 2.7. Powers of the Federation e.g.
  - 2.7.1. Changes, alterations or amendments to the constitution
  - 2.7.2. Leasing of grounds
  - 2.7.3. Borrowing, raising or investing of money
  - 2.7.4. To make donations or support other organizations
  - 2.7.5. Pay honorariums
  - 2.7.6. Take disciplinary action
  - 2.7.7. Grant clearances to athletes
- 2.8. Membership includes the following:
  - 2.8.1. Who are active members, donor members and honorary members?
  - 2.8.2. How do you get leave to be absent?
  - 2.8.3. Duties of active members
  - 2.8.4. Resignations, disciplinary actions, re-admissions, etc.
- 2.9. Executive management and office-bearers
  - 2.9.1. Who are the official office-bearers?
  - 2.9.2. How is somebody nominated and elected?
  - 2.9.3. How long is the term of office?
  - 2.9.4. Which vacancies must be filled?
  - 2.9.5. Who can be co-opted or exempted from his duties?
  - 2.9.6. Duties of office-bearers e.g. President, Presidium, Board, etc.
- 2.10. When are meetings organised, e.g.
  - 2.10.1. The Annual General Meeting
  - 2.10.2. Special and extraordinary meetings
  - 2.10.3. General members' meetings
  - 2.10.4. Management meetings
- 2.11. How are meetings convened
  - 2.11.1. When is there a quorum?
  - 2.11.2. Who have voting rights and when are decisions taken?
  - 2.11.3. What are the powers and duties of the management?
- 2.12. Finance
  - 2.12.1. How is membership fees collected?
  - 2.12.2. Who handles the income of meetings, donors, sponsors, etc?
  - 2.12.3. Who handles the financial transactions?
  - 2.12.4. When does the financial year end and who is the auditor?
  - 2.12.5. Who has signing rights?
  - 2.12.6. When is financial statements submitted?
- 2.13. Rules, regulations and by-laws
  - 2.13.1. Who are in the permanent committee?
  - 2.13.2. What are the duties of permanent and special committees?
- 2.14. How are adjustments made to the constitution?
- 2.15. How do you affiliate?
- 2.16. How do you dissolve the body?

The points in the Constitution that should receive proper consideration are:

#### **A. MISSION (VISION)**

The Mission must be compiled by those who understand the art of seeing things that are invisible. Where the Federation is now at this point in time and where it will be in 5 years time must be defined in a Mission compiled by the visionaries of the Federation. In Athletics they are the Board Members with the President as their spokesperson.

Sometimes a Vision is also needed, but a vision is generally needed at the top and the bottom of the hierarchy of sport administration, in other words the Athlete and the National Federation. A vision requires time frames longer than 5 years.

Representative structures between the National Federation and the Athlete, e.g. Provincial/Regional/District Federations and Clubs should have the same Vision of the National Federation and the Athlete.

The mission of clubs and Provincial/Regional/District Federations may vary depending on the diversity of the region's population composition. The end product however should always be in line with the vision and mission of the International/National Federation.

#### **B. OBJECTIVES (GOALS)**

Objectives are set to clarify what is to be achieved in time frames varying from one day to 5 years. An objective is a statement, in writing, with a firm date fixed to it, describing some change, gain or achievement.

When objectives are set, one should never use "averages" to define what must be achieved. You will drastically underestimate the limits of what is possible.

The success of an Athletics Federation will be defined in the manner in which that Federation reaches its pre-set objectives.

#### **C. PROJECTS**

A list of projects must be identified with execution dates that will fall within the set time frames of the objectives. In athletics this is called an Events Calendar or Fixtures List.

In the implementation of these projects, some may be successful while others may fail. The determining factor in the execution of the Events Calendar or Fixtures List is whether the set objectives of the Federation are achieved.

### **3. THE BUSINESS PLAN**

It is important that the Business Plan is supported by all. Before a Business Plan is implemented, it is important that all Members are briefed on how it will be implemented, what its values are and who will benefit from it.

It is also important that the Members of the Federation have a clear understanding of the core functions of the Federation. The Business Plan should add value to the core functions of the Federation which is athletics.

#### **3.1. OVERALL BUSINESS STRATEGY**

The Business Strategy must be based on, and operate within, the Federation Constitution, and must describe all aspects of the Athletics Federation including:

- 3.1.1. Who the Federation is and who they represent
- 3.1.2. Where the Federation is located and what its borders are
- 3.1.3. What the basic product and services of the Federation is, e.g. organize competitions, prepare teams for National Events, provide information to members, etc.
- 3.1.4. The market of the Federation, e.g. the borders within which it operates
- 3.1.5. The customers of the Federation e.g. licensed Members, Schools, etc.

3.1.6. The income, e.g. license fees, expenses e.g. financing of projects, and how the finances will be managed.

### **3.2. MARKETING STRATEGY**

A Marketing strategy must be in place that is based on the Mission and the Objectives of the Federation.

The Marketing Strategy must create a positive image of the Federation and its Athletes. The Marketing Strategy must raise the visibility of the Federation and its products among the targeted societies.

The Marketing Strategy should engage as many sources as possible including the electronic and printed media, as well as infomercials to the licensed Members.

Information of projects that will take place should be used in the marketing campaign. The successes of Individual Members and the Federation should also be used in the marketing campaign.

The Marketing Strategy should be based on market research, project reports, feedback from staff, and previous financial reports. The forecast on the amount of people that will be targeted and the potential income that can be generated is crucial. The forecast will have an impact on the operations, staff and financial plans.

The Marketing Plan must be revised continuously. Amendments must be based every time on the forecasts.

- 3.2.1. The Marketing Strategy will strategically focus on:
  - 3.2.1.1. Exactly what the Federation or project will do?
  - 3.2.1.2. What will the Federation or project not do?
  - 3.2.1.3. Will the Federation or project optimize quality, speed, affordability, flexibility or dependability?
  - 3.2.1.4. The Federation's products, prices, promotion and method(s) of distribution.
- 3.2.2. The Marketing Strategy should answer the following questions:
  - 3.2.2.1. Forecast - How many spectators and athletes are expected and what the potential profit margin will be?
  - 3.2.2.2. Client profile – Who will the spectators and athletes be?
  - 3.2.2.3. Competitors - Who is the opposition and competitors for the same client? What do they offer that the Federation don't and what does the Federation offer that they don't?
  - 3.2.2.4. Core Function - What are the core products and services and what are extra?
  - 3.2.2.5. Pricing Strategy (low volume high margin or high volume low margin) - What will people be prepared to pay for products of the Provincial Federation?

### **3.3. OPERATIONS STRATEGY**

- 3.3.1. The Operational Strategy defines when, where and how projects will be implemented.
  - 3.3.1.1. Projects must be defined and executed
  - 3.3.1.2. Projects must operate on sound Policies and Procedures.
- 3.3.2. The Operational Strategy must show how the Athletics Federation will:
  - 3.3.2.1. Operate and think through the detail and costs of organizing and servicing projects.
  - 3.3.2.2. Deliver stock / Stock control
  - 3.3.2.3. Provide services / Quality Control
  - 3.3.2.4. Merchandising e.g. enrolment fees, licence fees, clothing sales, etc
  - 3.3.2.5. Deal with administration – invoices, creditors, debtors, SARS, Legal, Legislation, etc.
- 3.3.3. The Operational Strategy must answer the following questions:
  - 3.3.3.1. What are the most important products/services?
  - 3.3.3.2. How will I deliver on quality and cost control?
  - 3.3.3.3. Who are my suppliers?
  - 3.3.3.4. What will the workflow look like?
  - 3.3.3.5. How will I keep records?
  - 3.3.3.6. How will my premises look?
  - 3.3.3.7. Contingency plans?

### 3.4. STAFFING STRATEGY

What distinguishes the Administrators who achieved excellence from the Administrators that failed is the Administrator's willingness to confront a situation and to fight the fear; the urge to always do better no matter what.

- 3.4.1. The Staffing Strategy must plan the staff around the business and not the business around the staff.
  - 3.4.1.1. Initially lots of work will be done by one person, who will rely on loyalty of close friends, family and/or existing staff. They will determine the roadmap of how the Federation gets from the current situation to the ideal.
  - 3.4.1.2. Do not employ new staff if you are not sure.
  - 3.4.1.3. Understand and apply laws and legislations at all times.
- 3.4.2. The Staffing Strategy must answer the following questions:
  - 3.4.2.1. How will responsibilities and tasks be divided into job descriptions?
  - 3.4.2.2. What skills do I need? Will this involve training?
  - 3.4.2.3. How many people do I need? How many full-time and how many part-time?
  - 3.4.2.4. How much can the salaries amount to? What other costs are involved (pension, medical aid, etc)?
  - 3.4.2.5. Can some functions be outsourced?
  - 3.4.2.6. When you start use personnel agency and part-time staff.

### 3.5. FINANCIAL STRATEGY

There are many different ways to control finances. These financial control systems can vary from the traditional budgeting methods to a more holistic approach where financial control is only one of many aspects to be considered. Whatever the method is, it is important that all members in a structure operate on the same structure to ensure transparent financial management.

The more traditional financial control systems apply budgeting as a survival tool. The process of traditional budgeting consists of estimating the probable income and expenses over a given period of time and then bases the overall business strategy on the budget. In practical terms it means if it is not in the budget, it does not happen.

The modern world today is rapidly changing. As these changes occur, challenges appear which place pressure on the financial control systems. Financial control systems that are based on traditional budgeting methods only, experience difficulty to adapt to the challenges and demands of a fast changing world.

The traditional budgeting method will always have a role to play in financial control systems, particularly in aspects of budgeting where change takes place slower, such as projects that take place once a year on an annual basis e.g. a provincial, national or international championships.

Traditional budgeting methods are less effective in marketing strategies, human resources development strategies, information technology development strategies and education outreach programmes. These strategies change as the product develop. As a result, financial control systems for the mentioned types of strategies must adapt much faster to meet the constantly changing demands.

The holistic approach of financial control is much more effective in marketing strategies, human resources development strategies, information technology development strategies and education outreach programmes. Progressive Federations, clubs, etc. who have objectives such as to increase membership, to win more medals, improve the quality of its events, etc. will need a holistic approach of financial control.

- 3.5.1. The Financial Strategy should be in place which includes:
  - 3.5.1.1. When and how the Business Plan (Events List) will be funded
  - 3.5.1.2. Financial procedures to ensure financial accountability
    - A. Use all the previous findings/research and convert it into figures
    - B. Work with as many facts as possible
    - C. Be realistic and conservative with your assumptions
    - D. If you cannot survive low participation numbers / income times – Think again before getting involved



### 3.5.5. Expense statement

The summarized expense statement should show the monthly expense in categories that will give the Members an easy to read overview of the type of expenses that was made.

EXPENSE STATEMENT EXAMPLE	Event	Projects	Food/Refresh	Accommoda	Transport	Clothing	Medical	Administration	Honoraria	Publications	Sundries	None	Total
January													
February													
March													
April													
May													
June													
July													
August													
September													
October													
November													
December													
Total Expenses													

### 3.5.6. Project Balance Sheets

The Project income (profit or deficit) should be recorded in the income financial statement summary of the relevant month. Projects balance sheets should be presented to the sponsors as a support document of the project report, as soon as possible after the event took place. The final total of the income and expenses on the project sheets should be reflected in the relevant month's financial statement, and submitted to the Federation Board and at the Annual General Meeting for approval.

#### PROJECT BALANCE SHEET

PROJECT \_\_\_\_\_ : Date: \_\_\_\_\_ Project Leader: \_\_\_\_\_

Profit/deficit (-) \_\_\_\_\_

DETAIL	DETAILED PROJECT INCOME	BUDGET	ACTUAL	Sub Tot.
1. <b>EVENT</b>	Income from sponsor			
2. <b>FOOD REFRESHMENTS</b>	Income from sales food stalls, etc.			
3. <b>ENTRY FEES</b>	Income from enrolment fees			
4. <b>TEMP. LICENCES</b>	Income from Temporary Licences			
<b>TOTAL INCOME</b>	Total budgeted income			
DETAIL	DETAILED PROJECT EXPENSES	BUDGET	ACTUAL	Sub Tot.
1. <b>EVENT</b>	Prize money			
	Spot Prizes			
	Medals			
	Race Numbers			
	Marketing material			
	Design of marketing material			
	Distribution of marketing material			
	Sweeping vehicle			
	Marquee tent			
	Sound system			
	Memorabilia for participants			
	Flowers			
	Flags and bibs			
	Table and chairs			
	Electricity			
	Toilets			
	Light and danger tape			
	Security			
	Pre-entry admin			
	Temporary Licences			
	Race Levies to Federation			
2. <b>PROJECTS</b>	None			
3. <b>FOOD REFRESHMENTS</b>	Water at water points			
	Beverages at water points			
	Refreshments before event			
	Refreshments after event			
	Meeting refreshments - LOC			
4. <b>ACCOMMODATION</b>	None			
5. <b>TRANSPORT</b>	Travel expenses of LOC			
6. <b>CLOTHING</b>	None			
7. <b>MEDICAL</b>	None			
8. <b>ADMINISTRATION</b>	Office admin, telephone fax, etc			
	Banking Fees			
9. <b>HONORARIA</b>	Course measurer			
	Referees			
	Marshals			
	Announcer			
	Traffic Officials Honorarium			
	Physiotherapist and doctor			
	Statistics, results, etc.			
10. <b>PUBLICATIONS</b>	None			
11. <b>SUNDRIES</b>	None			
<b>TOTAL EXPENSES</b>				

- 3.5.7. Attempt to forecast for 3 to 5 years:
  - 3.5.7.1. Revenue from participation/spectator numbers, cost of services/direct expenditure, gross profit, overheads and net profit
  - 3.5.7.2. Start-up costs
  - 3.5.7.3. Cash Flow
  - 3.5.7.4. Do the Federation need the finance or to finance a specific project???
- 3.5.8. For transparency purposes the financial statements must be audited and submitted to the Members of the Federation on a regular basis. To ensure that the auditing fees remain cost effective the following steps must be taken:
  - 3.5.8.1. Financial Cash flow Statements must be prepared on a monthly basis. The income and expenses reflected on the Cash flow Statements must correspond with the Decisions taken by the Athletics Federation Board as reflected in the minutes of the Board Meetings.
  - 3.5.8.2. Each project planned and executed must have a project balance sheet (income/expense) and the figures must correspond with the figures in the cash flow statements.
  - 3.5.8.3. The clauses in the contracts between the Federation and Sponsors must be adhered to in the project balance sheets.
  - 3.5.8.4. The following documents must be submitted to the auditor:
    - A. The Constitution of the Athletics Federation
    - B. The Business Plan of the Athletics Federation
    - C. Minutes of Board Meetings – Highlight Business Plan related decisions
    - D. Minutes of Project Management Meetings and Project Reports – Highlight Sponsor agreements
    - E. Monthly Cash flow and income statements
    - F. Project balance sheets
    - G. Cheque Book (completed and existing)
    - H. Monthly financial statements of all bank accounts
    - I. Invoice and receipt books

### **3.6. INFORMATION TECHNOLOGY**

A vast amount of information systems are available today that can assist the Federation to provide its Members with important information, to raise the visibility of the Federation and to be a valuable source of primary income such as sponsorships, ticket sales, etc and secondary income such as sales from memorabilia and collectables.

The Membership databases should be the most important source to link members to the various information systems.

Information technology can be used to the advantage of both the Federation and its Members.

- 3.6.1. A Federation website
- 3.6.2. Mass communication via e-mail, SMS's, etc.
- 3.6.3. News letters and press releases
- 3.6.4. Radio/TV/media event coverage and talk shows
- 3.6.5. Infomercials (fliers) of projects to come.
- 3.6.6. Infomercials with results of events completed, statistics of the results, etc.
- 3.6.7. Manuals of educational value such as coaching manuals, rule books, statistics, etc.
- 3.6.8. Memorabilia such as photo's of and athlete with the CV printed on the back
- 3.6.9. Collectables such as Federation branded clothing, flags, drinking glasses, etc.

### **3.7. DEVELOPMENT STRATEGY**

A Development Strategy must not be confused with an Education Outreach Plan. A Development Strategy should keep the Federation in touch with new developments on the market and create new products on a continuous basis.

Don't expect that just because the Athletics Federation operates in a certain way, that it will always have to operate that way. It must be kept in mind that the only real constant in life is change. It is therefore important that development programmes must be in place on a continuous basis to keep the Federation and the Members competitive.

A Development Strategy must be in place to ensure the sustainability of the Federation and its products. Before any development programmes are put in place, the following must be kept in mind:

- 3.7.1. A product must be developed only after the member's needs are defined
- 3.7.2. It is a challenge to identify a "surprising" new need, of whose existence the competitors are unaware of
- 3.7.3. Our current experiences (comfort zone) restrict us from identifying something we need
- 3.7.4. The easiest way to develop a product is:
  - 3.7.4.1. To create a dependency between two existing products e.g. take 4 existing events and develop them as a series of events with the last one as the final.
  - 3.7.4.2. To develop an existing product to a new level of excellence e.g. take a fun run which forms part of a festival and develop it to a prestigious event.

### **3.8. EDUCATION OUTREACH PLAN**

An Education Outreach Plan must not be confused with a Development Strategy. An Education Outreach Plan will train and educate both current and new Members of the Federation. Coaching Courses, Technical Officials Courses and Administration Courses are examples of an Education Outreach Plan.

The Information Technology Systems can also be utilized to assist with the Education Outreach Plan. Websites and the electronic mail systems can be utilized to provide Members with information needed to upgrade their skills in a specific discipline.

## **4. COMPILE A BUSINESS PLAN**

Now that we know what the main ingredients of a Business Plan should be, where and when do we begin to compile a Business Plan for an Athletics Federation?

The point of reference during the Strategic Planning Sessions will always be regulatory documents such as the Fixtures List, Technical Standards, Performance Ranking Lists, etc. The Athletics Federation operates on a Business Plan that have:

- 4.1. Short term objectives - 1 year
- 4.2. Medium Term - 5 years, e.g. from the year before the Olympic Games, to the following Olympic Games.
- 4.3. Long Term – Longer than 5 years, e.g. to change the percentages of demographic participation patterns. Long term values are measured in percentages, proportional ratios or comparative statistics rather than time frames.

The Medium Term objectives of the Athletics Federation must be used as point of reference during the compilation of excellence objectives for the Athletics Federation. The short term objectives of the Athletics Federation must be used to set recreational and mass participation objectives.

The Athletics Federation operates in partnership with Sponsors and Government Departments such as Tourism, Human / Social Resource Development, Finance, etc. All partners have budgets that need to be negotiated and managed, e.g. the budget now in operation, was negotiated 18 months to 2 years ago.

By implication it means that if an Athletics Federation does not have a Business plan in place at this point in time, and the desire of the Athletics Federation is to operate on a Business plan, a Business Plan must be compiled that will be fully operational in 3 years time. In the mean time, the Athletics Federation should put contingency plans in place to sustain the Athletics Federation until the Business Plan is fully operational.

If the Athletics Federation wants to host major Events, it should negotiate for events on the Fixtures list three (3) years from now. The Fixtures List will only consist of events leading up to the major event e.g. National Championships.

Once both the Annual Fixtures Lists for the next 3 – 5 years are compiled, the Strategic Planning Sessions can focus on a Development Strategy and an Educational Outreach Plan. The Development Plan should create new events or give existing events on the Athletics Federation's Fixtures List a face lift to strengthen the preparation of the Athletics Federation in its build-up to the major event e.g. the National Championship Events.

The Development Plan should also create new events or give existing events on the Fixtures List a face lift to increase the number of participants and spectators of the events on the Fixtures List.

The Educational Outreach Plan should educate and prepare existing and new Administrators, Technical Officials, Coaches and volunteers to implement the Athletics Federation Business Plan successfully. The Educational Outreach Plan should improve the quality of the services provided by Office Bearers and the performances of athletes.

Once the mission and objectives are set, the Development plan and Educational Outreach Plan are drawn up; the operational Strategy must be prepared based on the principles and constraints of the Financial Strategy.

The Financial Strategy will also determine to what extent the Marketing Strategy and Educational Outreach Plan are implemented. During the initial stages the Marketing Strategy and Educational Outreach programme will take place on a one to one ratio, e.g. an individual will organize an event and will convince friends and relatives to get involved in projects organized by the Federation. The same individual will also educate the friends and family as they become involved in the sport. The financial statements must be subjected to an external auditing process to ensure transparency.

The Staffing Strategy will be implemented as the volume of projects increase and the financial situation improves. During the initial stages of the Business Plan, volunteer Project Managers can be utilised to assist with the implementation of the operational plan. The manner in which volunteer Project Managers function within the sport will give guidance on whom to appoint full time on the Provincial Office Staff.

The need for Information Technology will increase as the number of registered Members increase. The method of communication change as the number of registered Members increase. In the initial stages of creating communication networks, information resources such as telephone directories, contact lists of Government Departments, e.g. Education and Security Services can be used to inform members and potential members of the Federation. As the sport grows in popularity and numbers, the use of alternative data bases such as Membership and participation databases become valuable tools in the Information Network.

Finally, the Business Plan must be revisited and revised on a regular basis as the sport grows. This may be as frequent as every 3 months. The frequency of the Business Plan revision will be determined by the pace in which the sport grows (or not grow).

## **5. SUMMARY**

The ingredients of a successful Business Plan being implemented by the Federation will be a healthy balance between productivity, good Management and good Leadership.

The Administrator that fails to make decisions during the implementation of a Business Plan will be branded a follower rather than a Leader. Always take the initiative, in other words, do not wait to be told to do the right thing.

The Administrator must keep in mind that success is not a destination. It is a continual process. Once a project is executed successfully, start immediately with a new project. Do not dwell indefinitely around the successes of completed projects. It will allow the opposition to re-strategize in an attempt to regain the lead.

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