## Contents

Preparation ........................................................................................................... 4
Workshop Agenda .................................................................................................. 4
Day 1 ..................................................................................................................... 5
Gallery Walk ......................................................................................................... 5
Group Discussion to identify candidate topics .................................................. 7
Voting for priorities ............................................................................................... 10
Developing Mission Statements ........................................................................... 11
Presentation of Mission Statements and Feedback round ............................... 13
   Event & Organiser Support ............................................................................. 13
   Communication ............................................................................................... 13
   Promotion & Marketing ................................................................................... 13
   Recruiting ....................................................................................................... 14
   Technology ...................................................................................................... 14
Day 2 ..................................................................................................................... 15
Finalising Mission Statements ............................................................................. 15
Developing objectives for each mission statement .......................................... 16
Collecting Feedback for the objectives ............................................................. 16
Impressions from the workshop .......................................................................... 22
The results of the workshop .............................................................................. 23
   Event & Organiser Support ............................................................................. 23
   Promotion & Marketing ................................................................................... 25
   Communication ............................................................................................... 26
   Technology ...................................................................................................... 27
   Recruiting ....................................................................................................... 28
The mission teams ............................................................................................... 29
Annex: Result sheets ............................................................................................ 32
   Event & Organiser Support ............................................................................. 32
Promotion & Marketing ................................................................. 35
Communication ........................................................................... 37
Technology .................................................................................. 39
Recruiting ..................................................................................... 41
Preparation

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

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

Workshop Agenda

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

<table>
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<th>Session 2</th>
<th>Duration</th>
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<th>Finish times</th>
</tr>
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<td>11</td>
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<td>Present final statements</td>
<td>00:20</td>
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<tr>
<td>12</td>
<td>60min</td>
<td>Develop objectives in 3 groups</td>
<td>01:20</td>
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<tr>
<td>13</td>
<td>40min</td>
<td>Present and discuss draft of objectives in large group</td>
<td>02:00</td>
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<tr>
<td>14</td>
<td>20min</td>
<td>Break</td>
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<td>Finalise objectives, with actions and details if time permits</td>
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</tr>
<tr>
<td>17</td>
<td>15min</td>
<td>Personal feedback on workshop and your commitment</td>
<td>04:00</td>
</tr>
</tbody>
</table>
Day 1  
**Gallery Walk**

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

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

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

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

The leading questions during the debate were:

What were your findings during the group discussions in the gallery walk?
With what do you agree, not agree, is there anything missing?
What are the most important topics for you? Which topics would you like to see addressed in the next years?

In general, the posters did reflect the view of the workshop participants of the CIA.
The main topics which were collected during this discussion were simultaneously collected by the moderator and immediately categorized.

The categorization of these topics was then projected in front of the entire group, modified to fit the group’s understanding of the topics and then validated unanimously.
The categories retained and the associated topics were as following. Some topics were retained in multiple categories, as the categories allowed for partially intersection.
### Communication
- Difficult to find info on the web
- To Community
- Bottom Level Pilots/Delegates
- Within CIA
- Self-concentration
- Getting a broader audience

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

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

### Fiesta vs Competition
- Why should an organizer launch a competition?
The participants had a short break after the sorting process, which allowed the moderators to prepare the voting procedure.
Voting for priorities

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

Participants used these stickers to vote for three different categories.

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

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

- **Event & Organiser Support**: 22
- **Promotion & Marketing**: 15
- **Communication**: 13
- **Recruiting**: 12
- **Technology**: 12
Developing Mission Statements

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

These groups worked on the mission statements for each priority.

Their task relative to this domain of activity was:

What should we do in this field?
How will we proceed / Which methods?
For whom are we doing it?
Why are we doing it?

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

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

The mission teams had 45 minutes to draft a first version of a mission statement.
Presentation of Mission Statements and Feedback round

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

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

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

Event & Organiser Support

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

Communication

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

Promotion & Marketing

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

To introduce, encourage & develop event organisers, officials, pilots and crew into the sport of ballooning through active training and development programmes. To achieve the best potential in level and quality of the people involved in ballooning and the sport as a whole.

Technology

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

What:  
- develop  
- implement

How:  
- tool, not a goal  
- emotions

For whom:  
- participants  
- public

Why:  
- Run -> organize  
- Share emotions -> COM  
- Promote sport
Day 2

**Finalising Mission Statements**

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

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

---

March 14, 2019
Developing objectives for each mission statement

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

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

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

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

Collecting Feedback for the objectives

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

The mission teams collect the feedback cards and oral comments and then regroup to work on a final version of the objectives.
2019 DEVELOP CLEAR BRAND STRATEGY

* DEFINE METRICS FOR MEASURING
  No. Bids
  No. Events
  # of Attendees

  INCREASE No. of COMPETITIVE EVENTS (Trends)

  INCREASE No. of PARTICIPANTS in COMP. EVENTS

  INCREASE SPONSORSHIP

  IMPROVE & PROMOTE POSITIVE AWARENESSES of
  OUR SPORT.

  to range
  and high level
  formulation

  ACTIONS

  TO ASSEMBLE MARKETING TEAM (PMR?)

  PROMOTION & MARKETING

  You are missing out on records

  #2 Continue what we
  seem to have

  What is our brand?
  CTA is comp.
  focus here?

  Possibly move
  name of entire
  team to another
  group.
TECHNOLOGY

1. Balloon Live Project
   * Internal communication
   * Gordon Bennett Web Archive
   * Establish social media channels
   * Share Best practice of Live-streaming
   * World Ranking List
     * Communication channel on balloon technology innovation

By June 2020, Officials, participants and public can communicate, share and interact in dedicated social media channels.

Consider integrating CIA efforts with other TAI ASCC efforts in this respect.

Comm. Objective too generic

How do we measure

In these before using it by CIA it comes.

Objectives are empty assets and must be used by CIA.

Promote & help with usage of tools.
Reactivate the PR SC to have a regular in-person meeting by 2020 and have 5 members by 2021.

COMMUNICATION

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

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

Reorganize the CIA Website & document section for easier finding information for the community by 2020.
RECRUITING

Youtube videos - interactive

Accessibility at local ballroom meets.

Update information

Platforms - social media

Structured information - ? CIA website

1. Youth Events < university
   local events

Compilation Youtube videos + CIA blog
   website update platform containing
   easy to access info. incl. videos/ blogs
   interactive, + links to
   local contacts, useful info

2. Info cards

3. Academy

A Better connection between CIA and
national championship

Academy:

More specific from new official in each event.

Official modification

Simplify competition to

make it easier to

start competing

Create more general

questions

There are too many options

Reach out to 95% of

leisure pilots who do not yet compete.

A competitor is a

more professional (better)

pilot experienced, F4C, F3C

relationship

share, bridge, educate, excite

RECRUITING, CREATION

FROM ORIENT (95%) INTO STANDARDS

IN OFFERING

Simplified rules
to establish C|A organizers WG
by January 2019

to establish an organizers event
symposium by 2021

EVENT & ORGANISER

SUPPORT

EDS vs. new WG

Symposium is
vapour in itself.
Thanks for the link.
Reference to the mission statement.

Outcome should
be handled
instead of
symposium

to be able to
use conclusions

How to
initially
engage

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

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

**Impressions from the workshop**

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

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

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

Event & Organiser Support

Mission statement:

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

Objectives:

- To establish CIA organisers WG, by plenary 2019
- To establish an organisers' event symposium by 2021
**Proposed actions:**

- **Setup WG:** Members (experts, CIA, FAI, organisers)
  Terms of Reference
  Timetable, deliverables
  Role of EDS!? 

- **Survey/Intelligence collection:**
  Collect what we have and where available
  (docs, links, video, economic studies, people)
  Why do you not run events at all (anymore)?
  Event categories: local regional, world,
  Gordon Bennett, Continental, multi-disciplinary

- **Other info:**
  How do others do?
  ICAS, FAI, non-FAI, other federations, Oshkosh, EAC
  Lessons to be learned from others
  Best practice “US Ballooneventsymposium.com”

- **Business models, Cost, Financials**
  Services from CIA to LOC, FAI, rights matters,
  price tags
  Pilot, CIA, FAI and LOC perspectives

- **Symposium:** Design 2019-2020, Promote 2020-2021, Run 2021
Promotion & Marketing

**Mission statement:**

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

**Objectives:**

- Develop clear brand strategy for sustainability of our sport
- Improve & promote positive awareness of our sport
- Define metrics and methods for measuring success
  - Nº Bids
  - Nº Events
  - Nº Pilots
  - Attendance
  - Sponsorship
  - Revenue
  - Social Media #tag
  - Involvement of new/young Pilots
  - ...
Communication

Mission statement:

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

Objectives:

- Implement structure for cross-subcommittee and WG (chair) communication.
  
  (e.g. by implementing an Extended Bureau?)

- Create a global social media / Facebook concept for continuous presence by end of 2020 and implement by 2021.

- Build a new Gordon Bennett Legend & History website before September 2019.

- *(A possible future objective) Reorganise the CIA website and document section within fia.org so the community can locate information more easily, by ... (tbd)*
Technology

Mission Statement:

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

Objectives:

- By June 2020, participants and public can communicate, share and interact in dedicated FAI Social Media Channels

- In a multi-step approach, the Balloon Live Project will provide live tracking, scoring and competition communication by 2022
Recruiting

Mission statement:

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

Objectives:

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

  Ideas for actions:
  - YouTube channel with informative and entertaining videos to show several aspects of sport ballooning
  - Website with YouTube videos, FAQs, useful info, local contacts
  - Event calendar

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

  Ideas for actions:
  - Training schools
  - Mentoring programme
The mission teams

March 14, 2019
COMMUNICATION
To provide easy, accessible, clear, and transparent information for:
- growing our sport
- engaging the community
- using interactive and up-to-date technology

RECRUITING
To introduce new people into the sport and encourage them to develop their full potential.

- Barcode it in. QR codes can be scanned and downloaded.
- Simple marketing ideas.
- Training
- Recruiting software

March 14, 2019
Event & Organiser Support

Mission statement

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

- to establish CIP Organizers WG December 2019
- to establish an organizing event symposium by 2021

EVENT & ORGANISER

SUPPORT

EDS vs. new WG

Symposium is vapour in itself. Thanks for the outline referred to the Mission Statement

Outcome should be meaningful instead of symposium to be able to use conclusions

How to initially engage

Build guides, resources for organizers
Proposed actions

Organizers & Events Support

Actions

☐ Setup WG: Members (experts, CIA, TAI, organizers)
  - Terms of Reference
  - Timetable, deliverables
  - Role of EDS??

☐ Survey/Intelligence collection:
  Collect what we have and what is available
  (documents, links, video, economic studies, people)
  - Why do you not run events at all (anymore)?
  - Event categories:
    - local, regional, world
    - Gordon Bennett, Continental, multi-discipline

☐ Other info: How do others do?
  - ICAS, TAI, non-TAI, other sports federations
  - OSWISH... EAC
  - Lessons to be learned from others
  - Best practice, US tableware event symposium.com

☐ Business Models, Costs, Financials
  - Services from CIA to LOC, TAI
  - Rights matters
  - Price tags

☐ Symposium: Design, promote, run

March 14, 2019
- 34 -
Promotion & Marketing

Mission statement

Promotion and Marketing -

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

Promotion + Marketing

Develop clear brand strategy for sustainability of our sport

Improve and promote positive awareness of our sport

Define metrics for measuring success

- No. Birds
- No. Events
- "No. Pilots"
- Social media/"tag"

*Involvement of new/young pilots
COMMUNICATION

To provide easy-accessible, clear and transparent information for growing the sport and engaging the community and public using interactive and up-to-date technology.
Objectives

COMMUNICATION
Implement structure for cross-min subcommittee
and WS (chair) communication by March 2020.

E.g. 6th Extended Baraz?!

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

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

(Postponed)
Reorganize the CIA Website and document section within hai.org for easier finding of information for the community by ——.
Mission statement

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

**TECHNOLOGY**

- Balloon Live Project
  - Internal communication
- Gordon Bennett Web Archive
- Establish social media channels
- Share Best practice of Live-streaming
- World Ranking List
  - Communication channel on balloon technology innovation

---

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

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

Mission statement

RECRUITING

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

* Create an easy to access information platform to allow new people to discover the sport, with the aim of increasing the number of participants in national level events by 10% by 2025.
  * Youtube channel with informative and entertaining videos to show several aspects of sport ballooning.
  * Website with Youtube videos, FAQs, useful info, local contacts.
  * Event Calendar

* Create a training programme to further develop competence experience and knowledge for pilots and officials.
  * Training schools
  * Mentoring programme

RECRUITING