

STRATEGIC PLAN

2021/24



CON TENT

—————	President's foreword
—————	General Secretary's foreword
—————	Vision
—————	Mission
—————	Values
—————	GOALS
	Improve National Team FIFA Ranking
	Develop and grow Women's Football
	Increase participation of 15%
	Strengthening our clubs on and off the pitch
	Construct and maintain infrastructure
—————	Contacts

President's FORWORD

I'm proud to be able to present the first written Strategic Plan of the FSGC. This document is the result of an 8 months work that involved all of us and wants to lay the foundations for the medium-term future of our FA.

Having a well-defined strategic plan allows all parties involved to have a clear idea of the objective to achieve and to row in the same direction.

The support of UEFA GROW and the active collaboration of our main stakeholders, with whom our objectives have been shared since the analysis phase, have been fundamental in this process of definition and growth.

Now we have to work hard to achieve our goals set in this strategic plan, but we look forward to meeting them all

”

Marco Tura



GENERAL SECRETARY'S FORWORD

Vision and Mission identified during the preparation of our Strategic Plan reflect very well the ideas of FSGC.

Both of them are born from the values that our FA always want to promote, as inclusion, equality, caring and teamwork.

Football in San Marino has to be open to all and

the 5 goals chosen representing the will to develop various important areas.

National Teams must be the top of the pyramid, a consequence of the development of the base through increasing participation, strengthening clubs, infrastructure renovation and growth of women's football

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Luigi Zafferani



OUR VISION, MISSION & VALUES





VISION

Football is the most important sport in San Marino and many people are involved in it with different roles

By 31 December 2024:

FSGC will improve people's lives in San Marino through football. This will be achieved by reaching the top 200 in the FIFA ranking supported by strong growth in participation, club development and an established women's programme.

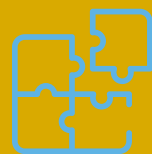
MISSION

To protect,
promote and develop
the values of the game
for the good of all
involved, directly or
indirectly, throughout
San Marino





The **Federazione Sammarinese Giuoco Calcio** values are as follows:



INCLUSION

We want to reach everyone in San Marino, at all ages and levels



EQUALITY

Football is for everyone in San Marino



CARING

Looking after the health and care of our people is important to us



TEAMWORK

To make our vision a reality, we must do it together

FEDERAZIONE SAMMARINESE GIUOCO CALCIO

GOALS

- 1) Improve National Team FIFA Ranking
- 2) Develop and grow Women's football
- 3) Increase participation of 15%
- 4) Strengthening our clubs on and off the pitch
- 5) Construct and maintain infrastructure

GOAL 1

IMPROVE
NATIONAL
TEAM
FIFA
RANKING



Objectives (broad areas)	Responsibility	Overseeing Committee	Measure/KPI	Completion Date
Establish and implement an Elite strategy from youth (u13) to senior level <i>(set way of play, strenght and conditioning, training sessions, pathway strategy)</i>	Technical coordinator	Technical commission	Elite strategy approved by the Ex.Co. And implemented	31 August 2021
A licence coaches recruited at all National Team levels (Senior, U21, U19, U17)	Technical coordinator	Technical commission	A Licence coaches in place for Senior, U21, U19 & U17 squads	31 July 2022
Improve the scouting network to identify potential international players (Italy and internationally)	Technical coordinator	Technical commission	1 regional (Italy) and 1 international scout in place	31 July 2022
Organise suitable friendly matches to help improve our ranking at all levels (m/f)	Technical coordinator	Ex.Co.	Min 4 games played (1 game per year) 2 Training camps held per year for all squads	31 December 2024
San Marino Academy to compete in international tournaments (u12 to u19)	Technical coordinator	Technical commission	All Academy squads competing in annual international tournaments	31 December 2024
Establish a commercial plan for the National Team <i>(Sponsor, online ticketing, F&B, etc.)</i>	Marketing Manager	Ex.Co.	Commercial plan approved by the Ex.Co. 640.000 € income generated	31 July 2021 31 December 2024





GOAL 2

DEVELOP
AND GROW
WOMEN'S
FOOTBALL





Objectives (broad areas)	Responsibility	Overseeing Committee	Measure/KPI	Completion Date
U12-U19 female teams to play in the Italian female league (San Marino Academy teams)	Head of women's department	Technical commission	U12-U19 teams registered to play in Italian leagues	30 June 2021
Train female coaches Train female referees	Head of women's department	Technical commission Referee association	6 female coaches with C and 4 with B licence - 4 CPD workshop held per year - 4 qualified female referees	30 June 2024 31 Dec annually 31 December 2024
Organise girls soccer camps & festivals	Women's coordinator	Technical commission	Min of 4 camps per year 32 New girls registered (20 % growth base on December 2020)	31 August 2024
Recruit women's football collaborators to manage and grow the game <i>(tournaments/leagues in clubs, schools)</i>	Head of women's department	Technical commission	10 football collaborators recruited 1 tournament & 1 league held from U12-Senior(5/7/11 a side) per season	30 June 2024
Introduce annual Primary and Secondary school tournaments & leagues (5 a side)	Head of grassroots	Grassroots committee	U10/U12 established in primary and U14/U16 leagues in secondary school - 1300 playing football in schools (650 womens)	30 June 2021
Creation of women's domestic competition <i>(Senior domestic level)</i>	Head of women's department	Ex.Co.	4 clubs competing in the women's senior league	30 Sept 2024
Women's U17 squad to enter first major tournament	Head of women's department	Technical commission	U17 team entered for Euro qualifiers	30 June 2024
Establish annual international tournament in San Marino <i>(for U12-U19 girls of Academy)</i>	Head of women's department	Technical commission	1 tournament organized per year at U12-U19 levels	31 December 2024
Drive commercial revenue from women's football (Sponsorship, F&B, Ticketing, etc.)	Marketing manager	Ex.Co.	300.000 € income achieved	30 June 2024

GOAL 3

INCREASE
PARTICIPATION
OF 15%

Objectives (broad areas)	Responsibility	Overseeing Committee	Measure/KPI	Completion Date
Grow the soccer school number <i>(Enlarge the summer camp registrations and include boys in the soccer festival events)</i>	Head of grassroots	Grassroots committee	250 registered for summer schools 4 festival per year (boys and girls)	31 August annually 31 December annually
Establish schools football programme <i>(2 leagues in primary and 2 leagues in secondary in place – 5 a side), also with referees participation</i>	Head of grassroots	Grassroots committee	Schools strategy approved by Ex.Co. 120 registered on FRM with clubs 2 leagues in primary (u10/u12) and 2 in secondary (u14/u16) held	30 June 2023 31 December 2024 31 December 2024
Grow the number of qualified Coaches Grow the number of qualified Referees	Technical coordinator	Technical commission	15 D, 20 C and 10 B coaches trained 4 CPD workshops held per year 4 referees qualified -4 futsal referees	31 December 2024
Introduce new formats of the game to help retain players <i>(5 a side for fun, veteran's league, walking football)</i>	Technical coordinator	Technical commission	40 registered for 5 a side/futsal 40 registered for Veterans league 80 registered for walking football	31 December 2024
Development of beach soccer tournament	Technical coordinator	Technical commission	40 registered to play beach soccer	30 June 2024
Develop strong communications plan for those registered players <i>(Digital, events, award nights, insight plan etc.)</i>	Press officer	Ex.Co.	Comms plan approved by the Ex.Co. Annual insights data gathered (all ages) 50 % of fans surveyed say the Federation is doing a good job	31 December 2024
Drive commercial income from the various grassroots programmes <i>(F&B, sponsorships, subscriptions)</i>	Marketing manager	Ex.Co.	120.000 € income generated from grassroots programme (cum fig.)	31 December 2024

GOAL 4

STRENGTHENING
OUR CLUBS
ON AND OFF
THE PITCH

Objectives (broad areas)	Responsibility	Overseeing Committee	Measure/KPI	Completion Date
Recruit 1 PT development officer for senior clubs (tutor to develop on the pitch activity in the clubs, es. coaching techniques, pathway, training)	General Secretary	Ex.Co.	Club development officer recruited 15 coaching plans approved by the clubs	30 June 2022
Improve the club development programme a) Off field – admin, governance, income generation, communications and b) on field – coach development, academy set up etc.	Club development committee Ex.Co. member	Committee for club development project	Club development programme approved by the board 15 club development strategies approved	30 June 2021
Establish a clubs/San Marino Academy meeting to check the passage from clubs to academy of 12 years old players	Head of grassroots	Technical commission	Min of 1 meeting per year	30 June 2022
Organize a summer annual club international tournament in San Marino	Club development committee Ex.Co. member	Committee for club development project	12 teams participating in the tournament per year (3 clubs that participate in European competition excluded)	30 June 2023
All Div 1 coaches to obtain B license	Technical coordinator	Technical commission	16 Head coaches with B license 8 youth coaches with B license	31 December 2024
Implement a personal development coaching programme (knowledge exchange)	Technical coordinator	Technical commission	4 CPD workshop held per year	31 December 2024
Drive commercial income for the league (F&B, sponsorship, subscriptions, OTT)	Marketing manager	Committee for club development project	100.000 € income generated (cum fig.)	31 December 2024
Improve the relationship with clubs President's with a periodical meeting for off field and on field topics	Club development committee Ex.Co. member	Ex.Co.	2 meeting held per year	30 June 2024

A blue-tinted photograph of a sports stadium. In the background, there is a two-story building with a balcony where a few people are visible. The stadium seating is tiered and mostly empty. The foreground shows a grassy field with white lines. The overall tone is monochromatic and professional.

GOAL 5

CONSTRUCT AND
MAINTAIN
INFRASTRUCTURE

Objectives (broad areas)	Responsibility	Overseeing Committee	Measure/KPI	Completion Date
Renovate 4 current pitches	General Secretary	Ex.Co.	4 pitches renovated	31 December 2024
Complete construction of Serravalle B Stadium	General Secretary	Ex.Co.	Stadium constructed and official opening held	31 December 2024
Complete construction of Futsal Arena	General Secretary	Ex.Co.	Arena constructed and official opening held	31 December 2022
Creation of temporary retail store in San Marino	Marketing Manager	Ex.Co.	Temporary store opened 35000 € revenue generated	31 December 2024
Drive commercial revenue from infrastructure	Marketing Manager	Ex.Co.	100.000 € income achieved	31 December 2024

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