



BOTSWANA
FOOTBALL
LEAGUE

STRATEGY
**>> 2022
2026**

STRATEGY Motto

Time for change 2023-26



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Introduction

BFA President

It is with great gratitude to introduce BFL (Botswana Football League) a professional entity geared at commercializing and professionalizing football in Botswana. Such an entity through an MOU between BFA and BFL will enforce a level of governance, run by professionals, under a completely independent Board of Directors.

This corporate entity will enforce quite a number of transformational tactics on clubs to ensure smooth transformation through a Club Licensing threshold. I am compelled to highlight Club Licensing since it forms the core component of commercialization process. It is therefore a compliance mechanism by FIFA and CAF to get clubs to a proper football standard of corporate governance and quality.

I personally have confidence that BFL clubs have the wherewithal to achieve the desired goals and objectives. "Success consists of going from failure to failure without loss of enthusiasm"-Winston Churchill.



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Foreword

BFL Board Chair

Botswana Football League is the administrator of the highest football in the country. It was established in the year 2020 to stand as an independent entity in an effort to professionalize football at the highest level.

Therefore, our strategic plan is ambitious. It defines how we will be successful within a challenging and ever-changing football environment. The plan is to enrich the experience of working personnel, football players and other key stakeholders including sponsors. The overall ambition is to develop as professional body with their involvement and support through an extensive consultation exercise that shall also speak to other influencers and would be partners.

We have exciting aspirations moving into the new era of football commercialization in Botswana. This plan which will guide BFL's rise to stardom over the next four years captures eight key priorities that will enhance our reputation and position within the sport's dominating platform.

Our aims and objectives sit within a structure that integrates strategies in research, growth, football development and repositioning football as a business entity. Football is a big industry and it impacts the economy of the country by driving excellence and professionalism that all boost competitiveness in and outside the field of play.



Methodology

This is the first ever strategic plan for BFL. As the organization looks forward to the milestone year of 2026, we embarked on developing a new Strategic Plan that will focus on the most important developments and issues facing the sport in the period 2023-2026.

In 2022, over 8 months, this strategic plan has been reviewed in detail and numerous stakeholder consultations have taken place to inform this new strategy for the BFL. These included workshop sessions, focus groups and individual one to one interviews. The process was inclusive and widespread, creating opportunities for all of our partners to contribute to strategies which will enable the continued development of our game.

IN DEPTH The following were conducted to come up with such a road map



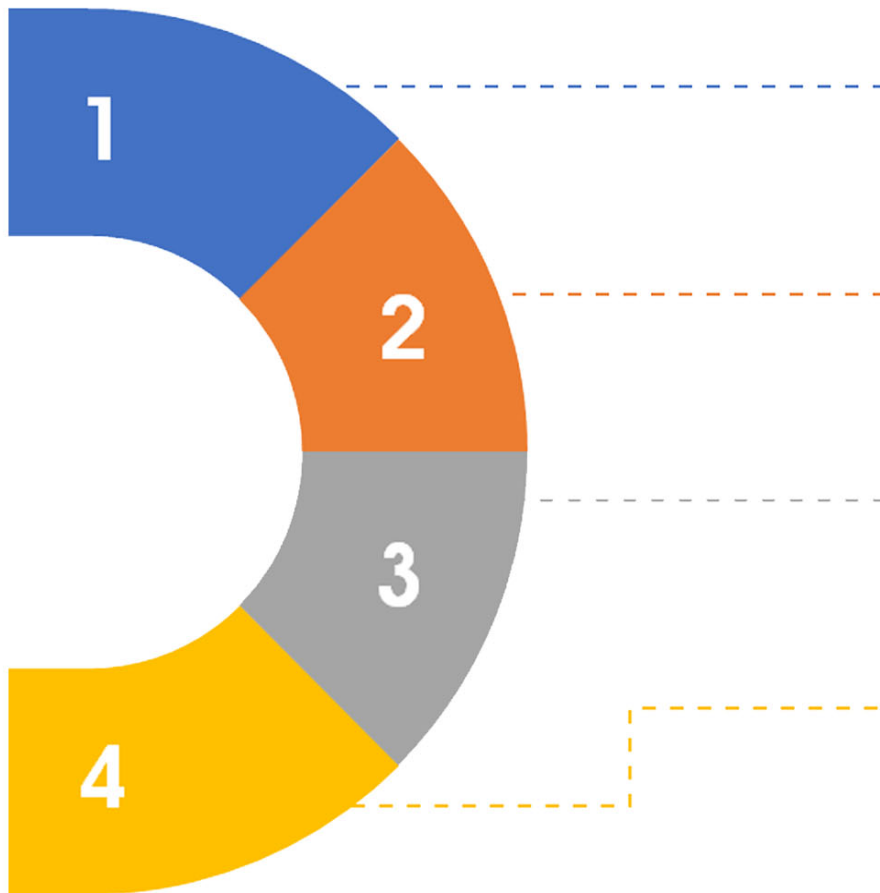
The widespread consultation process has certainly been inclusive and thorough. One of the challenges of this strategy was to take all this feedback into account when shaping the future direction of the League for the next four years. The feedback has highlighted a very positive attitude and appetite to develop football and plan a direction for the game which this document aims to provide. It is an exciting time for Botswana football as we work together with our affiliates and other stakeholders to lay the foundations for football for the next generation

As such we need to follow a holistic approach from understanding where we stand up to the point where we define how we implement and monitor the strategic plan. We have used a four-step process to develop and implement this strategy.

The Strategy Definition Process

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A systematic approach



1 - Assessment - Where are we now?

We needed to understand our departing point. To accomplish this, we have done a situational analysis by using four different management models to make an internal and external assessment.

2 - Strategy definition – where do we want to be?

This is the phase when we brainstormed where BFL should be in 2026. The Board has discussed the Mission, Vision, Values as well as the broad strategic pillars.

3 – The Strategic Plan – How do we get there?

To define how the strategy should be implemented, at operational level we started defining the Goals, SMART objectives and translating them into a Strategic Plan.

4 – Monitoring – Are we achieving our plans?

The final phase entails a definition on how we will monitor and evaluate our performance in terms of implementing the strategic plan.

Situational Analysis

In order to understand our current situation, we have undertaken four well-known assessment models and the identification of the Critical Success Factors for elite football in Botswana.

1

Critical Success Factors for elite football in Botswana

1. Professionalisation
2. Commercialisation
3. Sustainability
4. Innovation
5. Infrastructure
6. Increasing fan engagement



SWOT ANALYSIS

01

To understand our internal Strengths and Weaknesses and our external Opportunities and Threats.

COMPETITOR ANALYSIS

02

To better understand our competitors, our competitive advantages in order to develop the tactics necessary to achieve or maintain such advantages.

RESOURCE ANALYSIS

03

To learn about what current resources we have and what areas we need to strengthen.

STAKEHOLDER ANALYSIS

04

Understand who are our key stakeholders, what are their key objectives and how can we collaborate to develop our relationship and leverage resources to execute our plan.

SWOT ANALYSIS

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» Strengths

- BFL has existing properties with potential to grow e.g Premier League, Charity Cup, Top 8, First Division League
- Majority (80%) of Premier League Teams are Professional and resourced by Mines, Companies, Businessmen and Government
- Have centralized rights e.g broadcasting for marketing
- Right attitude towards transition to professionalism
- Autonomy in decision making Strong financial back up for human resource recruitment and retention
- Good network and relations with volunteers across the country
- Cordial relationship with BFA

» Weaknesses

- Lack of role clarity on the board of directors
- Lack of integrity in structures
- Poor planning and inconsistency in competition execution
- Lack of authority in enforcing compliance to the clubs
- Inability to attract partners and sponsors (Bad publicity and internal fights)
- Failure to maximize on BFL value proposition
- Poor information and data management
- Delay in dispute resolution
- No league validation
- Lack of infrastructure ownership
- Lack of profitable negotiation skills

» Opportunities

- Access to BNSC facilities for hosting matches
- Some clubs have their own facilities
- Access to affordable land for infrastructure development
- Access to collaborations and partnerships with other institutions
- Loyal support base that requires quality programs for growth
- Government programs targeting different audiences are readily available
- Digital rights and social media exposure
- Potential to attract more partners in broadcasting and sponsorships
- Access to UEFA and FIFA resources for mentorship
- Access to training opportunities and programs locally and international
- Tax rebates for sponsorship and donations

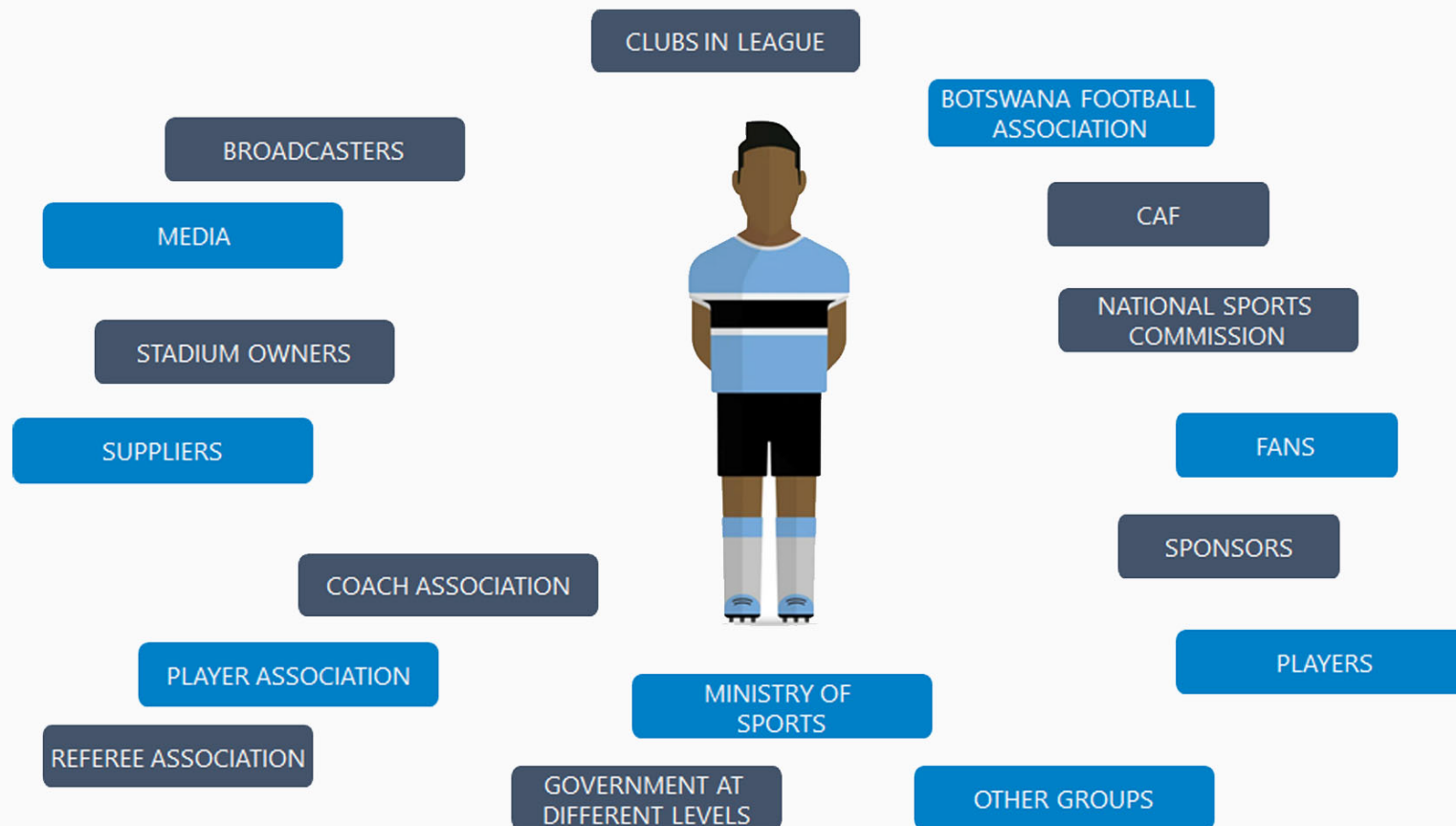
» Threats

- Short term financing from sponsors
- Competition for audience from PSL,EPL and other Leagues
- National interest of the state broadcasters versus sport content of live matches
- Inclement weather affects availability of some facilities
- Disposable income decreases attendances
- Poor information and data management
- Delay in dispute resolution
- No League validation
- Lack of infrastructure ownership
- Lack of profitable negotiation skills



Stakeholder Analysis >> 2022 2026

We have identified the key stakeholders for BFL and elite football. There were several sessions to ascertain the level of existing relationships and their impact on our strategy implementation. On this basis we have identified ways of communicating and improving those key relationships.



The Strategy Definition

The definition of our strategy considers the following elements



We exist to enhance professional football through the development of a sustainable business for member clubs in collaboration with football stakeholders.

Mission



Vision



To be a world class sustainable league

2

Values

In order to implement its strategy BFL has identified its core values that will reflect what we stand for and what is our DNA.

FOOTBALL

F (Focus)-Our focus is on develop, growing and consolidating BFL and elite football.

O (Originality)- We are open to innovate in order to evolve.

O(Openness) -We respect and hear opinions from our stakeholders. We are transparent in our communication.

T(Teamwork) - We stand united and will work with all involved stakeholders.

B(Botho) - We promote the common good of society.

A(Accountability)- We need to professionalize football and shall be accountable for our actions.

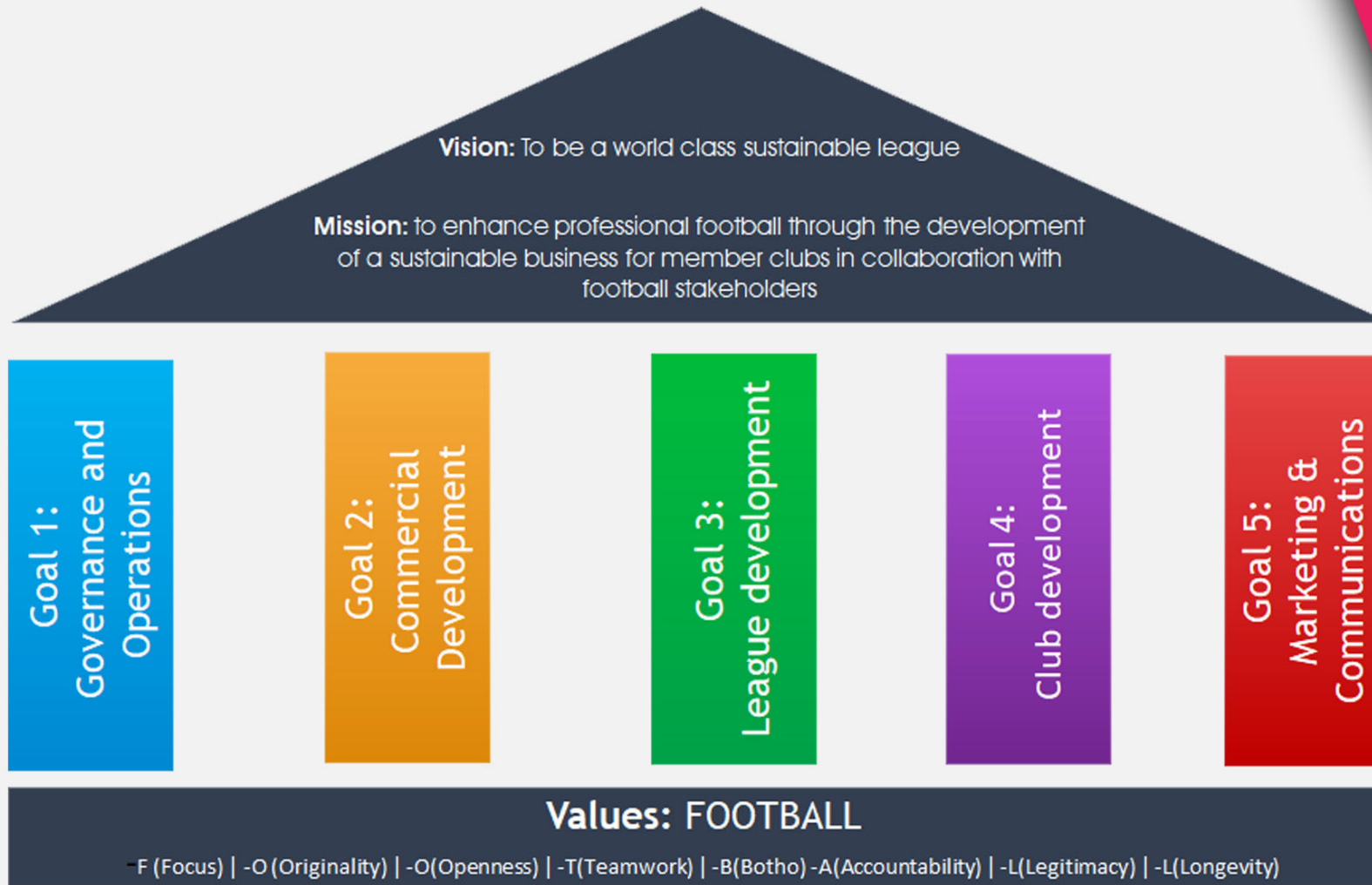
L(Legitimacy)- We have been created by BFA and represent the interests of professional football.

L(Longevity)- We are her to stay, the operations need to be made sustainable over the medium-term.

Strategic Pillars

2022
2026

In order to accomplish our strategy we have identified our five key strategic pillars.



Strategic Pillars

GOAL 1 - GOVERNANCE & OPERATIONS

BFL is a new organization, hence it is necessary to put in place a structure and governance principles that are fit for purpose.

Besides the Constitution the Memorandum of Agreement with BFA are the foundational documents of our organization. We aim to develop a stakeholder management charter and a series of other documents and systems that will enable efficient operations. On the basis of this is our most important resource – “the staff”. We have defined a Goal for “Peopleware” that will aim to define the right structure and provide the best working conditions possible.

GOAL 2 - COMMERCIAL DEVELOPMENT

BFL has been created as a professional entity geared at commercializing and professionalizing football in Botswana. Hence, one of the key goals has to be the development of the elite football product and its commercialization in Botswana and in the region. The only way to achieve sustainability and development is through the generation of a strong fan base and the generation of income. This is not an easy endeavor, but it has to be the key focus on our strategy going forward.

GOAL 3 - LEAGUE DEVELOPMENT

In order to commercialize the “football product” we need have a league format that enhances competition, we need to have systems to run operation, to identify the football protocols and enhance properties / assets that can be commercialized.

We need to achieve a good coordination of the clubs and look for centralization possibilities that make sense to either increase global revenues or achieve economies of scale to minimize costs

Strategic Pillars

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GOAL 4 - CLUB DEVELOPMENT

The professionalization of clubs will be one of the key Goals in order to achieve sustainability of the whole ecosystem. The effective introduction of a domestic club licensing has to be seen as a management tool and an opportunity. Furthermore, we need to support BFA in the massification of football in the country by encouraging the clubs to have a player development pathway and a more structured way to organize themselves.

GOAL 5 - MARKETING & COMMUNICATIONS

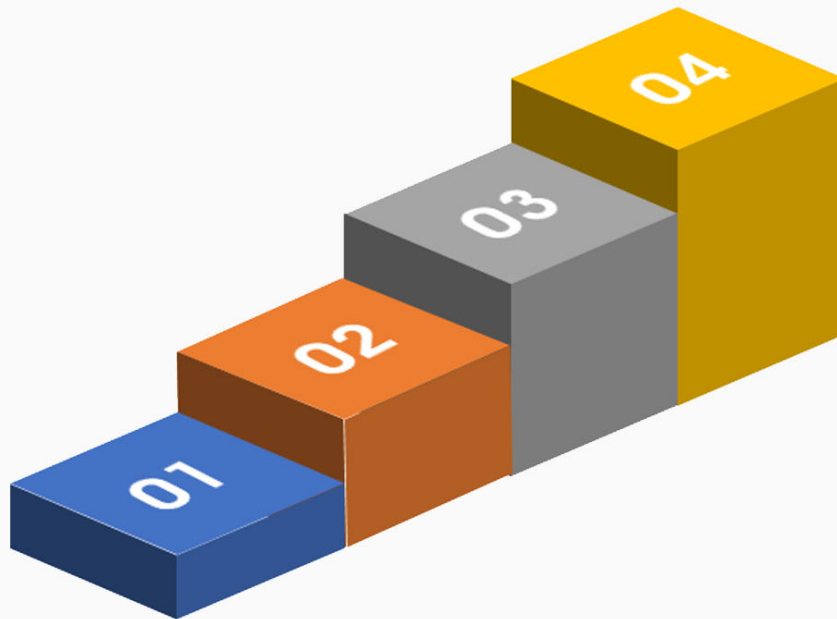
The commercialization of “elite football” cannot happen without strong communication and branding efforts. We need to grow the fan base through the creation of engaging content, match viewing strategies and a clear annual events planner. Football Social Initiatives will also be an important element to connect with key stakeholders and use Football Social Responsibility to tackle the nation’s key societal challenges.



The journey to 2026 Goals

There's a long way and many things to be done until we reach a stage of maturity and stability. As such we have decided to break down our strategic plan in four different phases

THE FOUR STEPS OF BFL STRATEGIC PLAN



04 – MATURITY (2026)

By the final year we expect to have achieved sustainability, to have mature operations and a credible image. The focus is on continuous improvement and keeping the level that was achieved. .

03 – DEVELOPMENT (2025)

This is a critical phase as we will need to further develop the elite football product and maximize the revenue possibilities.

02 – CONSOLIDATION (2024)

In the second year we need to assess what was achieved, consolidate the achievements and see the possible areas for development. This is when we will achieve a credible, professional and trustworthy image.

01 – SUSTAINABILITY (2023)

The initial phase is to create the structure, key governance aspects and the initial basis for commercialization.



The Strategic Plan

Having defined the key pillars, we have worked on going further down on the strategic pyramid and defining the:

GOALS - Broad statements, further development of the key strategic pillars of what the organization wants to achieve in the long term.

OBJECTIVES - specific short to mid-term milestones which lead to the realisation of the defined goals.

ACTIVITIES – day to day tasks that need to be accomplished to achieve the desired objectives.

An Action Plan has been established in order to define how the implementation of the overall plan should be done. In addition, BFL is working on budgeting and resourcing of this plan. Each of the phases will have an annual operational plan that will guide the way forward with objectives defined by using the SMART methodology

3

SMART OBJECTIVES

SPECIFIC

All our objectives are defined as specific as possible

ACCOUNTABLE

All our objectives have a clear responsible for its outcome.

TIME BOUND

All our objectives have concrete dates on which they have to be achieved

MEASURABLE

All our objectives have key performance indicators associated

REALISTIC

All our objectives are realistic, relevant to our strategy and reachable.

01

02

03

04

05

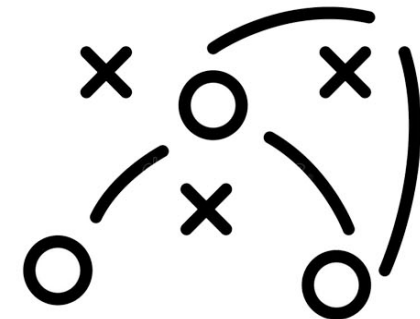
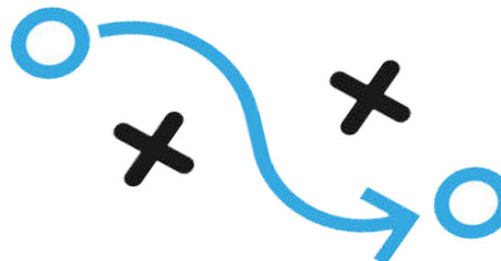
The Strategic Vission » 2023 2026

The SMART Objectives process led to the identification of 5 key strategic pillars, 11 goals and 65 objectives distributed throughout the 4-year period

BFL CORE AREAS		Governance and Operations			Commercial Development	League Development		Club Development		Marketing and Communications			
BFL GOALS		1.Governance	2.Operations	3.Peopleware	4.Income Generation	4.Competitions	5.Financial Technology & Infrastructure	6.Professionalization	7.Technical Development	8.Brand Strategy & Events	9.Fan Engagement	10.Communication	11.Account Management
OBJECTIVES	1	Establish strategy and change management process	Inauguration new BFL Headquarters	Adapt & grow the organizational structure	Creation new commercial match assets	Adaptation competition formats-sustainability	Develop pitch guideline to meet CAF standards	Introduce a 4Y domestic club licensing plan with BFA	Encourage clubs to establish a Player Development Pathway (PDP)	Establish BFL Marketing Strategy	Increase fan engagement -social media,fan card.	Establish a BFL Communications Plan	Define match activation system
	2	Establish new set of Policies & Procedures and compliance function	Define annual planning and financial process	Capacity building program for staff & match commissioners	Raise sponsorship & CSR Income	Improvement of competition Management system	Introduce new technologies and systems to help professionalisation	Establish club licensing mentoring workshops	Encourage clubs to develop club playing philosophy	Establish BFL concept for Football Social Initiative (FSI)	Improvement on match day experience	Establish BFL TV. Content creation & weekly league highlight shows	Establish a key account management process
	3	Establish risk management, code of conduct & stakeholder charter	Establish intergrated ERP & other systems	Review internal meeting process	Introduce new businesses-merchandising, licensing ,etc	Establish a regular competition regulations update process	Establish a league procurement marketplace	Encourage clubs to plan	Develop coach mentoring programme or the young club coaches (in collaboration with BFA)	Develop the BFL brand manual	Creation of a league & club micro website template	Produce more league more league content for social media	Create & keep up to date an assets register per competition
	4	Establish professional process for standing committees	Computerise BFL operations	Establish management by objectives approach	Increase broadcasting revenue platforms, (OTT ,Subscriptions terrestrial etc)	Establish an outline match day Operations Center	Achieve BFL competitions financial sustainability	Establish club capacity building programme		Introduce BFL formal uniform		Establish a customer care centre	
	5				Sell international broadcasting rights	Revision of common match day protocols & operations at all games	Establish an infrastructure fun	Implementation of community engagement		Analyse brand & reputation views-bi-annual survey		Establish online streaming platform	
	6				Negotiate club commercial centralization possibilities (including VIQ)	Collaboration with BFA to improve standards of coaching ,refereeing & roles and responsibilities MD officials				Establish annual events plan-including player awards		Conduct regular communication & meetings with the media	



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Monitoring and evaluation

4

This is a very important step for a successful delivery of our strategy. We need to monitor and evaluate the level of the implementation of our plans on a timely manner.

The implementation and reporting of the strategic plan is the responsibility of the BFL CEO and the monitorization is the responsibility of the BFL Board.

For recording the implementation and daily operations we will use a project management tool.

This will allow a cooperative work between our staff and an overview on the status of the baseline at any moment in time



From a strategic point of view we will establish a Strategic Review Committee (SRC) that will make a quarterly assessment of the situation. The members of the SRC will be:

- Chairman BFL
- CEO BFL
- Secretary-General BFA
- 1 or 2 BFL board members representing the clubs
- Independent representative (with knowledge on project management and football)

The mission of the SRC is to ensure that the strategic plan is implemented in a timely manner with the required quality and achievements. The main task are to:

- Monitor the implementation of the strategic plan in a timely manner
- Identify deviations and solutions
- Propose adaptations to the baseline (change scope, new project, changing priorities, allocation resources, imelines, etc.)
- Issue recommendations to the BFL Board for strategic decisions.
- Any other as delegated by the BFL Board

As mentioned, this is the first strategy put forward by BFL. As such there is a lot of work to be done.

On the internal dimension, BFL needs to organize itself in terms of structure and different aspects of governance. Furthermore, it needs to develop the product of elite football to be able to commercialize it.

On the external side, an effective communication plan, with key messages for key stakeholders, needs to be put forward.

BFL needs to start engaging and communicating with key stakeholders about its plans. This is key to get their commitment, their good will towards elite football and a must to find “win-win” solutions that allow for the leveraging of resources. This is key in Botswana considering the size of its population

*The evolution of Football in Botswana
starts here and now!*

Openness
FOCUS Botho
Originality Longevity Accountability
Legitimacy **Team Work**