

# KISC Strategy 2023

*KISC Association Committee*

05.06.2017

*This version was approved by the KISC Association Committee on the 29th of April 2017. The Tactical plan was reviewed on 05.06.2017 by the KISC Director.*



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## KISC Strategy 2023 – cover letter

After a long process of reviewing and working on our strategy we are at the final stage of approving the direction set and introducing the plan. Thank you for all of your work and efforts in this process. With the inputs provided by the work groups, we were able to compile the many ideas and put them into a shape that we feel should be the foundation for our operations in the next coming years.

There are two parts of this document, the KISC Strategy and the Strategic Plan. The first part is mainly the outcome of the “Product” work group and it proposes what KISC should be like, aim to be and the direction of our development in the near future. This section was based on the inputs from the work group, WOSM strategy, KISC Statutes and the input from the management. Please note, that based on the above, a new way to communicate and interpret our Vision and Mission is being proposed.

The second part of this document focuses on outlining long term strategic objectives, and to guide the operational planning for the coming years. The outcome from both the Marketing and Resources groups, are important tools for this and have already been shaped in a way that will support this. This section has not been further developed, and will be the focus of the work groups in the near future. It is a suggestion to include in these objectives, some of the ongoing work and projects such as, Safe from Harm and Risk Management.

The following next steps are proposed:

1. Review and approval of the proposed strategy;
2. Work groups to further review long term objectives (2023), propose measures to be taken (annually), suggest KPIs, and review tools;
3. Agree on annual review process;

In our next meeting (29/04/2017) we will allocate time for the groups to work on step number two and three.

If you have any questions or remarks, please do not hesitate to contact Felipe.

## KISC Strategy 2023

Founded by Lord Baden Powell in 1923, Kandersteg International Scout Centre serves as the World Scout Centre, a place where Scouts from all over the world can meet and share their ideals and experiences of Scouting. KISC embodies the concept of the Permanent Mini Jamboree.

According to our Statutes:

The aim of the Association is to support the international Scout movement in making its Centre in Kandersteg [...] available to the members of Scout and Guide organisations [...].

The association seeks to provide facilities through which visitors can enjoy good conditions to carry out their camps and activities in an alpine setting.

In providing an international centre, the association wishes:

- to promote the growth of international friendship among Scouts and Guides of all countries
- to contribute to the personal development of each individual by using the methods and principles of Scouting
- to further international Scouting and Guiding according to the principles of the World Organisations (WOSM and WAGGGS)
- to provide practical opportunities to enjoy a real alpine experience.

Based on the above, the Association committee has adopted the following strategy for KISC in the period between 2017 and 2023.

## Our vision

Our Vision is to be the leading Scout Centre in the World.

In our communications, we will interpret this vision as follows:

*To create a better world, of sustainability and peace, through international Scouting.*

Or

*To inspire the world with a living model of peace building and sustainable development through international scouting and the education of young people.*

## Our mission

Our mission is to provide international, ecological, and adventurous Scout experiences to facilitate learning and sustainability awareness, supported by an international Scout volunteer team.

In our communications we will interpret our mission as the following:

*Our mission is “to bring Scouts of the World together in an Alpine setting, raise awareness over sustainability and global issues to every guest, and to empower young people in the creation of a better world.”*

The key aspects of our mission are:

- International Scout experience
- Sustainability and global issues
- Empower young people

We promote positive change by giving World Scouting a place where Scouts from all over the world can live and experience together the Mission of Scouting in an international and alpine environment. We explore the alpine scenery of Kandersteg, its nature and the international set up as the pillars for our empowering programme.



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We offer a programme through which Scouts from all over the world can experience alpine adventure, environmental awareness and international friendship, while applying the Scout Method.

KISC operates by offering activities, accommodation and other services, all ran by an international team of Scout volunteers and professionals, through the Scout Method. The staff receive formal and non-formal training from KISC on management skills, leadership skills and scouting. We believe the development of our staff as one of the key aspects to achieve our objectives.

We provide Scouts with the opportunity to take part in adventures in the Alps; learn and engage in environmental actions; experience cultural diversity; foster unity and cooperation regardless of ethnic or religious backgrounds;

Beyond our programme, the combination of our activities, services and values provides the feeling of the "Permanent Mini Jamboree".

## Strategic Priorities

As a non-profit organization we focus both on our educational objectives as well as a sound operational structure to be able to live up to our commitments. KISC aims to support world Scouting in it's objectives and therefore, has the following strategic priorities

- International Scout Experience;
- Sustainability & Global issues;
- Learning, Youth Empowerment & Leadership;
- Service Excellence;
- Sustainable Finances and Infrastructure;

**International Scout Experience** – To explore Scouting on an international level. To highlight and experience the strength of world Scouting. To offer the Permanent Mini Jamboree experience, everything at KISC, from our programme to the staff life, international Scouting is the basic premise.

**Sustainability & Global Issues** – Through Scouting and environmental practises, KISC wants to facilitate environmental learning and raise awareness of the importance of sustainable development and ecological practises. KISC wants to explore all aspects of sustainability, and furthermore, KISC would like to contribute to the development of young people by making them aware of global issues and their potential and responsibility in contributing.

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**Learning, Youth Empowerment & Leadership** – The KISC experience needs to enable all involved to learn something. We believe in the concept of “Learning by Doing” as a key aspect of the Scout Method,. Although we promote learning in all levels, we focus on empowering young people in subectss related to the mission of Scouting. In addition to the learning aspect, leadership is understood as the primary enabler for Scouts to create a better world – enabling them to become the change agents that we need in order to contribute to society.

**Service Excellence** – As a Scout Centre we offer a service to our guests, in that sense we want to excell and offer the best service we possibly can. We aim to constantly improve, and set our service standards according to our values, principles and to exceed expectations from our guests. As part of our service, not only to guests but to society, we take the welfare and safeguarding of our people very seriously and as a priority. We make a concerted effort in risk management and we strive to keep all our guests and volunteers safe from harm.

**Sustainable finances & Infrastructure** – KISC aims to have a long term development plan that will consider not only our current needs but also the future needs of KISC and its stakeholders, regarding financial & infrastructure management.

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## Tactical Plan 2017 -2023

To fulfil our commitments and our priorities, the KISC Committee has adopted a plan that considers long term objectives, divided into three Work Groups:

- **Product** - Developing the KISC experience, the Permanent Mini Jamboree feeling.
- **Marketing** – Our objectives in terms of communication, public relations and business stability
- **Resources** – Ensuring sustainability in our resources: Infrastructure, finances and staff.

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## Product

1. Ensure the programme is in line with the strategy of the Centre
  - 1.1. Construct an auditing tool which is more effective
  - 1.2. Conduct the audit on a regular basis
  - 1.3. Act on the recommendations from the audit
2. Every guest should have a learning experience
  - 2.1. Implement an evaluation system for how learning experiences occur during a stay at the centre (activities, daily life...)
  - 2.2. Act on the recommendations of the evaluation to provide more learning experiences, either in activities or in centre daily life
  - 2.3. Communicate the centre associating the centre with a place where learning experiences take place
  - 2.4. Encourage people to view KISC as a learning key point in their path (...)
3. KISC is recognized as a venue for scout events and conferences
  - 3.1. Put standards in place in terms of management, capacity and offer for these events
  - 3.2. Increase the number of medium/large Scout events that take place
4. Attain a formal recognition of the training (formal and non-formal) that takes place at KISC
  - 4.1. Align KISC's training dimensions within the framework of WOSM's priority as a leading education association (...)
  - 4.2. Certification
5. KISC should be an example of how to implement Safe from Harm policy
  - 5.1. Optimize the conference facilities for Scouting Events (priority)
6. Have a sound risk management structure
7. Review the seasonal operational structure of the centre in order to optimize the distribution of activity during lower activity periods

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## Marketing

Area	Tactics	Where are today	Where do we want to get to (3 years)	Where do we want to get to (6 years)	What activities are we doing (3 years)
<b>Make KISC known widely</b>	Promote KISC at national and international Scouting Events	Well known in the UK, Netherlands. Not well known in the Nordic countries. KISC is welcomed at the World events as the World Scout Centre - Conferences, Jamborees, Trainings.	Present at key events for top 10 target countries with large potential (BE, IT, LUX, SE, NO, DE, DK, US, NL, AT) and key world events	Present at key events for top 10 target countries with large potential (BE, IT, LUX, SE, NO, DE, DK, US, NL, AT) and key world events	Jamborees in SE, NO, DK, US, World Scout Moot, World Scout Conference.
	Build Country Teams including KISC Ambassadors	Active Ambassadors in NL, the UK, Portugal, Switzerland, Spain.	Active ambassadors for top 10 target countries with large potential (BE, IT, LUX, SE, NO, DE, DK, US, NL, AT) who are promoting KISC locally. Develop an effective communication and measurement of their activity.	Active ambassadors for top 10 target countries with large potential (BE, IT, LUX, SE, NO, DE, DK, US, NL, AT) who are promoting KISC locally. Develop an effective communication and measurement of their activity.	Newletters Amb. training after WSEC Amb. training (June) Development of activity sheet log
	Re-emphasise KISC Brand	Strong Brand Outdated visual Brand Identity Missing data about the image of KISC in mind of Scouts	Strong brand image in the mind of Scouts. Refreshed visual identity with new digital elements.	Strong brand image in the mind of Scouts. Work with and implement new social/digital tools and apps.	New Visual identity project. Preparing research about KISC image (used at events)
	Focus on international mixture of staff	A variety of staff applications. Missing Eurasia Scout Region.	Target following countries (Euroasia Scout Region, European Scout Region specifically Eastern Europe) to promote the staff volunteer programme so there is year to year increase by 2 staff applications for each of these Regions.	Target following countries (Euroasia Scout Region, African Scout Region ) to promote the staff volunteer programme so there is year to year increase by 1 staff applications for each of these Regions	Newletter to International Commissioners Getting Ambassadors in these countries Direct emails to Regional Offices Social Media Events

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<b>Increase business and financial stability</b>	Drive short-term bookings	Organic demand for high season bookings. Low season bookings need support.	10 % year on year increase of bookings. At least 300 overnights every month.	In low season: 10 % year on year increase of bookings. At least 300 overnights every month.	Target countries to fit their holidays.
	Complement and Leverage World Events	Big drop in bookings in Jamboree years 2011, 2015	Limit drop in Jamboree year (2019) to 10 %.	Limit drop in from various world events (moot, national jamborees in the target countries) to 10 %.	Build a plan for 2019.
	Focus on international mixture of guests	70 % of all overnights are created by 5 countries from about 54 different countries. Too little countries diversity in low seasons and shoulder season.	Increase year to year visits of Scouts from the following countries: BE, IT, LUX, SE, NO, DE, DK, NL, AT by 10 %.	Increase year to year visits of Scouts from the following countries: BE, IT, LUX, SE, NO, DE, DK, NL, AT by 10 %. Try to shift one or two bigger UK-groups near to the low-season.	Ambassadors References from guest - articles to Magazines, Social media International Commissioners Newsletter
<b>Go Digital to recruit new guests</b>	Develop KISC guest Journey	Outline of KISC guest journey. Outline of Digital Touch Points for guests.	New website which supports the digital guest journey.	New website which supports the digital guest journey. Especially keep the website simple and up-to-date.	Request for proposal in progress.
	Continues nurturing of leads with suitable content	Developed Buyers Personas. Outline of content.	Growing online following community and increased engagement. Over 60 % openness of newsletters.	Growing online following community and increased engagement. Over 60 % openness of newsletters.	Planning the content for different personas. Newsletters Active social Media profiles
	Customer relation management system	Independent systems	Integrated system for the key tasks.	Extend the CRM system on all the tasks.	



## Resources

### Staff

Goals	Actions	Measurements / KPIs
Diverse mix of Staff (Nationalities, Gender, mix of experience): Staff team is representing the diversity of the world scout movement,	<ul style="list-style-type: none"> <li>Find solution to acquire working permits for all nationalities</li> <li>Get acceptance under swiss Zivildienst program</li> <li>Get to know reasons why ex. STS do not apply</li> <li>SMT to define targets for mix of staff team according to the needs of the operations</li> </ul>	<ul style="list-style-type: none"> <li>Ability to hire staff irrespective of nationality</li> <li>Offer specific job opportunities to Swiss under the Zivildienst program</li> <li>No. of nationalities represented in the staff team</li> <li>Balanced structure of male / female staff as well as experienced and unexperienced staff</li> </ul>
KISC offers an attractive opportunity for scouts to become leaders	<ul style="list-style-type: none"> <li>Pool of applicants increases in numbers and quality</li> <li>Analyse what makes a job at KISC attractive (positive and negative elements)</li> <li>Make benefits visible to the staff, NSOs</li> <li>Access to KISC Staff alumni network for life after KISC</li> </ul>	<ul style="list-style-type: none"> <li>Increased interest to become KISC staff</li> <li>At least three applicants per job opening</li> <li>Less dismissals due to misqualifications</li> <li>Active ex-staff network</li> <li>Improve ratings of satisfaction of staff</li> </ul>
KISC staff evolve to become leaders thanks to a comprehensive staff training program (non-formal and formal training) NSO/Scout movement to recognize the high value of deploying their staff for an assignment to KISC	<ul style="list-style-type: none"> <li>Expand the KISC training program (e.g. KISC Academy) to embrace all efforts to develop KISC staff at different levels (starts from recruiting, follows coaching, particular training and on-the-job learning throughout their stay at KISC).</li> <li>Define formal and non-formal elements of training</li> <li>Scout values are the leading principle in staff management and</li> </ul>	<ul style="list-style-type: none"> <li>NSO recruit their "talents" for an assignment to KISC</li> <li>Recognition to be an important training centre within the scout movement (interest, financial support, promotion)</li> <li>Balance between formal and non-formal education</li> <li>Developed training programs for staff at all levels and for particular jobs</li> <li>Scout experience at KISC is rated high among staff</li> </ul>

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	development and scout experience is an integrated part in staff activities	
Internalize the Know-how! Knowledge management to continuously improve to increase level of competence of the organization	<ul style="list-style-type: none"> <li>Structured process of knowledge management to be established (manuals of processes/jobs, internal communication, handover phase at job rotation)</li> <li>Implement supporting IT tool</li> </ul>	<ul style="list-style-type: none"> <li>Supporting (IT-)tools are implemented</li> <li>No. of training days increases</li> <li>Higher satisfaction of staff on what has been achieved</li> <li>Less errors in the operation (higher guest satisfaction, staff spend less extra hours to fix problems)</li> </ul>
Provide balanced work-life environment	<ul style="list-style-type: none"> <li>Managing expectations of applicants and staff during their stay</li> <li>Implement a process to define the right structure and number of staff with the needed qualifications</li> <li>Offering of KISC has to be in line with capacity that the staff is capable to handle.</li> </ul>	<ul style="list-style-type: none"> <li>No staff departures due to work overload</li> <li>Higher staff satisfaction at LTS and SMT-Level with regards to workload</li> <li>Less sickdays</li> </ul>

## Infrastructure

Goals	Actions	Measurements / KPIs
Consolidate and strengthen current facilities	<ul style="list-style-type: none"> <li>Rework of zoning plan and approval by community re. camp ground development</li> <li>Finalization maintenance concept, secure implementation and ongoing activities</li> <li>Establish mid- and long term renovation plan</li> </ul>	<ul style="list-style-type: none"> <li>Permission to improve campground facilities</li> <li>Improved appearance of infrastructure, less beak-downs of machinery and equipment</li> <li>Clarity on priorities and necessary funding to keep infrastructure in shape</li> </ul>
adapt the infrastructure to the need of KISC scout guests and staff	<ul style="list-style-type: none"> <li>improved sanitary installations on campground</li> <li>Renovation of outdated</li> </ul>	<ul style="list-style-type: none"> <li>High guest satisfaction with regards to infrastructure and WIFI-Access</li> </ul>

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	<p>facilities (rooms in Old Chalet)</p> <ul style="list-style-type: none"><li>• Strong and secure ICT infrastructure</li><li>• Improve staff accommodation</li></ul>	<ul style="list-style-type: none"><li>• All rooms older than 25 years are renovated by 2023</li><li>• Efficient use of IT-systems, no breakdowns</li><li>• High staff satisfaction re. accommodation</li></ul>
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## Finances

Goals	Actions	Measurements / KPIs
<p>KISC wants to provide its services at prices accessible for a broad range of scout groups across the world.</p> <p>A sound financial reserves have to be built up to give flexibility in reacting to unexpected developments</p> <p>KISC aims to become Debt-free by the end of 2023</p>	<ul style="list-style-type: none"><li>• A base of donors has to be established to finance projects and the KISC learning centre initiatives, incl. 100 years jubilee special activities</li></ul>	<ul style="list-style-type: none"><li>• Expansion of learning centre activities (eg. Additional staff and infrastructure) is financed by donations</li><li>• KISC association reaches equity of 10% of turnover</li><li>• Level of mortgage-debt</li></ul>