



AFC
Academic Centre
of Excellence

AFC Certificate in Strategy and Planning

AFC General Secretary's Message

Dear football family,

It is with great pleasure that I welcome you to the AFC Certificate in Strategy and Planning (ACSP), the latest initiative offered by the AFC Academic Centre of Excellence (ACE). This programme is part of our ongoing commitment to empower Asian football administrators through purposeful and transformative education.

Building on the success of our previous programmes, the ACSP aims to equip football leaders with the strategic planning skills necessary to guide their organisations through the complexities of modern football management. Led by seasoned professionals with decades of experience in the business of football, this programme promises to provide practical tools and real-world examples to enhance your strategic planning capabilities.

The ACSP covers critical areas such as understanding strategic planning theory, identifying key stakeholders, designing effective plans and managing their execution. The comprehensive modules ensure that participants develop the competencies needed to create robust strategic plans that drive their organisations forward.

A strong strategic plan is more than a document; it is a roadmap that translates vision into actionable steps, aligns teams, and demonstrates ambition and capability to stakeholders. Through this programme, we aim to transform strategic planning into a cultural practice that permeates every level of your organisation, fostering a proactive approach to challenges and opportunities.

As we continue to elevate Asian football, the ACSP is designed to meet the growing standards, expectations and needs of our Member Associations (MAs), Regional Associations (RAs) and football stakeholders. By providing dedicated and tailored solutions, we reinforce the AFC's promise to strengthen the capabilities of our football family.

Thank you for your dedication and commitment to the development of football in Asia. Together, we can achieve even greater heights.

Yours in football,

Datuk Seri Windsor John
AFC General Secretary



Table of Contents

	Page
Programme Overview	4
Programme Learning Outcomes	4 - 5
Key Topics	5
Format	6
Application and Selection Process	7

Programme Overview

The ACSP is an applied initiative designed to advance the development of established and emerging leaders in football with the perspective, skills and tools needed to develop effective strategic plans in an evolving football ecosystem.

This programme guides participants through strategic planning theory, practical examples, and hands-on activities to help them create, deliver and manage strategic plans that align with the goals and vision of their respective organisations.

The ACSP is designed for decision-makers within the AFC's MAs, RAs and all other football stakeholders. The three-month online programme consists of comprehensive modules covering various aspects of strategic planning, including:

- Understanding Strategic Planning Theory
- Roles and Responsibilities in Strategic Planning
- Designing, Delivering and Managing Strategic Plans
- Identifying Success Factors and Avoiding Pitfalls in Strategic Planning
- Engaging and Aligning Stakeholders with Strategy

Participants will learn to translate vision into actionable tactics, align teams and provide clear targets and roadmaps for achieving organisational goals. The programme emphasises the importance of the planning process over the document itself, ensuring clarity, focus and continuous refinement to adapt to changing circumstances.

Upon completion, graduates will be equipped with the necessary competencies to elevate their organisations' strategic planning capabilities, drive continuous improvement and growth, and contribute significantly to the success of their organisations.

Programme Learning Outcomes

Upon completion of the ACSP, graduates will be able to:

1. Define and explain the key elements of a strategic plan and its importance in achieving organisational goals.
2. Understand the strategic planning process, including situational analysis, stakeholder engagement and the development of objectives and tactics.
3. Articulate key concepts and theories in strategic planning, specific to the football industry.
4. Distinguish between different types of strategies and their respective benefits and challenges.
5. Develop comprehensive strategic plans that align with organisational vision, mission and values, and translate organisational vision into actionable tactics and measurable goals.
6. Engage and align stakeholders effectively, ensuring their involvement and commitment to the strategic planning process.
7. Evaluate and address challenges in developing and executing strategic plans and propose solutions to overcome these challenges.
8. Assess the resources required for strategic planning and manage them effectively.

9. Demonstrate leadership and accountability in the strategic planning and implementation process.
10. Utilise strategic planning tools and frameworks to enhance decision-making and organisational performance.
11. Implement continuous monitoring and evaluation processes to ensure strategic plans remain relevant and impactful.
12. Foster a proactive and resilient culture within organisations through effective strategic planning and management.
13. Leverage strategic planning to align long-term financial frameworks, manage relationships and ensure regulatory compliance.
14. Apply the principles of strategic planning to drive continuous improvement, innovation and growth within football organisations.

Key Topics Covered in the AFC Certificate in Strategy and Planning

The ACSP is meticulously designed to provide a comprehensive and practical understanding of strategic planning tailored to the football industry. Participants will explore a wide range of critical topics, each aimed at equipping them with the essential knowledge and skills to develop and implement effective strategic plans.

Below are some of the most impactful and relevant topics covered in the course:

- Introduction to Strategic Planning in Football
- Roles and Responsibilities in Strategic Planning
- Designing Effective Strategic Plans
- Delivering and Managing Strategic Plans
- Identifying Key Success Factors and Avoiding Pitfalls in Strategic Planning
- Engaging and Aligning Stakeholders with Strategy
- Conducting Situational Analysis and Environmental Scanning
- Developing Measurable Goals and Objectives
- Resource Allocation and Budgeting for Strategic Initiatives
- Implementing and Monitoring Strategic Plans
- Adjusting and Adapting Plans to Changing Environments
- Evaluating and Learning from Strategic Outcomes
- Communicating Strategic Plans to Stakeholders
- Embedding Strategic Planning into Organisational Culture
- Utilising Strategic Planning Tools and Frameworks

Each of these topics is crafted to ensure participants gain a holistic and practical understanding of strategic planning and are prepared to apply these principles effectively within their football organisations. By mastering these elements, participants will be well-equipped to lead their organisations towards long-term success and continuous improvement.

Competencies to be tested during the Programme

- Ability to work independently and collaboratively in developing strategic plans.
- Skill in conducting thorough situational analyses and stakeholder assessments.
- Proficiency in designing actionable and realistic strategic objectives and tactics.
- Competence in managing resources effectively to support strategic initiatives.
- Capability to monitor and evaluate the progress of strategic plans, ensuring alignment with organisational goals.
- Demonstrate understanding of different types of strategies and their application within football organisations.
- Aptitude in communicating strategic plans effectively to various stakeholders.

Teaching Methodology

The teaching methodology for this programme is entirely online and virtual, allowing participants to learn at their own pace. The programme provides comprehensive online resources, including pre-recorded video lectures, interactive modules and reading materials accessible through an online learning platform. This flexible approach accommodates the diverse schedules of participants, enabling them to absorb the theoretical and practical aspects of strategic planning at a comfortable pace.

Eligibility and Application

1. Each MA, RA and AFC Stakeholder is entitled to nominate any number of staff members to participate in the programme.
2. Independent applications are welcomed from:
 - those working in or connected to the football or sports industry.
 - those passionate about football.
3. Applicants must be fluent in English (written and spoken).
4. Applicants must possess fundamental knowledge of football operations.
5. Applicants must be highly motivated, self-directed and dedicated.

Application and Selection Process

Interested candidates are required to complete the application form. The final selection of candidates is determined by the AFC as per the programme enrolment process below:



Application

- Submission of the completed application form along with the necessary supporting documents to the AFC within the stipulated time.



Selection

- Applications will be evaluated thoroughly by the AFC Administration.
- Online/tele-conversation interviews may be conducted by the AFC Administration.



Notification

- Application outcomes will be communicated to applicants through their respective MAs, RAs or stakeholders.
- Independent applicants will be directly notified by the AFC.

ace

AFC Academic Centre of Excellence

 academy@the-afc.com

 www.afcacademy.com



ASIAN FOOTBALL CONFEDERATION

AFC House, Jalan 1/155B, Bukit Jalil, 57000 Kuala Lumpur, Malaysia

T: +603 8994 3388 | F: +603 8994 2689

the-AFC.com