

**WBSC**  
***Strategic Plan***

**2022 - 2028**

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***Aligned with the Olympic Agenda 2020+5***





Dear WBSC National Federations, Associate Members and the global baseball and softball community.

After a careful study made by the WBSC leadership and its Departments, and consultation with key stakeholders - including the WBSC Athletes' and other key Commissions, the International Olympic Committee (IOC) and a range of leaders within the Olympic Movement - we have crafted the WBSC 2022-28 Strategic Plan.



The aim of this important strategic plan is to guide the WBSC community with a measurable long-term strategy and objectives.

It includes the WBSC Organisational Profile and WBSC Structure as well as our growth objectives for 2028 including nine Strategic Goals and 73 Sub-Goals with targeted outcomes created to achieve our aim to grow our global sport by expanding within existing member regions and taking root in new territories.

The monitoring and evaluation of our international baseball and softball objectives will be done each quarter of the year, adjusting the current 244 roadmaps and 436 KPIs accordingly.

The WBSC's overall strategy is aligned with the IOC's Agenda 2020+5 through a pilot project done in cooperation with the IOC.

Our 2022-28 Strategic Plan will ensure that the global baseball-softball community is aligned and growing together in the same direction, taking strength from each other's experience and development to help secure our sport's future and allow it to maximise its potential on the international stage.



A stylized, handwritten signature in black ink, which appears to read "Fraccari".

**Riccardo Fraccari**  
WBSC President



# WBSC Organisational Profile

Headquartered in Pully, Switzerland – adjacent to Lausanne, the Olympic Capital – the World Baseball Softball Confederation (WBSC) is the international governing body for baseball and softball.

The WBSC has 198 National Federations and 12 Associate Members in 138 countries and territories across Asia, Africa, the Americas, Europe and Oceania, which represent a united baseball/softball sports movement that encompasses over 65 million athletes and attracts approximately 150 million fans to stadiums worldwide annually.

Amongst its responsibilities, the WBSC governs all international competitions involving official national teams.

The WBSC oversees the Premier12, the World Baseball Classic, Baseball World Cups (U-12, U-15, U-18, U-23 and Women's), Softball World Cups, (U-12 Mixed, U-15 Women's, U-18 Women's, U-18 Men's, U-23 Men's, Women's and Men's), and official disciplines Baseball5 (Senior and Youth World Cups) and eSports as well as Baseball, Softball and Baseball5 events at the Olympic Games.

## WBSC Slogan

Game Time!

## WBSC Vision

A billion-strong baseball-softball community where all participants have a stake in the game

## WBSC Mission

To grow baseball and softball globally, increasing the practice, popularity, exposure and access to the game, thereby making baseball/softball more attractive to new audiences, players, multi-sport organisations, event hosts, broadcast and commercial partners.

These goals are intended to serve our National Federations and Associate Members domestically, as well as our sport internationally. It is also the responsibility of WBSC and our entire baseball-softball community, as a major global ecosystem, to harness our game for humanitarian objectives and to help shape a better and more sustainable world.

## WBSC Values

1. Team Spirit & Friendship
2. Integrity & Respect
3. Tradition & Innovation
4. Diversity & Unity
5. Excellence & Fun

Click [here](#) for more information on WBSC Organisational Profile



# Olympic Agenda 2020+5

Recent times have seen the emergence of some near-universal trends, many of them accelerated by the COVID-19 health pandemic. The world will never be again like it was before the pandemic. As challenging as the circumstances may appear, if we draw the right lessons, we can seize the opportunities they offer. In this way we contribute to shaping the post-coronavirus world by strengthening the Olympic Values.

These trends are:

- Solidarity
- Digitalisation
- Sustainable development;
- Credibility
- Economic
- Financial Resilience

## Agenda Slogan

Change or be changed

## Vision

To build a better world through Sport

## The 15 Recommendations

Olympic Agenda 2020+5 is composed of 15 main recommendations. Each recommendation contains sub-items. Each sub-item is presented

with a list of sub-recommendations. At the end of each recommendation, a background is presented to support the roadmap.

Strengthen the uniqueness and the universality of the Olympic Games

Foster Sustainable Olympic Games

Reinforce athlete's rights and responsibilities

Continue to attract best athletes

Further strengthen safe sport and the protection of clean athletes

Enhance and promote the Road to the Olympic Games

Coordinate the harmonization of the sports calendar

Grow digital engagement with people

Encourage the development of virtual sports and further engage with video gaming communities

Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

Strengthen the support to refugees and populations affected by displacement

Reach out beyond the Olympic community

Continue to lead by example in corporate citizenship

Strengthen the Olympic Movement through good governance

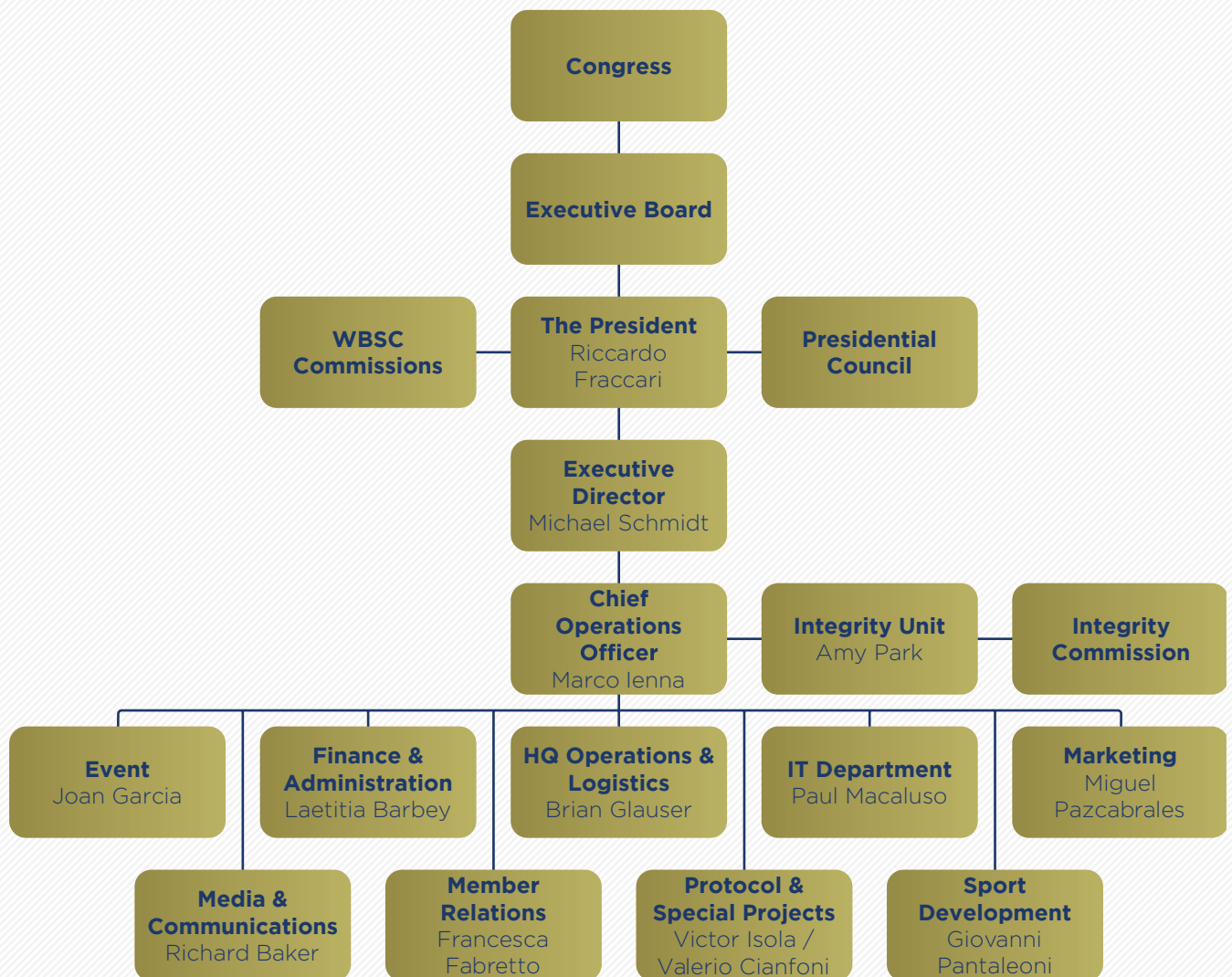
Innovate revenue generation models

Click [here](#) for more information on the Olympic Agenda 2020+5



# WBSC Structure

## Organisational Chart



**9** Departments

**1** Integrity Unit

Click [here](#) for more information on WBSC Structure



# WBSC Strategic Goals



## **“Become a Permanent Fixture on the Olympic Programme”**

Capitalise on the inclusion of Baseball and Softball in Tokyo 2020 and Baseball5 in Dakar 2026 with permanent inclusion on the Olympic Games programme.  
(The following goals contribute towards achieving this goal)



## **”Consolidation of Continental Associations and the WBSC Family”**

Advance the organisational maturity of the WBSC and its members



## **“Strengthen WBSC Governance and Reputation”**

Further develop and implement good governance, integrity practices and regulatory compliance



## **”Grow our Sport and Make it Relevant in People’s Lives and in their Communities”**

Global participation with an increase in player numbers and partnerships



## **”Increase Worldwide Audience and Media Engagement”**

Increase the level of fan engagement as well as relations with international media



## **“Event Excellence”**

Consistently improve the quality of events and their delivery



## **“Increase Transparency and Sustainability”**

Increase the level of transparency and improve holistic sustainability practices making an active contribution to sustainable development



## **“Enhance WBSC’s Leadership and Relationships”**

Strengthen the WBSC’s global standing and relationships, especially within the Olympic & Paralympic Family






## **“Secure a portfolio of global recognisable brands as WBSC sponsors”**

Increase the commercial relevance of the WBSC globally with a comprehensive marketing strategy

Click [here](#) for more information on WBSC Strategic Goals



# Key milestones

Strategic Goals	Milestones
 <p><b>A. Become a Permanent Fixture on the Olympic Programme</b></p>	<p><b>Capitalise on the inclusion of Baseball and Softball in Tokyo 2020 and Baseball5 in Dakar 2026 with permanent inclusion on the Olympic Games programme.</b></p> <p>All Departments</p> <ol style="list-style-type: none"> <li>1 Confirm Baseball and Softball in the sports programme for the Los Angeles 2028 Olympic Games</li> <li>2 Confirm Baseball and Softball in the sport programme for the Brisbane 2032 Olympic &amp; Paralympic Games</li> <li>3 Align the WBSC with new IOC Agenda and goals, and to promote each example of compliance</li> <li>4 Remain a solid partner for the Olympic Virtual Series (OVS) promoting the Olympic Brand within the Baseball-Softball Community</li> <li>5 Involve WBSC Olympic Working Group members in Olympic Movement commissions, workshops etc</li> <li>6 Promote the WBSC Olympic Working Group and its members through the media</li> <li>7 Support and engage with IOC &amp; IPC campaigns, where appropriate</li> <li>8 Further enhance communication and relations with NOCs &amp; NPCs</li> </ol>
 <p><b>B. Consolidation of Continental Associations and the WBSC Family</b></p>	<p><b>Advance the organisational maturity of the WBSC and its members</b></p> <p>Member Relations</p> <ol style="list-style-type: none"> <li>1 Continental Associations and Federations to demonstrate that they are incorporating best practice governance and financial management processes</li> <li>2 Enhance knowledge management and knowledge sharing practices within the WBSC family at all levels</li> <li>3 Use the Academy as a key platform for knowledge sharing</li> <li>4 Inspire and lead with improved two-way communication within the WBSC family</li> <li>5 Create/enhance a WBSC intranet platform where regular communication and documents can be exchanged</li> <li>6 More Presidential virtual meetings with Federations, leagues and commissions</li> <li>7 Expand WBSC membership to new countries and strategic areas where our sport is not yet present</li> <li>8 The WBSC appoints employee(s) in WBSC Continental Associations</li> </ol>
 <p><b>C. Strengthen WBSC Governance and Reputation</b></p>	<p><b>Further develop and implement good governance, leadership, structures, practices and regulatory compliance</b></p> <p>Integrity</p> <ol style="list-style-type: none"> <li>1 Further develop and implement good governance using the IOC's UBPGG &amp; ASOIF assessment, integrity practices cooperating with IPACS and regulatory compliance, and further rules and regulations revision and restructuring of statutes</li> <li>2 Confirm staff structure to enable a clear process of decision making and work flow</li> <li>3 Advocate good governance using the IOC's UBPGG &amp; ASOIF assessment and Compliance and promoting values such as legality, responsibility, accountability, integrity, safety &amp; health, transparency, gender equality, inclusivity and efficiency throughout the WBSC community</li> <li>4 Nurture an engaged and enthusiastic workforce and volunteer network who can fully embrace the WBSC's vision, mission and culture targeting also athletes and their entourage</li> <li>5 Cultivate a generation of WBSC athlete role models and actively involve the WBSC Athletes Commission to strengthen the link between the athletes and the WBSC</li> <li>6 Promote a diverse, inclusive, safe &amp; healthy ecosystem strengthening our human rights approach</li> <li>7 Protecting clean athletes, ensuring state of the art anti-doping programmes and building a culture of safe and fair competition at all levels. Strengthening safeguarding policies and working alongside the Olympic Movement Unit for PMC</li> <li>8 Ensure the respect of 'The Athletes' Rights and Responsibilities Declaration' by the IOC at all times and help athletes towards the dual career path / LTAD Model and protect them from abuse and mental health issues</li> <li>9 Ensure that the WBSC works to align its operations with the UN SDGs</li> <li>10 Ensure a solid strategy for gender equality and women empowerment also by creating mechanisms to increase their presence at the decision-making level</li> </ol>



**Strategic Goals**

**Milestones**



**D. Grow our Sport and Make it Relevant in People's Lives and in their Communities**

Sport Development

**Global participation with an increase in player numbers and partnerships**

- 1 Reinforce youth engagement and create a sporting habit for life promoting global well-being of our Baseball/Softball community
- 2 Use the electronic version of our sport to communicate, educate and engage with new and existing audiences
- 3 Build relationships with international organisations such as the International School Sport Federation / FISU / IPC
- 4 Support NFs to have Baseball5 in all schools and to introduce Para-Sports in their countries/regions
- 5 Focus on high growth continents/countries - Africa, China, Middle East and India
- 6 Recognise and develop adapted disciplines of Baseball/Softball/Baseball5 for people with an impairment, target Paralympic inclusion and enhance the cooperation with the IPC
- 7 Reinforce WBSC commitment on humanitarian and social responsibility actions to increase access to sport for people affected by displacement and to support minorities and underserved groups
- 8 Enhance the support provided to athletes as well as to smaller National Federations
- 9 Professionalisation of the work of the Commissions
- 10 Update world rankings more regularly with a clear, consistent story telling capacity behind
- 11 Create and manage equipment standards
- 12 Constantly evaluate the WBSC development programmes to ensure courses cover all aspects of the WBSC's operations and strategy remains relevant for our members



**E. Increase Worldwide Audience and Media Engagement**

Media & Communications / IT

**Increase the level of fan engagement as well as relations with international media**

- 1 Improve the WBSC's digital presence to reach out beyond the Baseball / Softball Community
- 2 Celebrate the athletes and their achievements, while also strengthening the digital relationship
- 3 Increase engagement with the online community engaging with the largest possible audience
- 4 Further develop WBSC eSport to broaden the reach of Baseball, Softball and Baseball5 while also providing another source of revenue
- 5 Investigate PR Campaign opportunities to promoting the WBSC brand and its activities throughout our fans and the broader community
- 6 Improve the user experience on wbsc.org and gametime.sport, offering world class destinations online to engage with our fans and other main stakeholders
- 7 Improve the service provided to media
- 8 Create a digital strategy to promote Baseball/Softball through new channels to stay relevant and engaged with youth and fans



**F. Event Excellence**

Event

**Consistently improve the quality of events and their delivery**

- 1 Implement measures to ensure a clean, safe and fair sport. Ensuring financial and environmental sustainability of our events
- 2 Create innovative sports presentation, taking the fan experience to another level
- 3 Ensure the best athletes are participating
- 4 Increase the number and the quality of officials and countries participating
- 5 Develop strong commercial and media rights partnerships
- 6 Expand the event portfolio to include all WBSC disciplines: Baseball/Softball/ Baseball5/ Para-Sports and eSports competitions
- 7 Evaluate the impact of WBSC events with recognised, world class reports to raise also the attractiveness for hosts and commercial partners
- 8 Consistency in appearance on the field of play, including branding and protocol
- 9 World-class hospitality offerings
- 10 Legacy and sustainable development initiatives
- 11 Competitive bidding process

Strategic Goals	Milestones	
 <p><b>G. Increase Transparency and Sustainability</b></p>	Finance & Administration / HQ Operations & Logistics	<p><b>Increase the level of transparency and improve holistic sustainability practices making an active contribution to sustainable development</b></p> <ol style="list-style-type: none"> <li>Continuously improve effectiveness and monitor the organisation's performance and sustainability</li> <li>Measure WBSC GHG emission and implement a robust and effective strategy to reduce it by 50% within 2030 and to become carbon neutral by 2040</li> <li>Ensure the organisation and its members are financially sustainable, transparent and are cost, risk, social and environmentally aware</li> <li>Make the WBSC a great place to work. Use the headquarters as a promoter of sustainability practices</li> <li>Create campaigns, projects aligned to the United Nations Sustainable Development Goals</li> </ol>
 <p><b>H. Enhance WBSC's Leadership and Relationships</b></p>	Protocol & Special Projects	<p><b>Strengthen the WBSC's global standing and relationships, especially within the Olympic &amp; Paralympic Family</b></p> <ol style="list-style-type: none"> <li>Ensure relations with the IOC, IPC and ASOIF are a key priority</li> <li>Join commissions, working groups, workshops and meetings staged by the Olympic &amp; Paralympic Movements and the international sports industry</li> <li>Ensure stable relations with UN agencies</li> <li>Promote WBSC leaders in the sports community</li> <li>Improve institutional and diplomatic relations</li> <li>Use and promote "Home Plate" - the WBSC headquarters - as a hub for the world of Baseball, Softball and Baseball5 and an option for the Olympic Movement in Lausanne</li> </ol>
 <p><b>I. Secure a portfolio of global recognisable brands as WBSC sponsors</b></p>	Marketing	<p><b>Increase the commercial relevance of the WBSC globally with a comprehensive marketing strategy</b></p> <ol style="list-style-type: none"> <li>Secure long term global sponsors and partners for all WBSC properties that not only support financially but share core values to enhance the mutual partnership positively</li> <li>Confirm our strength in the Asian market but focusing resources on increasing commercial relevance in new markets such as Latin America, North America, Middle East, and Europe</li> <li>Consolidate new commercial assets such as Baseball5, the Gametime OTT platform as well as creating new properties like the Baseball Champions League</li> <li>Generate new and direct revenue streams for the WBSC by offering digital products such as the OTT channel, eSport, merchandising, Non-Fungible Token, ticketing and e-learning</li> <li>Increase the number of TV broadcasters and viewers</li> </ol>



# ***Strategic Plan***

