INTRODUCTION

The preamble to the previous strategic plan has been omitted, the SWOT analysis has been updated and the current status of the objectives and various strategies has been added in a different coloured font. It is my hope that we can use these as a basis for a discussion of any future direction at the upcoming assembly meeting.

Colin Burrows

February 2012
### SWOT Plan Update

<table>
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<th>Strengths</th>
<th>Weaknesses</th>
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<td>Numbers of members representing global presence</td>
<td>Poor website</td>
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<td>Honorary officers</td>
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<td>Brand recognition?</td>
<td>Bureaucratic delays</td>
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<td>Staff commitment</td>
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<td>Public support</td>
<td>Knowledge in silos not shared</td>
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<td>CE meeting short term goals and objectives</td>
<td>No measure of added value</td>
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<td>WSAVA recognized as a quality organization</td>
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<td>Annual Congress</td>
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<td>Standardization project template</td>
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<td>Foundation</td>
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<td>Incorporation as NFP</td>
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<td>International reach</td>
<td>Ineffective global communication strategy</td>
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<table>
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<tr>
<th>Opportunities</th>
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<tr>
<td>Increase membership</td>
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<td>Standardization projects promotion</td>
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<td>Animal Welfare promotion</td>
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<td>Educate users on CE available</td>
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<td>Boundary issues and groups</td>
<td>Staff/member loss</td>
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<td>Enhanced member feedback/input</td>
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<td>Strategic Alliances</td>
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<td>Simplify framework</td>
<td>New technology</td>
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<td>Better use of WSAVA Foundation</td>
<td>Volunteer burnout</td>
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<td>Solidify global voice - demonstrate effectiveness via test case (pick an issue and create news)</td>
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<td>More effective use of members/volunteers</td>
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VISION

WSAVA is dedicated to the continuing development of global companion animal care (Tampa 2008)

MISSION

To foster the exchange of scientific information, between individual veterinarians and veterinary organisations (Tampa 2008)

STRATEGIC POSITIONING

- To serve the interest of members on matters relating to the health, welfare and the advancement of companion animal veterinary science through continuing education and research and standardisation.
- To further international relationships between all veterinarians dealing with companion animal health and welfare.
- To advance companion animal veterinary science through its actions and endeavours.
- To be the recognised global authority and voice on issues related to the health and welfare of companion animals

OBJECTIVES AND ACTIVITIES

1. CONTINUING EDUCATION

CONGRESS

WSAVA (will actively position itself) is an international network of 93 associations and affiliated organisations, representing 180,000 individual small animal veterinarians globally. Each year an annual World Small Animal Veterinary Association Congress is held in a different part of the world, hosted by a member association under the auspices of the WSAVA

GLOBAL VETERINARY EDUCATION

The WSAVA continues its flagship policy of improving the standard of
veterinary medicine and surgery throughout the world with an imaginative series of continuing education courses, local seminars using world-renowned speakers. Target areas are Eastern Europe, South East Asia, China, India and South America.

**REGISTERED SPECIALISTS**

The WSAVA is working in close cooperation with the species speciality groups in Europe and USA towards the production of an Asian Board of registered specialists.

**2. STANDARDISATION PROJECTS**

Setting up standardisation projects, where scientists internationally cooperate in gathering, evaluating and standardising information for publication worldwide.

- Liver pathology standardisation
- GI pathology & diagnostic standardisation
- Renal standardisation
- Vaccination guidelines
- Global Pain Council
- Nutritional standardization

**3. ANIMAL WELFARE**

The WSAVA Convention for the Protection of Companion Animals (Revised 1999) contains a set of legislative proposals, which have been distributed to all member associations. To further the cause of animal welfare in the light of current veterinary scientific knowledge.

**4. INTERNATIONAL AWARDS**

- WSAVA /Hills Pet Mobility Award
- WSAVA/Hills Excellence in Veterinary Healthcare Award
- WSAVA President’s Award
- WSAVA International Award for Scientific Achievement
- WSAVA Global One Health Award

**5. RECOMMENDATIONS**
Objective 1: Develop a Vision, Mission and Strategic Objectives that meet the needs of all members of the organisation.

Activities: Sign off on Strategic Plan

Done but needs revision and update. Plan to be revised in 2012.

Objective 2: To ensure that administrative, legislative and planning mechanisms support effective management throughout the organisation.

Action: Establish a shared understanding of respective roles and responsibilities across the Assembly members.

In progress. New assembly member orientation notes in preparation.

Facilitate the timely development, of e-learning, notes, knowledge management system.

Not done except for one webinar. This is under aegis of CE committee, acknowledge management system in development for WSAVA Congress (Kenes)

Objective 3: To produce a concise outline of current processes, SOP’s and critical pathways, as a basis for sustainable improvement.

Action: Undertake a review of the policies and programs in place and develop a marketing strategy to promote policies.

Terms of reference developed for some committees but otherwise not done

Objective 4: To ensure effective and timely implementation and monitoring of the Strategy.

Action: WSAVA Board to assume lead responsibility for the monitoring, review and reporting on progress and to co-ordinate the development of an implementation plan in consultation with key stakeholders. This plan will:

Incorporate specific action plans and nominate leader;

Identify any additional resources and funding required to deliver the plan; and

Provide a basis for co-ordination of the strategy and reporting on implementation through Assembly meetings

Ongoing

Objective 5: Develop operational and structural effectiveness
To develop a culture of respect, trust and teamwork within the organisation.

Ongoing

**Action:** Link regions proactively

**Objective 6:** Develop a global strategy and systems through technology and knowledge management.

**Action:**
1. Appoint an administrative assistant—*done*
2. Develop a leadership identification and nomination committee—in progress; draft TOR developed

**Objective 7:** Improve communications throughout the organisation

**Activities:** Expand committee structure

**Action:** Committees to include Finance and Audit, CE, Congress, Animal Wellness & Welfare, Marketing PR, Scientific Advisory Committee, One Health Committee, and Hereditary Defects Committee.

*Done*

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**STRATEGIC GOAL 2: ADVANCE COMPANION ANIMAL VETERINARY SCIENCE THROUGH RESEARCH AND STANDARDISATION.**

**Objective 1:** To maintain and improve the scientific research areas within WSAVA

**Action:** Identify possible research needs that relate to standardisation and animal welfare and to encourage greater investment in research in standardisation projects by member organisations, and industry stakeholders.

*In progress, several standardization projects completed.*

**Objective 2:** Set up WSAVA Foundation

*Done—but Foundation infrastructure and fundraising still in very early stages*

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**STRATEGIC GOAL 3: PROMOTE COMPANION ANIMAL VETERINARY SCIENCE THROUGH CONTINUING EDUCATION.**

**Objective 1:** Format the service delivery of CE to be packaged and delivered in other regions. SE Asia, E Europe, South America

**Action:** Co-ordinate all the CE activities within the organisation as modules
that can be rotated.

**Ongoing under the aegis of the CE committee**

**Objective 2:** Manage the WSAVA Congress centrally.

**Action:** Create a taskforce to set up budget functions and structure to deliver Congress management in house.

Done. Congress Steering Committee (CSC) appointed in 2009. Recommendations made to Assembly June 2010 and approved. Contract with Kenes as PCO approved.

**Action:** Appoint team leader.

Done—permanent CSC now in place.

**Objective 3:** Create synergies within the administrative functions of the organisation that supports the Congress.

**Action:** Develop a Communication and Marketing strategy, that includes Website, e-blasts, newsletter, VIN, IVIS, VetContact.

In progress—pending completion of branding exercise

**Action:** Source nominations for Congress Scientific Committee Convenor.

Done. Chair of permanent Congress Scientific Committee appointed (Dr. Ed. Hall) and committee being formed.

**Action:** Set up job description and budget.

Done—see above re CSC. Branding project underway

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**STRATEGIC GOAL 5: PROMOTE ANIMAL WELFARE**

**Objective 1:** Increase Animal Welfare profile at Congress

**Action:** identify CE opportunities to promote animal welfare.

Done- Animal Welfare streams at Congress and at North American Veterinary Conference. Active Animal Welfare Committee

**IMPLEMENTATION PLAN**

This report has discussed strategic information and implementation. Strategies are defined as a pattern of purposes, policies, programs, actions, decisions or resource allocations that defines what the WSAVA represents, what it does and why it does it. A well-planned and deliberate strategic implementation plan with appropriate resourcing is therefore critical if the strategies are to be successful.
The activities outlined above need to incorporate timelines, human and financial resources and performance criteria. Initially success criteria should be based on:

- Increase in member numbers with specific targets
  
  Membership doubled in 2011

- Increase in member update of CE within WSAVA (measurable outcomes)
  
  In progress

- Increase in WSAVA surplus, financial stability.
  
  Not done, in fact arguably worse until 2014—see 2012 budget

- Increase in long-term sponsorship for CE and Congress.
  
  Improving

- Increase in Congress return to WSAVA.
  
  Will take over Congress centrally through Kenes in 2014

- Expansion of standardisation proposals.
  
  Nearly complete (renal outstanding through 2013)

- Maintain Congress Intellectual Property within the organisation.
  
  Done

- Develop an expanded committee structure for finance (done FAC), marketing (done, marketing plan developed by Veronica Leong), CE (active committee strong leadership and good funding), microchipping (done), Congress (done), Animal Welfare (done).

**CONCLUSION**

There is an inconsistent approach to policy development, planning, budgeting, processes, procedures and congress supervision resulting in considerable financial risk for the organisation and lack of transparency. Decisions are being made without information from key groups, and little vertical integration. There is an immediate need to build capacity; knowledge is lost in key areas including Congress. The standardisation projects need a taskforce to further develop projects and the security of Congress is vital to the future well being of the Association. Significant steps have been taken to improve organizational infrastructure, communication, congress and financial stability.
Since this plan was written in 2008 the board and assembly have made important and significant steps to implement many of the action items listed above. That is not to say there is not room for continuous growth and improvement. “Who are we and where are we going” were the two major questions I posed when we met in Jeju. The results of that discussion are posted in a document on the WSAVA website and could be continued in Birmingham.

When I came onto the board I was surprised to learn that we had no overall branding format or concept. We have no standard colour palette, formatting, font or look. Each flyer we produced was different and each congress had a separate logo that was not related to the overall look and feel of the WSAVA brand such as it is. The board has taken steps to address this issue and have requested and accepted a branding proposal from Kenes. This is currently a high priority work in progress and when complete will condense our many looks into a single linked format that we hope, enhance our brand.

An initial part of this process was completion of a questionnaire which I have attached below. This will give you a good feeling for how the board feels about our identity and the direction in which we believe we need to go.

Colin Burrows

February 2012
1. BACKGROUND

The World Small Animal Veterinary Association (WSAVA) is an association of associations. Its membership is made up of 92 veterinary organizations, representing over 180,000 individual veterinarians from around the globe.
WSAVA holds an annual WSAVA World Congress in a different part of the world, hosted by a member association under the auspices of WSAVA. In addition WSAVA runs continuing education programs, focuses on animal welfare, disease standardization, and much more.

WSAVA's primary purpose is to advance the quality and availability of companion animal medicine and surgery, and this broad aim is achieved in a number of different ways.

**WSAVA Vision:** *WSAVA is dedicated to the continuing development of companion animal care around the world*

**WSAVA Mission:** *To foster exchange of scientific information between individual veterinarians and veterinary organizations*

**WSAVA key strategic objectives:**

- Build WSAVA profile globally.
- Advance companion animal veterinary science through research and standardization.
- Promote companion animal veterinary science through continuing education.
- Promote Animal Welfare
- Maximize the WSAVA Congress annually.

**WSAVA STRATEGIC POSITIONING**

- TO SERVE THE INTEREST OF MEMBERS ON MATTERS RELATING TO THE HEALTH, WELFARE AND THE ADVANCEMENT OF COMPANION ANIMAL VETERINARY SCIENCE THROUGH CONTINUING EDUCATION AND RESEARCH AND STANDARDIZATION.
- TO FURTHER INTERNATIONAL RELATIONSHIPS BETWEEN ALL VETERINARIANS DEALING WITH COMPANION ANIMAL HEALTH AND WELFARE.
- TO ADVANCE COMPANION ANIMAL VETERINARY SCIENCE THROUGH ITS ACTIONS AND ENDEAVORS.
- TO BE THE RECOGNIZED GLOBAL AUTHORITY AND VOICE ON ISSUES RELATED TO THE HEALTH AND WELFARE OF COMPANION ANIMALS
2. WSAVA UPDATES AND QUESTIONS

2.1 SOCIETY OBJECTIVE / PURPOSE / CORE PROMISE QUESTIONS

2.1.1 What are the long-term goals of the society?

To be the recognized global leader in veterinary continuing education, the recognized global resource for the health of companion animals and the representative of a global community of companion animal veterinarians. To be financially self sufficient.

2.1.2 Where do you see the society in 15-20 years?

As a fully funded, self-sufficient, global body, with significant resources and a permanent office and staff. The recognized voice of companion animal practitioners globally. Host of a premier global CE event.

2.1.4 How will it differ from now?

More resources, more volunteers, more global recognition, better brand recognition. It will have the capability to support development of member associations to carry out the WSAVA mission locally and regionally. It needs to have more relevance to individual members of member associations.

2.1.5 What does the positioning need to accomplish? What do you feel the priority of your objectives is with regard to positioning?

Building the brand and the message globally, regionally and locally. Needs to connect to local associations.

2.1.6 If a leading paper/journal would write about your society – what would you like the headline to be? Why?

“Global Leader in Companion Animal Health Leads Fight to Eradicate Rabies.”

“Experts turn to WSAVA for advice…..”

“One Health is part of WSAVA mission”

“WSAVA leads global community of veterinarians to improve health of companion animals”

“WSAVA Standards are recognized all over the world”

2.1.6 What do you worry about the most regarding the society?

Lack of human and fiscal resources to complete our mission, losing relevance to members.

Living up to the core promise

1. Are the society goals reflected in the current activities?

   We believe so but restricted through lack of resources

2. Are the society goals reflected in the material it publishes?

   To some extent-could be better
2.2. VALUES AND PERSONALITY QUESTIONS

2.2.1 Which brands do you admire and why? Apple, Google, BMW-style, design, flair

2.2.2 What are the distinguishable characteristics of this society? Leadership, compassion, commitment to animal care and welfare

2.2.3 What is the most motivating factor for societies/associations to join WSAVA society activities?

It varies depending on region and degree of development and sophistication of veterinary care. Societies in developed regions belong in part perhaps through a sense of obligation and to help others with fewer resources; those in developing countries need continuing education. Excellence in education and standardisation

2.2.4 What is the most motivating factor for individuals to join WSAVA society activities (continuing education, groups, congress etc)?

Access to top level continuing education; networking with the international veterinary community

2.2.5 If the society were a person, how would you describe this person currently? And if you could change this person – what would you change?

Empathetic, sophisticated, urbane, open to change, good listener, motivated, respected, welcoming, teacher. If we could change one thing it would be a focus on the family (associations, members, volunteers) and reaching out to less fortunate
2.2.6 If a member of your target audience spoke about WSAVA, how would you want them to describe you?

- Journal subscriber: NA
- Congress delegate: I received great CE and enjoyed a cultural and lifting experience
- WSAVA assembly member: Trying and succeeding to serve our needs
- Committee member (animal welfare): I was part of something that improved companion animal care.

2.2.7 Why would an individual or an organisation want to be part of WSAVA activities?

- An individual want to be part of WSAVA groups and activities because: They enjoy the social and organizational side of veterinary medicine, are committed to education, have a need to reach out and enjoy international travel. See also 2.2.3
- An organisation want to be part of WSAVA because: They either a) need continuing education for their members or b) feel a need to help developing countries with their educational needs

2.3 CORE AUDIENCE QUESTIONS

2.3.1 Who are your key target audience?

Companion animal practitioners around the globe

2.3.2 What kind of people do you want to join the society? And why?

We are open to all bona fide veterinary associations. We want groups to join with the intention of becoming involved and helping WSAVA grow.

2.3.3 Who are the opinion leaders in this field?

In veterinary sciences they are the leading authorities in specialties who speak at major meetings and publish in major journals; the WSAVA standardizations and scientific committees also fall into this category. In organized vet med it could be the presidents and leadership teams of the major associations. Not sure if this question is about people or associations.

2.3.4 Who are the people most respected by their peers? ?

Practitioners that achieve both practice and academic excellence, engage in continuing education and contribute knowledge to others.

2.3.5 Who need to join in order for others to follow? (Who influences others to come?)?

Member associations

2.3.6 Would you be worried about a group not joining? Which one? Not really; would be more concerned if a group left

2.3.7 Who do the members aspire to be? Who do they look up to? And why?

Who will the majority of the members be? Members are associations and their members-not sure this is a valid question

2.3.8 Do any of the members influence each other? Possibly

2.3.9 What is the age ratio of your key target audiences? All
2.3.10 What is the gender ratio of your target audience?

*Roughly 55% female globally, this is changing esp., in the better developed countries?*

2.3.11 Which target audience is the most important for the growth of WSAVA in the future?

1. Younger veterinarians who are technology savvy
2. Female veterinarians
3. Asian and African veterinarians

2.4 COMPETITOR QUESTIONS

WSAVA is the only international professional association for small animal practitioners globally. There are a large number of continuing education providers nationally and internationally with an increased emphasis on e-learning and distance education [Page 4, WSAVA Strategic Plan 2008].

2.4.1 Who do you think are the main competitors? And why?

Association competitors? None, WVA?

- Congress competitors? Major conferences in each country or region
- Continuing Education competitors? On line and local continuing education providers
- Other competitors? Please specify (groups, councils, guidelines, standardization projects etc) WSAVA is different-it is inclusive.

2.4.2 What do they offer? Focused services, CE

2.4.3 How does your society differ?

*We are inclusive. We are also not just a CE event, global veterinary development involves many projects. We need to position ourselves to be a world body of veterinarians committed not only to personal development but also to develop local and regional communities.*

2.5 REASONS TO BELIEVE QUESTIONS


*The only association that speaks for the companion animal veterinarian on a global scale and is concerned with increasing standards of veterinary care worldwide. National and specialty organizations joining WSAVA creates increasing credibility.*

*Brought about by congress, website, newsletters, recognition by OIE

2.5.2 What can be used to support?

*Support from sponsors, increasing membership, increased congress attendance

2.5.3 Why would they believe it? (Link to promise and/or benefits)

*History of accomplishment, recognition by OIE, dramatic increase in membership in 2011, major associations want to be involved. WSAVA Congresses have a tangible impact on a country or region.*
3. WSAVA Congress Questions

The WSAVA congress branding will be aligned with the new society branding in order to strengthen both the society and the congress brand internationally. In order to clarify the design brief please answer the following questions.

3.1 WSAVA Congress Logo:
The new WSAVA congress logo will be created with strong visual connections to the new WSAVA society brand. Agree? Yes (will need to be approved by Assembly)

3.1.2 The main core of the congress logo will be permanent; while there will be one flexible element per congress, changing the place and date of the event. Is this agreed? Yes

3.2 The logo of the local/national co-organizing society will be presented in the congress design template of the congress in question.

Yes /No? They can run side by side. In Europe and Latin America there may be the need for three logos (FECAVA for Europe and FIAVAC for LA)

3.3 The WSAVA logo will be present in the graphic concept of the congress design template.

Yes / No? Yes

3.4 The WSAVA logo and the co-organizing society logo will be equal in terms of exposure in the congress design template. Yes, depends on type of organisation

3.5 WSAVA Congress Graphic Guidelines Questions

3.5.1 The WSAVA congress guidelines will be created with flexibility to differentiate the annual congresses visually and at the same time have a strong visual connection to WSAVA. Is this agreed? Makes sense. Yes

Flexible elements would be:

- Colors
- Photos
- Venue images/graphics
- Etc

4. MANDATORY REQUIREMENTS QUESTIONS

4.1 Are there any color specifications that must to be used in the graphic development of the WSAVA graphic profile?

Not really, maybe we need to develop a specific color palette based on our personality. Preferably not associated or too much likeness of logo’s of major sponsors

4.2 Are there any specific words, names that need to be part of the logo in addition to the abbreviation WSAVA?

Full name needs to be somewhere.

4.3 Are there any specific words, name that needs to be part of the WSAVA congress logo?

(E.g.: WSAVA YYYY | DD-DD, MONTH, YYYY | City, Country) WSAVA Congress yyyy, city, Country
If yes, please specify:

Current tagline is “Global Veterinary Development”