

## Priorities of the ISU Council 2018-2022

To further the ISU's mission, the ISU Council will focus on three strategic pillars in the period from 2018-2022 along with running the ISU's ongoing operations, competitions and activities. These overarching pillars relate to all ISU disciplines and include several ambitions and priorities that will be at the forefront of the Council's work over the next four years. The three strategic pillars remain in line with the four-year plans and the budget for 2018-2020 as approved by the 2018 ISU Congress. The ISU will communicate with the Members regarding the progress that is being made as to each pillar and will follow a step-by-step approach over the four-year period.

### ISU Mission

*The ISU's purpose is to develop and promote ice skating worldwide together with its Members across all levels and disciplines: Figure Skating, Speed Skating, Short Track Speed Skating and Synchronized Skating.*

"The objectives of the ISU are regulating, governing and promoting the sports of Figure and Speed Skating and their organized development on the basis of friendship and mutual understanding between sportsmen. The ISU shall work for broadening interest in Figure and Speed Skating sports by increasing their popularity, improving their quality and increasing the number of participants throughout the world. The ISU shall ensure that the interests of all ISU Members are observed and respected." (ISU Constitution, Article 3)

### 3 Strategic Pillars

#### 1. Development

*Expand and develop skating worldwide across all levels and disciplines.*

Ambition:

- Increase the quantity and quality of skaters, coaches and officials worldwide.
- Increase the number of ISU Members able to develop skaters who are competitive at ISU Events and the Olympic Winter Games.

#### 2. Marketing & Promotion

*Increase the ISU's disciplines' global fan base and its engagement, improve and extend revenue opportunities and sponsorships for ISU Events, optimize the ISU's marketing and communication structures.*

Ambition:

- Increase the global viewing audience (TV and other online channels) and attendance at ISU Events.
- Increase fan engagement and experience.
- Extend the collaboration with Organizing Committees and business partners.

#### 3. Good Governance

*Ensure good governance through integrity, transparency, inclusiveness and sustainable development with regards to the environment.*

Ambition:

- The ISU is one of the International Federations that is at the forefront with regards to good governance and sustainability.

## Priorities 2018-2022 – Action Items

### Priorities - Development 2018-2022

#### **A. Implementing an ISU E-Learning Management System**

Establish an ISU online learning platform to dramatically expand the opportunities for high-quality education and training of skaters, coaches, officials and administrators from ISU Members in a financially feasible way. A wide range of content and services will be covered, from webinars about, for example, judging, sports science and injury prevention to curricula and online learning tools for long-term knowledge-building and degree programs.

#### **B. Establishing ISU Centers of Excellence**

Institute ISU certified centers or networked sites in North America, Europe and Asia that combine several activities in key development areas. These 'hubs' will receive ISU recognition for the quality of physical or virtual facilities and services offered to skaters, coaches and officials from ISU Members that want to improve. For example, they can make use of on-and-off-ice facilities, on-the-job-training by coaches and officials and training groups.

#### **C. Creating an ISU international education program for skating coaches**

Establish an international ISU acknowledged qualification structure and education program for skating coaches. The program includes online learning through the ISU E-Learning system and access to gaining experience on-site, especially at the ISU Centers of Excellence. Additionally, highly educated and experienced coaches ("traveling ISU coaches") in all ISU disciplines will be available to spend periods in the country of an ISU Member. They will provide expert support and assistance to ISU Members to improve the coaching level and establish effective skating programs.

#### **D. Increasing the quality of ISU officials**

Improve continuing education, keep officials up to date with current rules and procedures, taking into account the technical, organizational and commercial development of the sport, address potential problems and ensure consistency of interpretation. It is also essential to support the development of future ISU officials worldwide, have clear criteria and conditions for the nomination and evaluation of officials at ISU Events, and research available technology. The ISU E-Learning system and Centers of Excellence will help to increase the knowledge and experience of officials.

#### **E. Increasing the number of participating ISU Members, sharing of development projects results, evaluating the impact of the program**

Encourage ISU Members that previously didn't participate in ISU development program activities to get involved (and assist them in identifying development needs and opportunities) to achieve a better global reach and balance of the program. Furthermore, monitor and evaluate the activities, costs and impact of development projects and share this information with all ISU Members. The ISU website and E-Learning platform can be used to exchange knowledge and share best practices. The ISU development program should focus on projects with clear objectives, cost-effective implementation and significant results. A review of the current tools, instruments, criteria and procedures of the program and an update of ISU Communication No. 2052 will take place by 2020.

## Priorities - Marketing & Promotion 2018-2022

### **F. Developing and implementing an updated and overarching program for the marketing and promotion of ISU Events and the ISU Sports**

Establish an overarching marketing and promotion program that is built on effective initiatives that we already started to develop in the past two years (and that are part of the four-year plans), new elements following input from the ISU Council and the ISU Conferences, and best practices in other sports/businesses.

The program should include the following areas of focus:

- Presentation of ISU Events both in the venue and on the screen – what can be done to further increase fan engagement and experience. To remain relevant and attract spectators, viewers and sponsors, the ISU Events must be entertaining, exciting and inspiring.
- Intensified collaboration with ISU business partners and Organizing Committees on promoting ISU Events to increase attendance and to minimize empty seat effect (e.g., strategic seating and free tickets for specific groups).
- Preparation of marketing ‘toolkits’ for ISU Members to use in their own countries to market and promote the ISU Events so that there is consistency in the brand of the ISU Events and the ISU Sports.
- Identification of markets that can drive increased revenue and attendance at ISU Events.
- Ways to attract a larger global viewing audience; TV and other media.
- Continuation of expanding digital engagement and content.
- Possibilities to encourage athletes to act as ISU ambassadors to market and promote the sport.

### **G. Increasing attractiveness of event formats and the ISU calendar**

In close connection with the marketing and promotion program, review and optimize current event formats and event calendars across all ISU disciplines with the overall attractiveness for fans, media and business partners in mind. For example, the creation of a technical and creative program for the ISU Figure Skating Events and a renewed program for the ISU Speed Skating Championships and World Cups. The work includes (early) harmonization between the calendars of all ISU disciplines and organizing events in high-profile places and on spectacular (also outdoor) venue locations to attract more fans for a unique experience. Regarding the format and presentation of specifically the ISU World Figure Skating Championships, the ISU has established a working group.

### **H. Attracting ISU sponsors with renewed partnership propositions**

Move forward from the ‘traditional’ sponsor packages per discipline (primarily focused on selling rink boards, free tickets, etc.) to renewed and tailor-made packages related to ISU activities that include both exposure (online, TV and on-site) and corporate social responsibility and profiling elements. For example, it is possible to have one sponsor that covers all ISU disciplines and sponsors that are connected to the ISU development and sustainability initiatives. They could contribute not only through financial means within the partnership, but also through other resources, such as expertise, workforce, technology solutions, etcetera.

### **I. Exploring new types of ISU events and activities**

Study the (financial) feasibility of new types of events and activities to market and promote the ISU sports. For example, an ISU World Skating Day, an ISU Tour with exhibitions to show the disciplines in new/potential markets, ISU Oscars/Award Ceremony (‘best skater of the year’), an ISU shop and ISU skating classes for youth at events.

## Priorities - Good Governance 2018-2022

### **J. Further improving ISU's scores on the AIOWF governance assessment**

Develop and implement an action plan to improve ISU's scores among the five sections: transparency, integrity, democracy, development & solidarity and control mechanisms. Actions include avoiding conflict of interest situations and adopting an updated ISU Code of Ethics, ISU Athlete Safeguarding Policies and Procedures, and IOC Gender Equality Recommendations that relate to International Federations.

### **K. Adopting sustainability as a working principle**

Select and implement recommendations to address and improve sustainability at ISU Events and other ISU activities, including the operations of the ISU Secretariat and the ISU bodies. Some examples are using an ISU sustainability logo, reducing paper and plastic use, recycling and encouraging public transportation at events. It is important to communicate about sustainability measures and activities and to encourage and collaborate with Organizing Committees and ISU Members to adopt adequate measures.

### **L. Ensuring safe, fair and impartially conducted competitions**

Protect vital principles for competitions, such as integrity, safety, honesty and fairness. Besides updating regulations and assuring compliance regarding, for example, safety matters, anti-doping and impartial officiating, it is necessary to work proactively on prevention through education and awareness activities. The ISU will be at the forefront in the efforts to ensure a clean sport by contributing to adequate international cooperation and effective control and enforcement measures in the fight against doping.

### **M. Stimulating efficiency-based management**

Identify ways to reduce costs and organizational inefficiencies in the implementation and execution of ISU activities and the functions of ISU bodies/Office Holders. Measures include more standardized work and communication methods, reducing cross-continental flights and physical meetings for ISU Office Holders and officials, and reviewing the roles and responsibilities, as well as the interrelationships, of the different ISU bodies, including the positions of the Sports Directors within the ISU structure.