



World Sailing  
Goals and Priorities 2013 – 2016  
Final Report  
5 September 2016

## World Sailing Goals and Priorities 2013 - 2016

The World Sailing Goals & Priorities 2013-2016 were developed and agreed with the Board through a consultation process with the World Sailing Council and Committee Chairmen in May 2013.

The Goals and Priorities aimed to build on the foundations of World Sailing in order to strengthen the organisation and expand its activities to better serve the sport, with both the needs and well-being of sailors in mind.

This report summarises the achievements against the objectives at the end of the quadrennial.

### Executive Summary

Objective	Status
1. Governance - Strengthen governance structures for World Sailing	
2. Revenues - Increase revenues through marketing, sponsorship and the World Sailing Events	
3. Olympic Games – Strengthen the position of World Sailing within the Olympic movement	
4. Sports Development - Narrow the performance gap between nations and strengthen the World Sailing Development programme	
5. Promotion and sports presentation - Raise the profile of World Sailing, the sport & generate additional revenues	
6. Events Strategy - Develop the Sailing World Cup, strengthen the Sailing World Championships and improve the structure of the events calendar	

### Key

Achieved	
Part Achieved / Strong progress	
In Progress	
Not achieved	

## Priorities Summary

### **Objective 1** *Governance*

Strengthen governance structures for World Sailing

- **Establish a satellite office in Lausanne**

A World Sailing office has been opened in Lausanne: World Sailing, Maison du Sport, Building B, Second Floor, Avenue de Rhodanie 54, 1007 Lausanne, Switzerland

- **Simplify election procedures and Committee appointment process**

Submission 004-14 introduced a simpler and more straight-forward process for electing Vice-Presidents that preserves the current gender requirement.

Submission 030-13 was submitted and approved which has improved the system for appointing members of Committees. The nomination process was also reviewed and now creates incentives for MNAs to nominate more women at the time of Committee nominations. A new start date of 1 January (after the quadrennial elections) has been set and existing committees will continue their work until that date, thus ensuring some continuity.

- **Professional Management (CEO)**

In-line with best-practice in corporate governance, the role of CEO was created in 2012 and in May 2016, submissions M01 to 08-16 were approved by Council to change the constitution such that the role of the CEO is clearly defined and the term 'Executive Committee' no longer exists and the elected President and Vice-Presidents are now a non-executive Board of Directors.

The employed staff are now known as the Executive Office and a new organisational structure has been adopted with strong functional leadership and a specific directorate has been created for Legal & Governance.

Role profiles have been established for the President and Vice Presidents.

- **Athletes participation in World Sailing Governance**

The process for electing and appointing Athletes to the Athletes Commission has been strengthened and more closely reflects the IOC model. The Chairman of the Athletes Commission was initially invited to join the Executive Committee meetings as a

non-voting member. In May 2016, the Chairman of the Athletes Commission became a full voting member of the World Sailing Board.

An Athlete's Commission representative is now a full voting member of Council and attends the Events, Equipment and the Race Officials Committees and other Working Parties that consider items that affect Olympic sailors.

- **Commence further governance reform initiatives**

Following a discrimination incident at the Youth Worlds in December 2015, World Sailing took decisive action to strengthen its non-discrimination policy, which includes both contractual and regulatory obligations on all future World Sailing event organisers to ensure that athletes from any nation can participate on an equal basis.

Submission M06-16 moved the decision process for the awarding of the host city for the Annual Conference from the World Sailing Board to the General Assembly.

The voting entitlement of Board members at the AGM was removed to ensure the AGM is strictly 'one nation one vote'.

A second Council seat was introduced for Africa in recognition of the growth potential of that continent.

A two-year roadmap for governance reform was set-out to Council in May 2016 as the Board wishes to continue to promote the highest standards of governance at World Sailing. The governance roadmap was developed following an extensive consultation with MNAs, Council members and Committee Chairmen. There were a significant number of responses received, including a number of future areas for review. The first stage of reforms were agreed at the mid-year meeting in May 2016.

Areas for further consideration were highlighted in the consultation report distributed to members and published on our website.

A second wave of reforms will be presented in November 2016 including best-practice policies to cover: Gifts & Anti-bribery, Whistleblowing, Health & Safety, Independent Board performance monitoring process and Increased Athlete involvement in decision making.

	<p>A third wave of governance reform consultations is planned to be undertaken in 2017 to include: Age limits for Board members, Enhanced gender equity, Staggered terms for Board &amp; Committees, Submissions process, Proxy &amp; electronic voting, Role of Council, Role of AGM / GA, Role of Committees, Role of Continental &amp; Class Associations, Competency based appointment processes and Independent Non-Executive Directors</p> <ul style="list-style-type: none"> <li> <b>Merger of IFDS and World Sailing</b>            Following a consultation process, Submission 001-14 proposed the IFDS merger with World Sailing. The Para World Sailing Committee was established that resulted in the formal merger of the two organisations.         </li> </ul> <p>World Sailing has invested over £100k / annum since 2015 in a Paralympic Development Programme aimed at increasing the number of nations running active Para sailing programmes. This is one initiative that will help ensure that World Sailing is best placed in its bid to return Sailing to the Paralympic Games in 2024.</p> <p>In July 2016 a Head of Para Sailing was appointed and a new Para Sailing strategy has been developed which will be presented at the November 2016 conference.</p>
<p><b>Objective 2</b> <i>Revenue</i></p>	<p>Increase revenues through marketing, sponsorship and the World Sailing Events.</p> <ul style="list-style-type: none"> <li> <b>Commercial Strategy for World Sailing</b>            ISAF was renamed World Sailing in November 2015, which has provided the organization with a much more consumer / fan friendly and understandable name for the organization.         </li> </ul> <p>Gazprom was secured as a sponsor of World Sailing in 2014. The agreement is for a 5-year term and delivers 1m euros / annum to the organisation. The sponsorship revenue has been used to develop and run the Emerging Nations Programme, Paralympic Development Programme and to contribute to the broadcast and digital media platform that has been developed by World Sailing to promote the sport.</p> <p>A 5-year sponsorship deal was secured with Zhik in May 2016 as the official Technical Clothing Partner of World Sailing.            Rolex were renewed as sponsor of the World Sailor of the Year Awards 2013-2016 and in 2016 have become the official sponsor of the 2017-2020 Racing Rules of Sailing.</p>

	<p>A collaboration agreement was announced between World Sailing and the Yacht Racing Forum in May 2016 to align the World Sailing Conference and the Yacht Racing Forum events from 2018.</p> <p>New bid guidelines have been developed for the annual conference that allow World Sailing to begin to exploit the commercial opportunities afforded by the conference.</p> <p>World Sailing appointed a Chief Commercial Officer in May 2016 to drive the commercial agenda for World Sailing. A new commercial strategy was approved by the Board in May 2016 and a Brand repositioning launch will take place in October 2016.</p> <p>Reviews have taken place of all event contracts and there is now far greater clarity to the rights of World Sailing and event organisers and the definition of joint commercial opportunities.</p> <p>A robust sales pipeline of sponsor opportunities has been developed within a tiered sponsorship programme where value-in-kind and / or cash can significantly offset World Sailing costs or contribute to the overall development of the sport.</p>
<p><b>Objective 3</b> <i>Olympic Games</i></p>	<ul style="list-style-type: none"> <li>• <b>Sailing to be a core sport in the Olympic Programme</b> Sailing was announced as a core sport in February 2013 for the 2020 Olympic Games.</li> <li>• <b>Additional event(s) (medals) for the Games in 2020 and leave current events and equipment unchanged for the 2020 Games</b> Following the IOC's move to an event-based sport programme for the Olympic Games (as part of its Agenda 2020 reform package), Council approved Submission E01-16 in May 2016 to enable World Sailing to commence a review of the 2020 events. Council has approved the following aims of the review: <ul style="list-style-type: none"> <li>○ to meet the aims and objectives of the IOC's Agenda 2020 programme;</li> <li>○ to see the sport of sailing retain at least 10 Events in the 2020 Olympic Games;</li> <li>○ to achieve gender equity in terms of the number of medals and the number of competitors;</li> <li>○ to allow for further innovation;</li> <li>○ to evaluate the potential to 'showcase' an additional sailing event in Tokyo; and</li> <li>○ to minimise the disruption to athletes, teams and MNAs;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li> <b>Spectacular Games in 2016</b>            Following successful test events in 2014 and 2015, the Rio Games in 2016 were a great success for the sport. Despite an exceptionally challenging operating environment in Rio, all of the risks and issues that had been identified in the media as key threats for Sailing at the Games either did not materialise or were fully mitigated.             There were 380 athletes competing in 274 boats from 66 nations, competing across 10 Olympic events. The Nacra 17 and 49erFX Olympic disciplines made their debut in Rio and were well received by the media and sailing fans. In all 17 nations medalled in Rio Vs 15 in London and 91 nations participated in Olympic Games qualification regattas for 2016, Vs 79 nations in the 2012 quadrennial. These facts together with the growth in nations qualifying for the Games, clearly demonstrates the underlying and ongoing progress in the sport.         </li> <li> <b>Reach IOC category 'C' in the Games revenue categories</b>            Work has continued towards this objective, however, following a decision by the IOC not to review the classifications for the 2020 quad, the next change in Games revenue categories will not occur in this 4-year period.             Significant resource (a team of 11 media professionals and photographers) was dedicated to the most comprehensive communications strategy for the 2016 Games ever undertaken by World Sailing. The purpose was to catalyse and amplify the unique opportunity afforded to Sailing in being based in the heart of the city combined with the spectacular backdrops of Guanabara Bay.         </li> </ul>
<b>Objective 4</b> <i>Sports Development</i>	<ul style="list-style-type: none"> <li> <b>Narrowing the performance gap between nations</b>            An Emerging Nations Programme has been developed for the Youth Worlds and the World Sailing World Championships aimed at sailors to attend these events better prepared and for the 'performance gap' to be reduced. The programme is nearing the completion of its second year. Emerging MNAs have access to both resources for coaches / sailors to use in the development and delivery of their National 'Performance Training' as well as exposure to world class practical training clinics through the World Sailing Approved Training Centres. New bid guidelines have been developed for the hosting of ENP Clinics that will allow World Sailing to help leave a legacy with the chosen venues and for the ENP Programme to be finalized for 2017 and 2018. A more detailed definition of an "Emerging Nation" has been developed that will allow for a fairer level of funding         </li> </ul>

	<p>opportunities for MNAs and their sailors.</p> <ul style="list-style-type: none"> <li> <b>Strengthen the World Sailing Development programme</b>            The World Training Scholarship programme has grown in strength and candidates now go through a selection process to ensure the right caliber of attendee. The Scholarship programme has been reviewed and enhanced and continues to be well attended. The World Sailing Development Symposium is designed for MNA representatives who are mainly focused on Training and Development. These are run by World Sailing Nominated Experts, industry experts and guest speakers and encourages discussion-oriented workshops which naturally leads to greater participation. The IOC Funded Technical Courses for Coaches held each year has steadily grown in number and this is due in part to the ENP Programme. Two additional Regional Development Coordinators were appointed in 2016 to look after Asia and Oceania.         </li> <li> <b>Establishment of World Sailing Academies</b>            The first stage of this long-term proposal has begun with the first World Sailing Approved Training Centre having been audited and approved in Valencia, Spain. The International Sailing Centre in Medemblik, Netherlands has now been approved and it is expected that an Approved Training Centre in Japan will soon follow. The World Sailing 'Academies', once developed, will provide a full range of training activity, not purely related to high performance sailing programmes but also for participation related activity.         </li> </ul>
<b>Objective 5</b> <i>Promotion and Sports Presentation</i>	<ul style="list-style-type: none"> <li> <b>Raise the profile of World Sailing, Sailing as a sport and World Sailing Events, and generate additional revenues</b>            In order to extend the reach and impact of the sport, it is vital to promote the sport in such a way that it will not only attract more participants and fans, but also commercial partners.         </li> </ul> <p><b>Sports presentation to attract new audiences</b>          The development of the Sailing World Cup series and the quadrennial World Championships running in the two years either side of the Olympics, provides an effective platform for TV and digital distribution, with events created across the world from Australia to China.</p> <p>The Sailing World Championships in 2014 had daily news bulletins, daily online highlights, features and live coverage of all ten Medal Races. This event secured an unprecedented commitment from broadcasters (24 broadcasters covering 46</p>

	<p>territories taking live and news coverage).</p> <p>In 2015 and 2016 live coverage of medal race days has been produced at all Sailing World Cup events. In 2016 live coverage was taken by 23 broadcasters and the highlights show by 40 broadcasters in 185 territories.</p> <p>The World Sailing monthly 30-minute TV show provides an excellent platform to create awareness for the sport and demonstrates that World Sailing represents and promotes all facets of the sport. Distribution in 2016 has been via 53 broadcaster covering 193 territories.</p> <p><b>Leverage the global impact of the Olympics</b></p> <p>Rio 2016 has been a focal point for the promotion of sailing to existing and new audiences globally. Although too early for TV data, the initial indications from digital and social media are that website traffic is up 51% versus London 2012 with record levels of impact on Facebook at 6.4m and 3.7m impressions respectively. The World Sailing Facebook has grown from 44k to 237k in the space of four years, with Twitter followers increasing from 9k to 26k and Instagram from zero to 40k followers.</p>
<p><b>Objective 6</b> <i>Events Strategy</i></p>	<ul style="list-style-type: none"> <li> <p><b>Develop the Sailing World Cup</b></p> <p>The Sailing World Cup has organically developed over a number of cycles and provides World Sailing with an annual event property that demonstrates to the IOC, IPC, MNAs, and current &amp; aspiring Olympic &amp; Paralympic sailors, that WS is positively promoting the sport, both in competition and presentation, to make the SWC attractive to sailing fans, commercial sponsors and broadcasters.</p> <p>It is essential for World Sailing to have its own originated products that can provide the basis of rights and assets packages for World Sailing sponsors.</p> <p>The Sailing World Cup has achieved many of these objectives, but has not yet fully fulfilled its potential from a commercial perspective and in providing a must-attend event series for the best sailors in every Olympic class.</p> <p>Following an extensive consultation in Q2 2016 and subsequent negotiations with event organisers, a strategy for the Sailing World Cup 2017-2020 will be announced in September 2016. The new strategy will deliver on the following goals:</p> <ol style="list-style-type: none"> <li>1. Create a long term and stable World Sailing calendar and</li> </ol> </li> </ul>

	<p>annual Sailing World Cup series;</p> <ol style="list-style-type: none"> <li>2. Develop an elite Sailing World Cup that supports an Olympic campaign;</li> <li>3. Select excellent sailing venues that can drive commercial and sponsorship activities;</li> <li>4. Ensure there are World Sailing Continental Regattas that act as qualification events for Sailing World Cup and the Olympic Games to build participation and universality;</li> <li>5. Integrate Paralympic sailing</li> </ol> <ul style="list-style-type: none"> <li>• <b>Strengthen the Sailing World Championships</b> After an extensive evaluation process Aarhus, Denmark has been selected to host the 2018 World Championships. Aarhus clearly demonstrated its expertise in hosting high caliber events.</li> </ul> <p>Work has continued with Aarhus in refining the planning both for the test event in 2017 and the World Championships in 2018.</p> <ul style="list-style-type: none"> <li>• <b>Improve the structure of the calendar of sailing events</b></li> <li>• <b>Strengthen co-ordination of the (Professional) Oceanic Sailing events</b></li> </ul> <p>These two objectives are interlinked. A panel of representatives of oceanic sailing events meets twice a year to discuss the oceanic races calendar and also many other issues such as safety, organisation, piracy and sponsorship. This panel is chaired and attended by World Sailing oceanic panel members. The oceanic events include regular representation from the following events, but other representation from offshore classes and new initiatives are also regularly invited: Barcelona World Race, La Route de Rhum, The Transat, Volvo Ocean Race (also an World Sailing Special Event), Velux 5 Oceans, Vendee Globe.</p> <p>With the development of the Sailing World Cup and the increased importance of the World Sailing World Rankings, the structure of the Olympic Classes calendar has been reviewed and formed part of the 2016-2020 Olympic Classes contract.</p>
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<b>OTHER INITIATIVES</b>	
1.	<ul style="list-style-type: none"> <li>• <b>World Sailing Affiliate Continental Federations</b> A Continental Association Working Party was established and a final report, approved by the Board, was produced for the CEO to action. The Working Party confirmed that MNAs are World Sailings key members. Each Affiliated Continental Association was invited to submit a concise Development Plan (not received by each CA). Each plan has been reviewed from which objectives for each Regional Development Co-ordinator has been set. All RDC's are working closely with their Affiliate Continental Federations and the merger of the Regional Games and Development and Youth Committee has allowed each continent to nominate a representative and, subject to the support of the Chair, this will be the vehicle to allow CAs to put forward their views. This new committee will allow WS to target need, delivery and sustainability of our development plans.</li> </ul>
2.	<ul style="list-style-type: none"> <li>• <b>Judicial Board</b> A new, independent, Judicial Board has been established. It has developed standard procedures and supervises the investigation and hearing of disciplinary complaints.</li> </ul>
3.	<ul style="list-style-type: none"> <li>• <b>Ethics Commission</b> The Ethics Commission has been established and appointed by the Executive Committee and has established the draft World Sailing Code of Ethics which Council approved in November 2014. The Ethics Commission is charged with promoting ethical behaviour within the sport of sailing. It is required to review the World Sailing Code of Ethics and will investigate complaints raised in relation to alleged breaches of the Code of Ethics and where appropriate propose sanctions to the Board.</li> </ul>
4.	<ul style="list-style-type: none"> <li>• <b>Review of Match Racing at Youth, Women's and Nations Cup level</b> The Match Racing Committee has reviewed the performance of the Youth and Women's Match Racing World Championships and the Nations Cup.</li> </ul>
5.	<ul style="list-style-type: none"> <li>• <b>Annual Conference and Mid-Year Meetings</b> At the request of MNAs, the length of the Annual Conference and Mid-Year Meetings has been shortened. The Board have also introduced streaming and translation services for Council meetings at the Annual Conference.</li> </ul>
6.	<ul style="list-style-type: none"> <li>• <b>Revision of WORLD SAILING Subscription Categories and Rates</b> This has been completed with the aim to achieve a fair system and establish a procedure for periodic review. Submission 002-</li> </ul>

	<p>14 was approved by Council. As a result of the merger with IFDS, MNAs from November 2014 pay a single subscription to World Sailing to cover all forms of sailing, including Para World Sailing.</p>
7.	<ul style="list-style-type: none"> <li>• <b>MNA Manual</b> At the request of MNAs for World Sailing to develop a 'best practice' in order for MNAs to get input, ideas and communication, the MNA Manual has been developed, with the help of IOC Olympic Solidarity. This was distributed at the Annual Conference 2014 and is available in English, French and Spanish.</li> </ul>
8.	<ul style="list-style-type: none"> <li>• <b>Continental Qualification Events</b> The Rio 2016 Olympic Sailing Competition qualification system introduced continental representation, and associated continental qualification events to help develop sailing in each continent and ensure that every continent has the opportunity to compete in each of the 10 Olympic sailing Events.</li> </ul>
9.	<ul style="list-style-type: none"> <li>• <b>Race Official Appointments</b> The processes used by the Event Appointments Working Party have now been documented, and submission 013-14 simplified the appointment regulations, specifies a common process across all RO disciplines, and ensures the appropriate stakeholders are consulted.</li> </ul>