



**FIS
FIVE YEAR
ROLLING STRATEGIC PLAN**

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FOREWORD

THE DEVELOPMENT OF YOUR STRATEGIC PLAN

Your first ever International Ski and Snowboard Federation (FIS) Strategic Plan has been born out of a comprehensive process that involved the following steps:

- New Statutes approved in 2021, requiring FIS to deliver a five-year rolling Strategic Plan.
- 15 Working Groups involving 60 NSAs and 105 members were established in late 2021 providing input on a range of topics. The key input was reported back in Spring 2022 and incorporated into the draft Strategic Plan.
- The Strategic Planning Committee was established in early July 2022, with comprehensive expertise to take the plan to the next stage.
 - The committee began a consultation process from a draft text, internally with FIS leadership and staff, athletes, and others to develop the text further into the draft Strategic Plan circulated in October 2022.
- After approval by Council, the NSAs were provided with a draft Strategic Plan that was followed by consultation with the membership on this draft.
- An online NSA survey was conducted as part of the consultation. It provided a picture of what was considered most important to our NSAs and a range of comments, from you, to take into account.
- We then embarked on in-depth NSA consultation through a series of online and in person Feedback Forums, which finished at the end of February 2023.
- During the forums the survey results and a summary of the comments were delivered. This generated further discussion and feedback on the forums, which were likewise noted.
- All aspects of this feedback were considered and debated by the Strategic Planning Committee and FIS Leadership which is now included in this YEAR ONE finalised version of the Strategic Plan.

- Some aspects need to be studied and would benefit from further consideration and development for the YEAR TWO Strategic Plan update.

The Strategic Plan deliberately intends to be a high level, macro document that provides a vision and guides a direction of travel for our future:

- Consideration was given to the “broad church” and diversity that makes up the FIS membership, and the need to encompass all areas with their respective contrasts and complexities.
- Specific business plans and strategies will be created for certain areas as required and as we move forward into the next phases.



INTRODUCTION

A YEAR OF ACHIEVEMENT

Delivering the FIS Vision and Mission through diligent planning and timely execution

The International Skiing and Snowboard Federation (FIS) is currently undergoing a great transformation. While we are proud of our past, we are also determined to face our organisation to the future. To that end, we are modernising our governance structures, our organisation and bringing FIS into the 21st century.

What we do in the next five years will secure our sport for the next decades and here, in this document, is the roadmap that will guide the changes we are making.

The purpose of the rolling five-year Strategic Plan is to describe the actions which will deliver the goals and objectives of FIS. It will be evaluated and updated annually. The FIS Statutes, which were confirmed with an overwhelming majority at the extraordinary Congress on 5th October 2021, mandate your Council to produce a regular Strategic Plan.“

Our overarching goal is simple

“Let’s deliver the best snowsports.”

FIS President Johan Eliasch

Though the FIS leadership is responsible for implementing our strategy for the next five years that you will read in these pages, FIS is above all a democracy – so great care has been taken to shape this document collectively. Whilst the Strategic Plan serves to ensure your leadership is accountable for delivering against transparent objectives, the plan must be dynamic and evolve as the world changes and our knowledge expands. We think of the Strategic Plan as a living organism, that

constantly grows and adapts to achieve the overall goals and objectives for FIS, the athletes, our members, and all stakeholders.

We have been busy making important changes which will enhance our ability to manage the new Strategic Plan and much has been accomplished in in a very short period.

Please see 3.1 Strategic Plan Year 1 for a comprehensive list of achievements to date.

GOVERNANCE

Our Governance framework was enhanced by updating our Statutes, putting sustainability and climate change at the forefront of our priorities, bringing more diversity and gender ratios to the FIS Council, and creating additional flexibility to adapt our media rights structure. The new guaranteed representation for one and two vote countries on the Council broadens participation and further develops and promotes our sport globally. This will improve the engagement of new members and associate members.

INNOVATION

FIS will continue to develop and professionalise its competitions.

We have new competitions and events planned, like the FIS Games and the Zermatt and Cervinia new cross-border speed races in the FIS Audi Alpine Ski World Cup. The historic course starts in Switzerland and finishes in Italy. These races will allow us to implement a World Cup season with enhanced length and continuity, give the speed athletes an earlier start to the World Cup season and offer more training opportunities. All NSAs can start training on-site three weeks before the races.

We will continue to develop the concept of the “FIS Games,” such that every four years we aim to highlight the diversity and strengths of our disciplines and showcase what FIS is all about: thrilling competitions on the slope, hill, or in the halfpipe that attract huge audiences around the world.

PROGRESSING GLOBAL GROWTH

Learning from the past, FIS made a conscious decision to focus on potential growth markets, especially where pinnacle events provided a significant opportunity to foster the popularity of our sport.

Keeping the momentum going from the 2022 Winter Olympics, FIS opened the China Liaison Office in Beijing. This is actively encouraging 300 million people to participate in snowsports, leveraging out of the visibility of OWG and athletes such as Eileen Gu (Freeski) and Su Ming Lee (Snowboard) generated along with the significant investment made in infrastructure. A hosting and events programme is underway.

NSA INPUT VIA THE WORKING GROUPS, STRATEGIC PLAN SURVEY AND FEEDBACK FORUMS

The 15 Working Groups were formed from 60 NSAs, with 105 members providing input and ideas to FIS. This work was designed to capture the experience and expertise across our member Federations and stakeholders, which embraced experts from different backgrounds and listened to a wide and knowledgeable collective audience. The Working Groups prepared proposals that reviewed competition formats and schedules, focused on synergies between disciplines, members, and stakeholders, and how to better use new technologies and improved content to create a significantly more appealing and relevant commercial products.

Similarly, an extensive consultation process, including a survey and feedback forums, were conducted on your inaugural Strategic Plan. Your thoughts, ideas and input have been thoroughly considered and are reflected in this updated text. The output of all these initiatives have largely been adopted and included in this five-year rolling Strategic Plan. We will incorporate as much experience and understanding as possible in our decision-making processes, recognise and utilise existing resources to help shape a bright and more prosperous future for our sport.

INTERNATIONAL PARALYMPIC COMMITTEE (IPC) PARA SNOWSPORTS

The inclusion of Para Snowsports into the FIS family was successfully implemented, transferring the full governance and management of the three Para Snowsports, (Para Alpine Skiing, Para Cross-Country Skiing, and Para Snowboarding), over to FIS. Already many of our NSAs have Para Snowsports under their umbrella and are benefiting from closer co-operation. Those benefits should be available to FIS and the IPC by bringing the administration of these sports under one roof.

FIS sees Para Snowsports as a natural part of our stable of snowsports, and Para Snowsports is always included whenever we refer to our sport, events, competitions, and disciplines in this document.

Furthermore, FIS and IBU have agreed for IBU to transfer the management of Para Biathlon to FIS, meaning FIS will be responsible for the deliverables of all four Para Snowsports.

FIS became a member of the International Paralympic Committee (IPC) and represents 65% of the sports with 97% of the medals on the Paralympic Winter Games Programme.

The seven dedicated FIS Staff members, (four staff members, and three Race Directors), manage the complete Para Snowsports agenda, including competition administration for the four sports, para- sport classification, education and development.

FIS MEDIA AND MARKETING

Following the change of FIS leadership in June 2021, a full review of our subsidiary FIS Marketing AG (FISMAG) was undertaken. FISMAG was initially established, in part, to better serve the needs of FIS, to increase revenues, and to expand our pool of sponsors. As a result of underperformance over a ten-year period, FISMAG came to an end. We have started the journey of developing strong, viable, and prosperous relations with our existing and new sponsors. We have established a new world-class organisation with senior executives with long standing track records in the fields of sponsorship, media and broadcasting. We have built capacity to manage sponsorship sales, not only globally but also for local events and territories, and the same applies for sales of media and broadcast rights. The full economic benefit of the new commercial structure will be significant and ultimately will flow to our members.



2



VISION AND MISSION

2.1 OUR ECOSYSTEM

FIS is the governing body for international skiing and snowboarding with 142 full and associate member countries (NSAs). It is a democracy styled organisation that represents all its membership and governs through its statutes.

FIS is recognised by the International Olympic Committee (IOC) and manages the Olympic disciplines of Alpine Skiing, Cross-Country Skiing, Ski Jumping, Nordic Combined, Freestyle Skiing, Freeskiing and Snowboarding. Additionally, FIS is a member of the International Paralympic Committee (IPC) and through its Para Snowsports department manages the Paralympic Disciplines.

At the core of FIS is the setting of the International Competition Rules and the event calendars, with more than 7,000 FIS ski and snowboard competitions staged annually in partnership with NSAs and their Organising Committees around the world. FIS provides the framework and professional management of all its Disciplines in order to deliver events to the standards that showcase its athletes and their exciting performances.

Both FIS and our NSAs have mutual responsibilities and ultimately to our athletes who bring our sport to life and who are at the heart of our snowsports universe.

FIS, as the enabler and the catalyst of our sport, works in close co-operation with you the NSAs to deliver on our aspirations and ambitious goals. As our world continues to change rapidly, alignment and unity along with our ability to adapt swiftly, will be of paramount importance to grow and determine our destiny.

2.2 SUMMARISING FIS VISION AND MISSION

Set a compass for a new direction and future

The current version of the FIS Vision and Mission is published online on our website. It states the FIS purpose as an organisation and guides us as we focus on serving our members. You can find a link to our existing Vision and Mission, and Goals [here](#).

2.3 RECAP CURRENT FIS VISION AND MISSION

CURRENT VISION

For skiing and snowboarding to be the first-choice winter sport and recreational activity.

CURRENT MISSION

FIS is committed to promoting and developing recreational and competitive skiing and snowboarding.

2.4 UPDATE FIS VISION AND MISSION

- As part of our strategic development, it is crucial that we update the FIS Vision and Mission to reflect the evolution and modernisation of FIS and importantly, provide a compass for our new, dynamic direction. An organisation should celebrate its past, but not be beholden to it. Rather, it should build and adapt.
- Any change to the statements needs to encapsulate all current and future FIS snowsports, under the FIS umbrella. It needs to inspire and be relevant in today's fast changing world. It needs to drive your leadership to deliver for you.
- The current Vision and Mission statements do not capture the full extent of our existing activities and ambition, and certainly not our future ambition.

GUIDING PRINCIPLES AS WE DEVELOP FURTHER

We should always look forward, whilst respecting the long and rich traditions of our sport, and be inspiring and aspirational, whilst at all times remaining true to our values. Sport is nothing if it does not reflect society and seek to develop role models on which future generations can rely. Our sport is uniquely dependent on the environment and hence we must also support, invest in, and drive a sustainable agenda in everything we do.

With these Guiding Principles in mind, we have updated the Vision and Mission statements, from which everything else will then flow. These have now been consulted on and are supported by our membership.

2.5 UPDATED VISION AND MISSION

UPDATED FIS VISION

To deliver outstanding, inspiring experiences that fuel a lifelong passion for snowsports increasingly shared everywhere.

UPDATED FIS MISSION

To be the inspiration and catalyst which drives the appeal of competitive and recreational snowsports in a sustainable manner.

FIS MISSION GOALS

1. To promote and develop competitive skiing and snowboarding globally.
2. To encourage people from all backgrounds to participate in snowsports.
3. To motivate and inspire recreationalists by showcasing our snowsports universe through competitions, athletes, resorts, content, stories and experiences.
4. To support our athletes, including younger generations and people with impairment.
5. To organise a hierarchy of international competitions and create pathways from national competitions through to the highest levels of FIS World Cups, FIS World Championships, FIS Games, and Olympic and Paralympic Winter Games.
6. To provide technical support to the Organising Committees, such that all competitions are of the highest possible standard and integrity, with investment in athlete safety of paramount importance.
7. To maintain FIS's long-established policy of limiting any negative impact on the environment in which our sport takes place, whilst seeking to ensure that all steps are taken to act responsibly towards our climate and be carbon positive.
8. To promote extensive coverage of competitions in the media, promoting our sport as widely as possible, and encouraging support from partners.
9. To generate additional financial resources and investment through our commercial activities thereby increasing our ability to support and invest in global growth. FIS will make significant financial contributions to FIS member National Ski Associations to help develop their own activities, and through that increase our footprint of engaged fans and participants.

2.6 RATIONALE: FIS IS EXPERIENTIAL

A shared passion

Snowsports are strongly experiential no matter who or how they are enjoyed.

FIS has a range of audiences it needs to “speak to” effectively and with uniformity: from high performance athletes to the occasional snowsports enthusiast or viewer, across the globe in different locations, cultures, environments, and disciplines.

The glue that binds this diversity is the shared passion for what people do, watch or see on snow, and the unique inspiration that is inherent in our sport.

Snowsports have the added advantage of having a large, active and valuable recreational market beyond a strong base of loyal followers and viewers. Globally, participants of all ages and stages are actively connected with our sport which provides huge potential.

Being outstanding and inspiring needs to permeate the everyday at FIS. All that we do as an organisation, from what we present, to how we deliver our sport, to the many different audiences and the wider world, will determine people's experiences on and off the slopes.

We want to be inspiring to everyone we connect with; igniting a passion that is shared, long lasting and rewarding; where our delivery is outstanding wherever you are in the world and regardless of who you are to FIS.

The FIS Vision aims to provide a guiding ethos, that is timeless and underpins, expresses, and reinforces our values, activities and the experiences delivered, and ultimately achieves a value and growth agenda - for the good of all.



3



STRATEGIC PLAN SUMMARY

3.1 STRATEGIC PLAN | YEAR 1

Laying the Foundations

Several critical strategic challenges faced by FIS and its members were identified. Since June 2021, our leadership and organisation have worked tirelessly to modernise FIS and are pleased to have delivered on a long list of time-sensitive initiatives, which help pave the way for building a stronger FIS.

Comprehensive list of actions since 2021

1. New Statutes were confirmed at Extraordinary Congress 8th October 2021;
2. Delivered a successful Olympic Winter Games and FIS World Cup series during a pandemic;
3. Two special COVID distributions;
4. Reviews by 15 Working Groups representing 60 NSAs of the most important areas of development;
5. An equipment platform provided by the members of SRS allowing equal access to affordable equipment;
6. Diversity and gender governance ratios implemented at 2022 Milan Congress;
7. Strengthened the FIS Executive team and general staff, including media, broadcast and marketing executives;
8. Taken back our right to manage and valorise sponsorship with a new commercial structure;
9. Climate action: became the first international sports federation to be climate positive;
10. Negotiated and implemented the successful transfer of governance for the Para Snowsports from IPC to FIS;
11. Created new speed cross-border events at Zermatt and Cervinia to extend the Alpine World Cup season exposure; *(launch delayed to 2023 due to lack of snow in 2022)*
12. Enhanced athletes training opportunities adjacent to these competitions;
13. Progressed global growth via FIS Liaison Office in Beijing post the OWG in 2022;
14. Increased athlete prize money from July 2022;
15. Assessed prize money gender equalisation;
16. Expanded training and education opportunities. More access to on site training and coaches education;
17. Integrated Para Snowsports into FIS;
18. Acquired the Freeride World Tour;
19. Acquired full ownership of FIS Travel;
20. Wrote and distributed the draft Strategic Plan with NSA consultation process completed in February 2023, as required by our Statutes; and
21. Established an independent Ethics Committee in 2023.



3.2 STRATEGIC PLAN | YEARS 2-5

Determining our Destiny

The next four years are crucial in our efforts to build a greater FIS. We should have the ability to determine our own destiny, and we are excited to work diligently to develop our sport and grow a stronger and more prosperous FIS. As requested by NSAs, and as soon as we are able, FIS will move swiftly to deliver on centralising the media rights.

We have set out high-priority strategic initiatives with the ultimate goal of expanding FIS for the benefit of our sport, our members, and our planet.

As FIS consists of 142 NSAs, it is vital that we ensure that FIS has the capacity and know-how to support their development.

Our initiatives range from sharpening up the format of the disciplines, applying more and different technology, engaging fans and sponsors, improving governance, all whilst being sustainable. We can enlarge our share of the economic pie with a centralised approach to media rights. We will increase contributions to members, increase prize money, invest further into formats, and improve the overall value for our sponsors and athletes.

The bedrock for all workstreams conducted in FIS is a solid governance framework, an uncompromised approach to sustainability and a commitment to carbon reductions. We are one of the first climate-positive international sport federations.

Our Strategic Priorities are:

GOVERNANCE

1. **World Class Governance**
2. **Gender, Diversity, Inclusion**
3. **Integrity**
4. **FIS Statute Obligations**
5. **Building FIS**
6. **Sustainability and Carbon Reductions**

BUILDING VALUE

7. **Growth Markets**
8. **Centralisation of Rights**
9. **Shape the Product:** Build Formats, Content, and Calendar
10. **Improve the Product:** Production Values and Telemetrics
11. **Modernise the Product:** Digital media platform, Broadcast TV, Streaming
12. **Expand the Product:** Extend our Reach, Improve Fan Engagement
13. **More Rewarding for Athletes**
14. **FIS Games**

GROWTH

15. **Education, Welfare, and Knowledge Sharing**
16. **Membership Support**
17. **Children and Youth Development**
18. **Recreational, Tourism and Growing our Sport**
19. **Emerging and Developing Snowsport Nations**
20. **Expansion: Para Snowsports**
21. **Expansion: Freeride World Tour**

3.3 STRATEGIC PLAN | YEAR 5 OBJECTIVES

Measuring and evaluating the successful implementation

To measure and evaluate how we progress with the implementation of these strategic objectives, FIS Leadership and the Strategic Planning Committee will report on an ongoing basis to the FIS Council. The reporting will be a combination of qualitative status, and where it is deemed meaningful, the report will refer to specific metrics and hard facts. The idea is to provide a holistic approach, ensuring we can manoeuvre and adjust our strategy as the world changes.

PROVISIONALLY QUANTITATIVE POINTS OF MEASUREMENT

Strong governance

- The new FIS Statutes have been implemented and are being followed.
- A wholly independent Ethics Committee has been appointed, ensuring high standards.
- Continued modernisation of our governance model to be best-in-class.

Growth in participation numbers | Quantifiable objectives

- Measuring and assessing recreational participation, youth adoption, and competitive participation across all FIS verticals and disciplines.

Higher ratings | Quantifiable objectives | Catering for changes in consumer preferences

- Measuring increases of ratings across a combination of TV airtime, viewers, streaming services, and live attendance at the events across all NSA jurisdictions.
- Measuring increases in social media monetisation, engagement and consumption by defining relevant social media platforms and key data metrics accordingly.
- Generating an increasing amount of revenue via our products and rights.
- Being open to adapting our approach as consumer preferences evolve.

Global Growth | More Disciplines in More Places

- We aim to expand the number of FIS Disciplines and event host nations. This is a key mechanism to showcase and grow interest and audiences in snowsports globally.
- Part of our success criteria will be to deliver new destinations for events.
- Drive inclusion of Para Snowsports to be a part of regular day to day operations in more countries.

Higher income for FIS and its stakeholders | Measured in monetary distributions

- A key objective is to increase the FIS earnings and increase future distributions to the NSAs.
- Higher distributions will be a natural consequence of successfully growing our share of the economic pie. Hence, the first step is to increase the economic value of our sport, through strategic initiatives and investments.
- Expand and diversify overall monetisation strategy with investments into new revenue streams.
- Monitor effectiveness and impacts.

Connection to Youth | Sport formats, interviews, content distribution and influencers/creators

- Sport prioritisation for Gen Z, Gen Alpha and Millennials.
- FIS will apply a combination of questionnaires and metrics within social media.
- FIS Youth engagement – ski clubs, camps, competitions, pathway.
- Track the participation in numbers via the youth competitions.

3.4 THE KEY PILLARS: ATHLETES CENTRAL TO OUR UNIVERSE AND SUCCESS

Central to a successful future

How the world consumes sport is changing - rapidly. People are following brands less and are following people more. Brands are using alignment with individuals' personal channels. Athletes are a massive asset and we will work to further nurture their interests. Their performances and interaction with audiences and media channels will be a key determinant of growth and value creation.

Athletes central to our snowsports universe and success

World Class Governance

- Strengthened governance framework
- Gender, diversity, inclusion
- Volunteer workforce
- Integrity: Ethics Committee
- Deliver on new statutes
- Build FIS capabilities
- Resource FIS for growth and implementation
- Embed a culture of continuous improvement that strives for excellence
- Leader in sustainability and carbon reduction

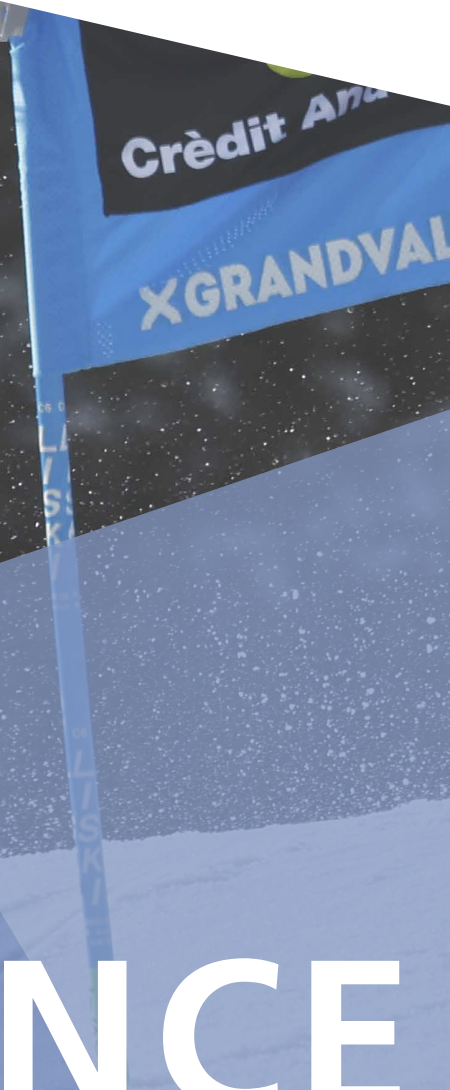
Building Value

- Determine our destiny: Centralise media rights
- Strengthen commercial assets
- Increase the value and revenue
- Shape the Product: build, re-imagine formats, content and calendar
- Improve the Product: production values, data, use technology
- Modernise the Product: TV, broadcasts, streaming, digital
- Expand the Product: extend reach, viewing, fan engagement. Lift non-alpine Disciplines: more effective exposure
- Leverage world class events
- Build new assets/IP: FIS Games
- Build audiences and appeal
- More rewarding for Athletes Increase prize money + equity
- FIS Games

Global Growth

- Education, welfare, knowledge sharing
- Membership support and development zone
- NSAs, Athlete health unit
- Enable Children and Youth development pathway
- Better connect with recreation-ists, snowsports tourism, "get people on snow" initiatives
- Focus on emerging and developing NSAs
- Growth from emerging markets post major events – OWG, FIS Games, WSC
- Expansion: Para Snowsports
- Expansion: Freeride World Tour

4



GOVERNANCE

4.1 WORLD-CLASS GOVERNANCE

A Governance framework 'fit for purpose' to deliver our Vision

One of the most crucial parameters in any international sports federation is a solid framework for governance. Governance is the bedrock that safeguards the interests of an organisation and sets the right path for the development of our sport in line with our Vision and Mission, and our values.

We must always have a robust governance system of checks and balances, making sure our leaders are challenged to bring forward the best solutions in the interest of all our stakeholders and, after a fixed period, pass the baton on to the next generation.

A sound governance framework will ensure the longevity of our sport, and we must continue to provide fair and equitable representation for all members and stakeholders, with the right competencies in place to deliver on our ambitious goals.

There is great potential to harvest new, innovative ideas and see our world more broadly through diversity and inclusion on multiple levels, in a manner that enhances the opportunities. Working towards gender balance and diversity which reflects our stakeholders is an obvious and valuable starting point.

We must ensure that all Disciplines, receive adequate attention and resources to deliver on their potential and thrill fans globally while igniting a spark within a younger audience.

The updated Statutes establish a modern framework for quality Governance

The revised and updated statutes include several vital initiatives to safeguard the governance of our organisation, highlighting the following updates:

- FIS shall perform its activities according to the highest ethical standards, which will be overseen by the independent Ethics Committee.
- FIS governance structures shall be balanced, inclusive, not allow any discrimination, and represent all its members.
- FIS considers the protection and preservation of nature and the environment of the greatest importance. Therefore, FIS shall use its best efforts to conduct its activities in an environmentally friendly manner.
- FIS will adhere strictly to the accepted principles of good governance and foster a culture of open discussion in all Governing Bodies and Committees of the FIS.

- FIS will encourage and promote diversity and gender equality in electing and appointing officials and members of the Governing Bodies and Committees of the FIS. The requirement to have at least three members of each gender on the Council is an important first step, but only a first step.
- With effect from the 2022 Ordinary Congress, the President and the Council Members may be re-elected but shall serve no longer than 12 years from the date of the 2022 elections of President and Council Members.
- The roles and responsibilities of the Committees have been specified in greater detail. In addition, Working Groups were appointed to facilitate a closer dialogue with NSAs and to seek input.

4.2 GENDER, DIVERSITY, INCLUSION

Everyone should feel welcome on all levels in FIS

We are determined that everyone should feel welcome at all levels of FIS. While FIS has made positive steps towards ensuring gender and diversity representation on the FIS Council and by NSAs, we must consciously continue to progress and implement policies in this area to become best in class. It is acknowledged that some countries are world leaders but in a multicultural setting, FIS is very differentiated on this topic.

Ensuring diversity is wider than just gender equality. Covering age, skills, sexual orientation, nationality, race, physical abilities and more. It needs to involve the different spheres at FIS from athletes, governance, management, staff, NSAs, TD's, judges, coaches to competitions. Moreover, FIS and its members will move towards a commitment to actively oppose any unlawful discrimination on the grounds of race, skin colour, national or social origin, gender, sexual orientation, language, political or other opinion, religion or other beliefs, circumstances of birth, or other improper grounds. We will:

- Continue to provide fair and equitable representation for all our stakeholders, ensuring the right competencies to deliver on our ambitious goals: ensure diversity, gender equality and inclusion are considered in decision making at all levels of the FIS organisation.
- Demonstrate strong FIS leadership on an everyday basis with a gender balance, diversity and inclusion lens for hiring and management practices.
- Work towards a significantly changed mindset and culture which embraces these changes.

- Establish a framework to achieve better diversity, including a gender balance of at least 60/40.
- Include Committees and Sub Committees to aim for better gender/diversity ratios: starting with 70/30 to 60/40 by 2026.
- Monitor and report on an annual basis our progress to influence and encourage achievement of goals.
- Strengthen best practice activities including showcasing; mentorships; education; seminars; workshops; and ensure gender balance in all communications.
- Establish a forum for diversity, with a key focus on gender (women) initially, but is broad enough to evolve and encompass further initiatives as the world and FIS evolves.
- As FIS progresses, develop a thorough EDI policy framework for future implementation.

Harnessing and encouraging our global volunteer workforce

FIS recognises that its backbone is a large and passionate volunteer group. As we modernise and professionalise our sport, we need to be mindful of this important community that underpins the successful operation of many aspects of FIS, NSAs, events, and our sport across the world. When developing new initiatives, we will consider how we include, communicate, educate, and motivate this group, as they are fundamental to the success of many FIS activities.

4.3 INTEGRITY

Ensuring the integrity of our sport

FIS has a long history of being at the forefront of protecting the integrity of our sport. Our statutory framework includes clearly articulated standards and rules, such that all our stakeholders can be part of and celebrate our sport, confident that they are participating in a safe, fair, respectful and inclusive environment.

We will continue to uphold and develop our work in anti-doping, safeguarding against harassment and abuse, prevention of competition manipulation as well as ensuring best practises and the highest ethical standards. This will be achieved by fostering excellence in education, monitoring, evaluation and with the oversight of the fully independent Ethics Committee.

FIS will also ensure that we have resources to work towards prevention and handle cases in a professional and efficient manner.

Importantly, FIS will always seek to reinforce a culture of strong integrity values.

The independent Ethics Committee was established early in 2023 to oversee this area.

4.4 FIS STATUTES: OBLIGATION TO DELIVER A FIVE-YEAR STRATEGIC PLAN

The Strategic Planning Committee is responsible for the five-year Strategic Plan

The new Statutes include a requirement for your leadership to deliver a rolling five-year Strategic Plan. The link to the FIS Statutes is [here](#). This is good practice. By being open and transparent about our plans, our members, can more easily hold us accountable, whilst at the same time planning your own futures with greater certainty and alignment.

The Strategic Planning Committee, according to the FIS Statutes is set up as follows:

- It shall be responsible for developing and presenting FIS's rolling five (5) year Strategic Plan, which will be updated annually.
- The Strategic Plan shall incorporate **all aspects of the FIS's goals and objectives** as an organisation and be in line with the Vision and Mission statements.
- It shall seek **approval from the Council** of the Strategic Plan.
- It shall report annually to Congress on its contents and **publish a summary version**.
- The President and the Secretary-General shall be ex officio members of the Strategic Planning Committee.

4.5 BUILDING FIS CAPABILITIES

To deliver and drive a new future, FIS needs to position itself effectively

When the new leadership took the helm, it evaluated the organisation, its capabilities and assessed it against the new strategy, overall goals, and objectives. FIS has an excellent employee base and an organisation fit to deliver on the fundamental parameters of our business and services. But, to deliver on the new strategic initiatives, FIS has begun to address the need for additional capabilities.

The fundamental changes and additions are centred around the following areas:

- Hire the right capabilities in-house, including:
 - Legal, with strong commercial acumen: completed
 - Digital content and social media expertise: completed
 - Media and marketing department: completed
 - Branding
 - Creative Direction
- Build a membership department to better service our members.
- Create an organisational structure that optimises the path to successfully deliver our vision, mission, and strategic initiatives.
- Develop and update FIS digital products and platforms: streaming platform, website, app, social media and other consumer direct digital offerings need to be fit for current and future purposes. Each needs to be modernised for ease and accessibility for our various audiences: members, stakeholders, athletes, fans and viewers.
- Will require investment into technology, digital infrastructure and staff.
- Establish resources, expertise and investment to deliver on centralisation of media and marketing rights.
- Develop targeted interaction, broaden the offerings, and make FIS more accessible.
- Build a research and archive platform for FIS and all NSAs to share available information, research, templates, Event IP (WSC) and identify trends.

Our leadership continues to evaluate which capabilities are required and assess the cost-benefit of bringing expertise in-house versus engaging external services.

With our strategic goals in mind, the growth and change of FIS as an organisation will demand attention to best practices: culture, teamwork, continuous improvement, staff education and welfare, effective communication and interaction with stakeholders, adaptability - together with a focus on capacity building, delivery, execution and results. To thrive, our organisation needs to have clear areas of responsibility, authority and accountability.

4.6 LEADER IN SUSTAINABILITY AND CARBON REDUCTIONS

FIS was the first Climate Positive International Sports Federation by 2022

FIS recognises the importance of addressing climate change and protecting the winter environment in which we operate. We acknowledge our responsibility to contribute to the global effort to reduce carbon emissions and promote sustainability. This will only happen if we are committed to a serious and deliverable programme.

We have developed a policy to guide our actions towards sustainability and the creation of toolkits to help the FIS ecosystem manage its carbon footprint. Policy is however not enough, and we are developing a clear strategy linked also to the development of younger audiences and increased participation.

POLICY

- **Carbon footprint reduction:** FIS is committed to achieving carbon reductions across all its operations, including events, offices, and transportation. We will strive to reduce our carbon footprint by promoting energy efficiency, reducing waste, and investing in renewable energy sources.
- **Sustainability:** FIS is committed to promoting sustainability in all aspects of our operations, including event management, facility design, and materials procurement. We will work with our partners and stakeholders to identify and implement sustainable practices and solutions.

- **Education and awareness:** FIS recognises the importance of educating and raising awareness among athletes, national associations, and the broader snowsports community about the impact of climate change and the need for sustainability. We will develop educational resources and campaigns to encourage sustainable practices and behaviours.
- **Toolkit creation:** FIS will develop toolkits to help athletes and NSAs manage their carbon footprint. These toolkits will provide guidance on carbon emissions tracking, reduction strategies, and offsetting options.
- **Collaboration:** FIS will collaborate with national associations, athletes, sponsors, and partners to promote sustainability and reduce carbon emissions. We will work with these stakeholders to identify opportunities for sustainable practices and solutions and encourage them to adopt them.
- **Reporting:** FIS will report annually on our progress towards reducing our carbon footprint and sustainability. We will periodically measure and report on our carbon emissions, energy consumption, waste generation, and other sustainability metrics. We will use this information to identify areas for improvement and set targets for future action.

MAJOR CLIMATE INITIATIVE ACTIONED

In October 2021 FIS announced that it had acted to become the first Climate Positive International Sports Federation in 2021 through its FIS Rainforest Initiative. Conserving rainforest is one of the most valuable climate actions we can take. The FIS Rainforest Initiative will offset FIS's carbon footprint many times over through rainforest conservation projects, initially in the Peruvian Ashaninka communities in the Amazonas.

“It was an utmost priority for me when I was elected FIS President to make an immediate and meaningful impact on the sustainability of our sport. This is not only a duty we have as good world citizens, but today it has become a prerequisite of being an attractive sport, particularly for younger generations.”

FIS President Johan Eliasch

CLIMATE ACTION FRAMEWORK

FIS has signed the Sports for Climate Action Framework. By joining the framework, FIS joins other major sports organisations in committing its support to help drive the sports sector to net-zero emissions by mid-century, in line with the 1.5°C pathway. The framework also lays out various principles and values related to collaboration, education, and advocacy for climate action.

CONCLUSION

FIS is committed to promoting sustainability and reducing carbon emissions. We believe that by working together with our partners and stakeholders, we can create a sustainable future for snowsports. We will continue to develop and implement policies and initiatives that promote sustainability and reduction of carbon emissions.



5



BUILDING
VALUE

A Stronger Future

The future of our organisation will be secured by a combination of commercial and social goals;

- building the value of our sport; and
- growing its global relevance and development.

Building value is a key focus area of this Strategic Plan. The effective development and enhancement of FIS commercial products and properties is vital to ensuring a stronger, more valuable future FIS.

Growth can be achieved by:

1. More people watching and engaging: (in person or online), via multiple channels, digitally, following, event spectators.
2. More people doing our sport: developing NSAs, competitors, participants and recreationalists.

Of course, people may fall into both categories.

Building value stems from growth that is primarily attached to audience enhancement and development, engagement growth and interacting with our sport, our events and our athletes across a range of channels.

Finally, we need to embrace change to thrive in the fast-evolving environment of the attention economy, prioritise the viewer experience, make it more accessible and get our sport closer to youth and fans.

5.1 GROWTH MARKETS

A strategic and tactical approach will need to be adopted in developing the potential and commercial value in both existing and new markets, countries, and regions.

Here, growth that *builds commercial value* for FIS and its membership, will be the focus. Hosting major international competitions that have the potential to generate attention and raise the profile of snowsports in new locations or new disciplines in markets with relevant bigger, important audiences. Maximising the surrounding media opportunities of these events will be an integral part of any plan.

Lesser developed regions that present opportunities need to be supported with strategic initiatives executed in close co-operation with the country/region, NSA

and LOCs to deliver more events, in more places, most effectively, with a timeline and framework that builds the sport over a period of time. We have recently seen countries that have secured investment, built infrastructure and people resources to host major events, and we need to ensure that the impetus created is sustained with capacity building geared towards continued hosting of events, grassroots sport development, education, training and enabling appropriate ongoing development toward athlete success for that emerging nation.

We will identify the most important factors, such as key markets to target, how best to approach these markets, how to be successful there, how to attract local investment and support, what disciplines are best suited, smart product development and how to leverage beyond any major event or series afterwards.

FIS will evaluate and consider the level of support required as outlined on P.23 for a Healthy Events System.

Targeting Geographic Regions and Countries

- **Asia:** Over half the world's population live in this region and while some countries in this region already have a strong presence across our Disciplines, this potential needs to be unlocked - effectively. There will be a variance in what we might do in Japan versus South Korea or China, but we need to use the existing expertise in the region and create a progression plan to open up the undoubted potential whilst continuing initiatives such as the liaison office in China.
- **North America:** The USA and Canada have a combined population of @400 million with @22 million recreational snowsports participants. These two markets have very strong athletes across all our verticals, notably some of our best performing, record setting athletes like Mikaela Shiffrin and Michael Kingsbury. Snowsports are popular in this very large market and potential captive audience that FIS needs to tap into. Developing an effective event, media and sponsorship strategy here that balances existing viewers with new audience development, building events, awareness and utilising the athlete's profile, appeal, and following will be key.
- **Balkans:** This region's proximity to Central Europe and similar time zone makes it relevant and viable for attention. There is a strong snowsports culture, athletes, sport development, infrastructure and major event experience to build from.
- **Southern Hemisphere – South America:** This geographical block, with a large, combined population, is in a similar time zone to North America and being relatively close in travel distance and time from North America and Europe. The foundations of snowsports are well established with good infrastructure, in

both Argentina and Chile, to be included in preparation of a strategy that builds towards a global circuit as other sports have done.

- **Southern Hemisphere – Australia and New Zealand:** While both are further away from Europe, they are close to the Western side of North America and the huge Asian market with its big potential. If we take more of a regional lens, developing the Southern Hemisphere part of a global circuit makes sense but it may also help unlock the big, nearby regions and their growth opportunities.

5.2 CENTRALISATION OF RIGHTS

Reclaim and Determine Our Destiny

For the first time in many years, we can finally put ourselves in charge of our own destiny and make our vision for our great sport a reality. We have heard your call for urgent action to centralise.

“We should work towards extracting synergies for our NSAs by an integrated approach to optimising the value of sponsorship and TV rights.”

President Eliasch’s manifesto 2021 re media rights

On the 8th October 2021, Statute changes were passed with 97.3% of the votes. This provides FIS with a clear direction regarding all our future commercial relationships. This decision also came with an equally clear expectation from our member associations that we would seek to significantly increase our revenues and transform how we manage and promote our sport. Since 2021, we have worked swiftly to identify the right strategic path, build capacity, and clear any potential legal obstacles to ensure FIS’ ability to execute this plan properly. The successful actions we have taken, and the strategy we now propose, are designed to deliver the best possible outcome for our sport.

The next step is to bring the commercialisation of all our rights inside FIS – FIS Media & Marketing (FIS M&M).

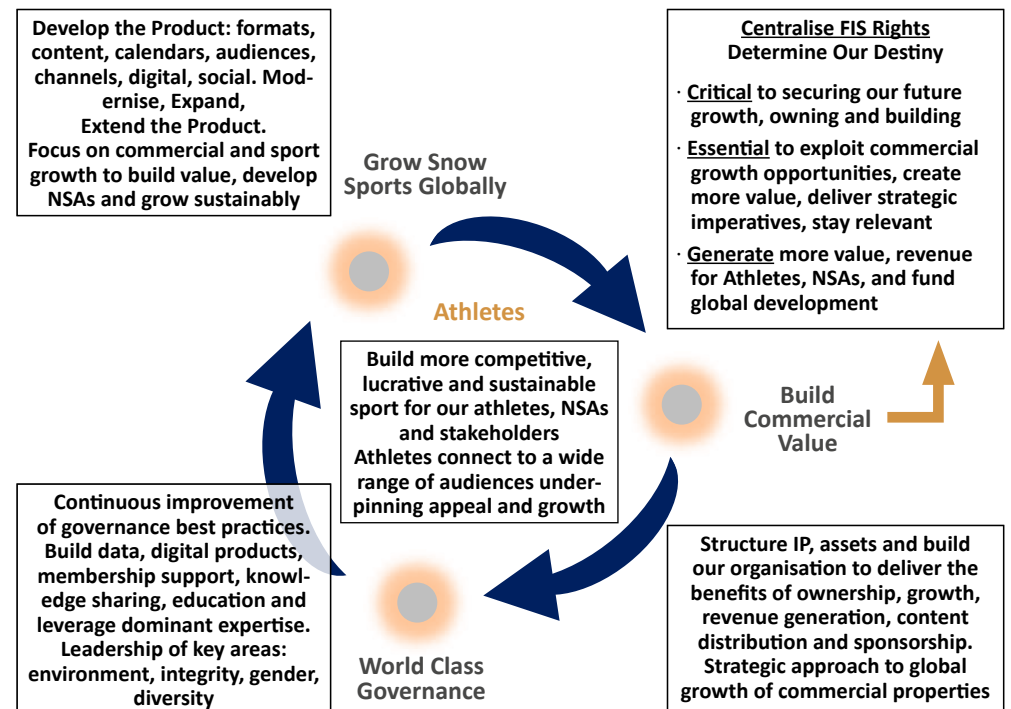
By terminating our relationship with FIS MAG in early 2022, we are now delivering a solution through FIS M&M that allows full oversight and management of sponsorship, marketing, and sales.

The FIS M&M team already includes competencies within marketing, sponsorship, media rights, digital, social media, production, and business affairs.

WHY CENTRALISE?

Centralisation is crucial, not just for our financial success, but for any real prospect of self-determining how our sport is presented and therefore our future. It is paramount in implementing many aspects of the strategic initiatives. There is no point in investing in new content, format improvements, technology, digital and more, if we are restricted from delivering and using content, and unless we also benefit from those investments. Under the current structure with no control over content and strategic direction, those benefits would flow to others.

Regaining management of the media rights, content, and so on, through a centralised approach means we have the ability to drive towards a more prosperous future and seize and benefit from the many opportunities ahead. This will allow FIS to invest back into our own growth, benefiting our sport, and importantly, benefiting our athletes and NSAs. The vast majority of successful international sports federations have since long ago adopted a centralised approach to media and marketing rights.



5.3 SHAPE THE PRODUCT: BUILD FORMATS, CONTENT AND CALENDAR

Engage audiences and drive sponsorships for FIS, NSAs and athletes

The most critical component for successfully growing the value of our sport is to develop the formats and the content of our Disciplines. Today, consumers and fans of all sports are spoiled for choice and other sports have set new benchmarks and with it increased viewing expectations and experiences.

To compete within a fast-changing consumer economy, we must continuously update our formats that captivate an audience, wherever and however they view and engage with our content.

We must also deliver our content effectively across multiple channels including:

- providing easy access to content and ensuring there is no excuse to miss any special “live sporting moment”
- facilitating content distribution by our athletes to share with their followers to increase the reach and engagement with our Disciplines, deepen fandom and support growth for additional sponsor value
- development of channels across social media, YouTube, gaming and digital platforms
- ensuring our digital solutions meet not just the needs but the wants of new, younger audiences and potentially where this interaction can be monetised for FIS

We are currently conducting reviews of our Discipline formats to deliver better broadcasting properties.

The next step is to work with technology providers and explore how to make the productions more captivating and exciting: applying drones (successfully incorporated into the 2022/23 season), telemetry through helmet and boot cameras and sensors, computer-generated ghost riders, real time graphics, timing, data etc.

OUR AUDIENCES

Different generations matter. We need to understand our audiences better to determine who to target and how. This is not just about growth in followership, but also about how we engage better with new segments to retain our existing audiences and be active and appealing on multiple channels.

- Millennials, Gen X and Gen Z consume media vastly different from older, more traditional audiences.
- Younger generations prefer active and engaging forms of entertainment, (gaming, social platforms), “sound bite” viewing, and conversations. Research reveals the emergence of engagement with “communities” liked because trust in algorithms is falling and the “real and tangible” grows in its appeal.
- A successful strategy for younger audiences is critical to future commercial growth. Trends are fast evolving and require perpetual monitoring to keep abreast of shifts.
- Older generations prefer traditional more passive forms like live sports with appointment viewing on linear TV, younger audiences do not. They want individualised and tailored consumption.
- A specific Gen Z or Youth strategy and its digital rhythms may be required to ensure an effective delivery for this segment.

OUR STAKEHOLDERS

Making our sport more valuable for our stakeholders

FIS has a range of stakeholders that need to be considered in our thinking and plans. They form an important part of our current ecosystem and future value building aspirations. We will highlight some, but this is not an exhaustive list, and all our stakeholders will be considered. A proactive approach of working with them to determine a shared goals and create alignment.

- **International Olympic Committee (IOC):** IOC is sports equivalent to the United Nations and has a very important role in preserving sport as a neutral space. For disciplines to be Olympic is important in securing athlete and audience engagement. FIS is unique within the Olympic movement as it represents more than 50% of the medals in the Olympic Winter Games, and 97% of the medals of IPC. In Beijing 2022, FIS staged 55 of the 109 medal events. In 2026 three more FIS events have been added to the OWG taking the total number to 58. This is an important relationship that FIS recognises, values and nurtures.

- **Ski Industry (SRS):** The Ski Industry is by far the biggest financial contributor to our athletes and is by far the biggest sponsor community we have. It covers all related equipment needs of our sport from skis/snowboards to specialist equipment and more. It underpins our athletes’ performances, our events and is a key part of what FIS presents to the world. We recognise their commitment, investment, the high level of expertise and resource that they bring to our sport. FIS is mindful of the value, and we are committed to making our sport increasingly attractive for them, so that investing and building the sport is done together, effectively.
- **Sponsors:** Creating and building value to attract sponsorship and investment will be one of the major business initiatives that FIS will undertake. We are acutely aware that these stakeholders will be critical to our success and growing the sport and its value. Our strengthened governance, our clear path towards delivering the best snowsports, and our building capacity for best-in-class activation is quickly making us more attractive to sponsors.
- **National Ski Associations:** FIS recognises its members as being a cornerstone stakeholder. All members are considered. Emerging and developing ski nations are of particular focus and form part of our strategy to grow whilst supporting these snowsport nations towards a more viable commercial future. (see P.37/38)

Longer term value creation for our stakeholders will always be in our approach but our immediate mission is to make our sport more attractive so that we combine with stakeholders to make our sport more visible, appealing and rewarding.

CUSTOMISATION

FIS must follow our fans on their preferred platforms or channels and cater to their consumption habits. It is imperative for growth to customise content to specific audiences, on platforms they use, in formats they prefer.

We will consult experts, broadcasters, working groups, committees, athletes, and other stakeholders to address ongoing changes to consumption behaviours.

Further to the format and content, we commit to reviewing the event calendars, keeping the many stakeholders in mind, and upholding an uncompromised approach to environmental sustainability. Potential to bring sustainable events to new audiences in new destinations are all considerations.

OUR DISCIPLINES

Things change. Our markets change. Audiences change. Ongoing review and development of our Disciplines is necessary to optimise each Discipline’s potential.

The current pathway generally delivers the best athletes to the top level. However, there are some Disciplines that need attention and support where athlete participant and/or audience numbers are declining. There are areas that require product development to be made more attractive and commercially viable to a changing attention landscape.

CALENDAR

The events calendar is an important tool on the delivery side of our sport and, when appropriate, long term strategic development.

Consideration will be given to our strategic objectives: value build, growth markets and audiences (existing, growth potential, developing, new), sustainable growth, infrastructure investment, media and marketing agenda, an environmental lens, harmonising with the ski industry and stakeholders.

HEALTHY EVENTS SYSTEM

As the growth and expansion agenda is implemented, FIS will need a more tailored approach to the delivery and resourcing of events in new places or events that are new to places. To maintain quality standards, we are building capacity to deliver support and expertise in certain circumstances to present our sport effectively, meet standards and provide the type of viewing experience expected by audiences now whilst delivering growth.

OUR STRATEGIC FOCUS IS ON THE FOLLOWING WORKSTREAMS

- Improve the format of competitions to make it more engaging and enthralling to watch and increase an athlete’s appetite to compete.
- Apply technology to create a better product and viewing experience, including: exploring the opportunities to use drones, helmet and boot cameras, ghost competitors, virtual reality real time 3D sports graphics, display bio vitals of the athletes.
- Provide improved requirements for commercial broadcasters for the presentation of our events.

- Explore the feasibility of:
 - More night competitions during the week. Investment in this level of infrastructure needs longer term thinking and commitments by FIS and involved parties.
 - More urban events for Freeski/Snowboard, where appropriate and realistic.
 - Commercial feasibility and environmental impacts will be considered when planning night and urban events.
- Establish an improved world ranking system.
- Assess simplification of the rules to enable the presentation of more appealing formats, but retain safe and fair events:
- Improved calendars with geographic blocs, iconic destinations, focus on reducing tiredness which may cause injuries, and create extended seasons.

MAJORS

- FIS is evaluating the designation of specific iconic events as “majors” and elevating their status on the annual calendar.

HALL OF FAME

FIS will establish a *Hall of Fame* where our heroes, champions and more are recognised and celebrated. Where great sporting achievements and athletes live on, excellence is acknowledged, and the long history of snowsports is recorded.

- Opportunity to create new events and content.
- A longer-term initiative would be to create a FIS museum as part of recording our history.
- A strategy and plan for this will be undertaken to assess the best structure, parameters and other details required.

5.4 IMPROVE THE PRODUCT: PRODUCTION VALUES AND TELEMETRICS

Centralising rights management and investment in delivery of modern content

Prioritising the viewer experience is vital to delivering an outstanding product. Our leadership is exploring opportunities to improve the formats of our sport by applying existing and new technologies to deliver a more attractive commercial product, engaging more fans, attracting more athletes, harvesting better broadcasting income, and increasing sponsorship. We expect to deliver a clear win for all stakeholders.

We are inspired by the technological development which has paved the way for new avenues to engage fans via tablets, phones, and the more traditional media of TV broadcasting.

FIS leadership will investigate and analyse all opportunities in detail, including those listed below, while acknowledging the safety and well-being of the athlete is paramount:

- POV cameras on athletes, drones, and new camera angles.
- Live comparison of the actual competitor with the leading athlete (ghost).
- Virtual 3D graphics – line, rotations, position in field, comparisons etc.
- Athlete biometrics and more detailed information for the audience: heart rate, speed, G-Force, jumps length and height, difficulty and terrain steepness.
- Better presentation of the athletes and the venue, e.g., including a verbal statement at bib presentation.
- Focus on refining the audio component to enhance and produce a more exciting viewer experience.
- Live streaming events to increase exposure, including low-cost production for EC/COC races for streaming platforms.
- Improved and increased content on all FIS platforms.
- Content access for athletes and brands to become their own content creators and sport influencers.

5.5 MODERNISE THE PRODUCT: DIGITAL MEDIA PLATFORM, BROADCAST COVERAGE, TV

Centralisation of rights will pave the way to enable broadcasting of the full suite of FIS events

FIS is working towards unlocking a plethora of opportunities and to drive growth and revenue. The next major step is to centralise the FIS media rights. Once centralised, FIS can set a minimum standard for broadcasters and productions and be the catalyst to require the broadcasters to provide airtime for a full suite of FIS events and to live stream to dark markets. This is not an easy step for everyone since it involves a significant change to the current operating model. However, the benefits for the vast majority, if not all the FIS family, including all our athletes, are so great that it would be wrong for us not to press ahead and find a manageable way to do this.

MAXIMISE THE TRUE POTENTIAL OF EVERY DISCIPLINE

The diversity of our Disciplines is a big asset for FIS and it is a strength that we can appeal to and attract different target groups and demographics. Tailoring our approach to develop the best specific solution for each Discipline, will be important to be successful.

With oversight of our media rights, we will be able to have a strategic approach to distribution and work with broadcasters directly to best optimise our product and channels for mutual gains. This will allow us to balance viewership and financial reward for the long-term benefit of all our stakeholders.

Olympic data supports the potential in many of our underexposed Disciplines, which when showcased and marketed effectively, have substantial audience appeal and greater commercial value.

This would also include an additional focus on all Para Snowsports following the integration phase.

Furthermore, FIS leadership will conduct a thorough market analysis to explore the opportunities within the following areas:

- Digital media platforms and channels
- More extensive use of social media channels
- FIS TV streaming in dark markets
- Partnering with global broadcasters' coverage for as many events as possible
- Embrace technology to deliver more comprehensive fan engagement
- Gaming, merchandise, experiences, fan communities

FIS leadership will continue to consult marketplace experts, selected agencies and keep abreast of the latest research to determine an optimised strategy to deliver on our objectives.

5.6 EXPAND THE PRODUCT: EXTEND OUR REACH, IMPROVE FAN ENGAGEMENT

Improve fan engagement, broaden viewer reach and appeal, whilst striking a balance between financials and viewership

FIS is actively exploring how to grow awareness and strong engagement of snowsports. It is essential to our strategic path that FIS work to increase visibility and generate more touchpoints between our sport, our fans, recreationalists, and winter sport hospitality tourists.

Content continues to be a key driver of value.

CASE STUDY EXAMPLE:

Formula 1 provides a well-known example of using content to develop interest and audiences. The focus on content is what changed audience trajectory and value of Formula 1 as a sporting brand globally. When Liberty Media bought F1, its viewership was in heavy decline, losing 200 million fans over 8 years because younger demographics were not prioritised. A growth plan was implemented that served lesser commercialised marketplaces and prioritised alternative content distribution beyond its linear TV race feeds and traditional rights deals.

1. Social media rules were relaxed. Teams and drivers started sharing official race footage on their own social channels. That change had quick results and they became the fastest growing digital property in sport.
2. The rules were adapted to allow more overtaking and race weekends became large spectator attracting festivals.
3. They partnered with Netflix (an OTT subscription services with global reach) to launch 'Drive to Survive' aiming to bring the sport to a new demographic and larger fan base. Not only did viewership increase, but 77% of new fans are under 35 and Nielson reports they will surpass 1 billion fans this season.

The lessons are clear: a digital first approach works. Growth must be targeted. Content is the driver of success. There is nothing to say that snowsports cannot achieve similar success. Our sport has the excitement, the competitive edge and the athletes to capture a greater audience just as Formula 1 has done.

With a centralised approach to media rights, FIS will be better positioned to deliver entertaining and dramatic content centred around snowsports. We know that broadcasters, producers, and fans are interested in a snowsports version of 'Drive to Survive' and once our strategic approach to content and centralisation has been implemented we will be in a position to deliver this.

IMPROVE VIEWERSHIP

By overseeing our rights, FIS can negotiate deals directly with all broadcasters, covering all Disciplines, and ensuring agents are not undervaluing our growing assets. FIS will ensure broadcasters provide distribution of all Disciplines and build in requirements to promote the sports and their up-and-coming events.

Distribution on TV and streaming services creates greater reach, increases value and stronger interest from sponsors. Furthermore, by improving the format, production, and embracing technology, FIS can enhance the entertainment value of our sporting events.

Mastering these aspects of a modern media world will pave the way for improved viewership and grow the economic value for all stakeholders.

The implementation of a detailed content and marketing plan will allow cross-promotion of events between various distribution platforms including national TV broadcasters, NSAs, social media, predictor competitions, and behind-the-scenes videos.

THE BALANCE BETWEEN MONEY AND VIEWERSHIP

When analysing the data from the Olympic Games, there is incredibly well-balanced viewership numbers across all Disciplines - almost equally divided between Alpine, Nordics, and Snowboard/Freestyle/Freeski. This data is in sharp contrast to events outside the Olympic window, where Alpine continues to drive audience consumption.

Our leadership will work toward strong audience analysis, development, better engagement, growth as well as retention strategies for promotion of non-Alpine events to deliver increased revenues.

5.7 MORE REWARDING FOR ATHLETES

Increasing attractiveness and prize money for athletes

FIS is committed to working towards increased prize money across all events and Disciplines by generating bigger surpluses. Furthermore, FIS is committed to working towards equal prize money for women and men across our Disciplines.

Drawing parallels with other sports, a professional tennis player can make the same amount of money in a week, that a professional skier makes in a year. We must close this massive compensation gap.

We also need to develop our competitions and formats in a way that athletes are motivated to compete and excel, and where they are rewarded for the risks, courage and skills displayed to the world.

There is broad support for increased prize money by FIS, event organisers, our athletes, and other stakeholders. The question, however, is how to fund this increase of prize money. Hence, we must respond by developing the attractiveness of the formats, the production values, and engaging with a wider and deeper audience. The building blocks are in place to generate and innovate towards greater economic value, but it is only achievable if FIS is in charge of how we deliver our events to the broadcast media.

We must find ways to expand and broaden prize money opportunities beyond the top athletes and our major events. It can take many years and much experience for an athlete to mature into a FIS World Cup performer, so providing increased prize money at, for instance, Continental Cups must also be our goal.

FIS must establish equal prize money for men and women. Within most Disciplines, we have already witnessed equality. However, there are still a couple of Disciplines and events where a gap remains, and our leadership is actively exploring opportunities to address this imbalance.

The specific steps of expanding the economic pie are outlined in this Strategic Plan. For ease of reference, the key steps are covered in this Building Value section.

HALL OF FAME

As outlined in section 5.3, FIS aims to establish a Hall of Fame as a new initiative. This is an important project to recognise and celebrate our deserving Athletes.

ALUMNI

- Medium term, establish a FIS Alumni, where the FIS family is extended beyond active competitors to retired or former athletes, officials, staff and volunteers to stay connected to FIS and their sport across the globe.
- We don't have to look far to find successful former athletes who have a range of skills, resources, businesses and spheres of influence that would be great to embrace back into our universe to help FIS deliver on its growth agenda.
- This would be a specific project to retain or bring into the FIS fold valuable expertise, support and influence.

5.8 FIS GAMES

A huge opportunity to unite FIS athletes, showcase our sport and deliver a commercial success

The FIS Games is an exciting new concept which is undergoing deeper development for assessment. Our leadership has evaluated the competition calendar over the four-year cycle. In between each Olympic/Paralympic cycle, FIS has a long list of highly popular competitions, organised within the three verticals of Alpine, Nordic, and Snowboard/Freestyle/Freeski. However, there is the opportunity to bring all FIS Disciplines together, showcase them, making use of existing infrastructure, provide a bigger stage for athletes to perform and excel on, and creating a sporting spectacle for the world to enjoy.

The benefits of a quadrennial FIS Games (start planned for 2028) are clear, not least in raising the profile of our sport, but potentially with significant benefits flowing to our athletes and stakeholders between the Olympic/ Paralympic cycles.

At the Olympics Winter Games, FIS is responsible for events and disciplines representing 50.5% of the medals, and at Paralympic Winter Games 97% of medals. We continue to see a strong interest across all our Olympic verticals, with almost equal broadcasting viewership for each. This is in stark contrast to our FIS World Cup competitions, where the Alpine Disciplines historically have had a much stronger foothold with the fans.

THE FIS GAMES IN HIGHLIGHT

- A multi-discipline Event showcasing all FIS Disciplines
- Scope to showcase non-Olympic disciplines, Para and expand with new disciplines, such as Speed Skiing, Ski Flying, Freeride and Telemarking
- The FIS Games will be part of the calendar every four years
- FIS will own the media rights and sponsorship opportunities
- FIS will conduct a full feasibility study and plan

CONTEMPORARY MODEL

Finally, the FIS Games concept provides FIS with an opportunity to create a contemporary model that is forward facing and future proofs our sport. Ideally, robust mechanisms will be built in that creates a template and structure that can be readily adapted and transferred to new hosts, is sustainable, mitigates environmental impacts, utilises existing infrastructure and has the scope to innovate.

6



GROWTH

The growth and development of our sport globally

Growth here focuses on sport development and is distinct from the value building of commercial assets, products, events and audiences detailed in the previous section.

Here, our goal is to reach into different regions and countries, spreading a passion for snowsports to new participants worldwide, and opening up new pathways to success for athletes everywhere.

To achieve this we are pursuing a multi-faceted approach, looking at each NSA and country to determine their priority needs and provide a more tailored solution. This would include an assessment from a list of specialist expertise and resources in: education, sport science, medicine, training, coaching and infrastructure to establish how best to lay strong foundations to enable and support growth.

6.1 EDUCATION, WELFARE, AND KNOWLEDGE SHARING

FIS can create content and best practices with an excellent economy of scale

FIS is uniquely positioned to deliver value from its considerable base of expertise and experience to our members via a centralised approach to education and knowledge sharing. The approach needs to focus on accessibility for all and be evidence-based.

While many NSAs have highly developed training programs, FIS's strategy is to create, collect, and share knowledge of best practices across borders. Serving our member countries, FIS enjoys economies of scale, which are not available to NSAs locally, and the ability to facilitate and co-ordinate activities.

We are currently finalising a complete Learning Strategy that will also provide the opportunities to invest in, and further develop, the educational programs available to our community including members, (associate and new), organisers, technical officials, athletes and coaches.

FIS will also take a leading role providing education and activities to support our NSAs in the compliance and policy areas of Sustainability, Gender Equality, Diversity, Integrity and Governance.

6.2 MEMBERSHIP SUPPORT: DEVELOPMENT ZONE, MEMBERSHIP AND EDUCATION UNITS

A more focussed and symbiotic relationship with NSAs through dedicated membership support

FIS recognises the need to provide NSAs with services and is establishing a specific membership area to deliver a range of support options and be a catalyst that enables activities around the globe.

FIS is establishing a Development Department with Membership and Education units.

This area will cover many topics and will be a first point of contact for NSAs including:

- general assistance, services, expertise, good governance, building capacities in different areas, information, and tailor made training to new members, event support, insurance, surveys, liaison, co-ordination support of programmes, training activities and infrastructure sharing, mentoring, and connecting.

Many of the larger NSAs already work and support other NSAs. The approach here would be to have a more structured support system which is accessible to all NSAs and can be evaluated and adapted as required.

FIS needs to know its membership thoroughly so that the right kind of support can be advanced.

For example, each NSA has different national government funding requirements that we need to be aware of. Some NSAs may need support to secure funding or official recognition to do so.

Understanding FIS and NSA responsibilities will be part of this area and will aim to support NSAs more effectively, with the ability to be more tailored to individual requirements.

ATHLETES HEALTH UNIT

- The newly formed Athletes Health Unit will focus on athlete welfare: injury prevention, safety, nutrition, sports psychology, sports science, medicine, and wellbeing.
- We are working towards strategies to reduce injuries, which will have many benefits, including: supporting the longevity of our athletes, retention of young athletes, and allow our NSAs to shift resources from rehabilitation to more forward-thinking activities.

EXPLORING OPPORTUNITIES TO ESTABLISH BEST PRACTICES AND SHARE THEM WITH NSAs:

- Building capacity and providing know-how to NSAs, especially less developed NSAs.
- Coaches' education and inclusion of sports psychology.
- Transfer of knowledge for event organising.
- Develop the FIS Academy to conduct training and certifications to raise the bar of applying and developing best practices.
- Breaking down national and regional boundaries by providing easy access to training camps across nationalities.
- Explore the opportunities for FIS Certifications for coaches, enabling easier transition to work in other jurisdictions.

FIS ACADEMY

- Athletes' scholarship.
- Master study of the NSAs professionals.

NSA DEVELOPMENT

- Governance development, IOC/IPC relationship, existing education programmes.
- Education for Officials, Technical Delegates, Judges, Jury Members, event management. This is an important area for all of us, especially considering our sport is very reliant on volunteers who represent FIS and help deliver our final prod-

uct to the world. To ensure a professional approach meeting high standards, this area will be a focal point of the Education Unit.

- Coaches' education.
- Free training days.
- FIS seminars/workshops.
- FIS Disciplines training and development camps.
- Venue and infrastructure development. FIS may act as an enabler and supporter when required for government level submissions, or in providing official recognition when seeking investment or other appropriate FIS expertise.
- Specific projects need to be more aligned with the new the FIS Development Programme in regions and countries.

6.3 CHILDREN AND YOUTH PATHWAY DEVELOPMENT

Enable a more supported pathway for development and growth

The success and growth of FIS development projects such as, "Bring Children to the Snow", demonstrates that FIS can have a valuable impact at the grassroots level. Youth represents our future. FIS's role would be to engage and enable more NSAs in the development of the athlete pathway at the Children (under 16) and Youth (Under 21) stages. This would not only build on the success of "Bring Children to the Snow" but also bring together FIS and NSA resources where they can have the greatest effect and longevity.

It's an important area because it is the point where there is the opportunity to ensure a more buoyant pipeline of athletes across the world for the future health of our sport and the support of our key growth and participation objectives.

While many will not make the very top echelons of the sport, the dual effect would be to create lifelong participants, future TD's, judges, coaches, leaders, fans and followers.

Our leading NSAs have excellent children and youth programmes. However, there are many that would benefit from focussed FIS support and expertise through co-ordination, education and appropriate application of resources. Leading nations have indicated a willingness to continue and evolve input and assistance.

Additionally, each Discipline has different issues which have been broadly identified below.

KEY ISSUES – ACCESS:

- guaranteed access to specialised facilities or infrastructure on and off snow
- coaching and technical expertise
- access to education at the critical time in the athlete development cycle
- costs to train, compete and travel
- societal factors – competing for talent with more favoured super sports, risks, teenage years, educational priorities, cultural factors, motivation, lack of early success
- continue to provide better access to equipment
- NSA delivery of development programmes vary, with some nations in a very strong position but others are not.

FIS AS AN ENABLER

FIS is in a unique position to be the enabler in supporting NSAs to deliver more effective development programmes on the pathway at this crucial juncture.

This would include education, information sharing, supporting organisation, co-ordination and deploying specific resources, and expertise to assist. FIS has access to:

- World class expertise from Competition Directors, specialists, coaching experts, staff with global experience through to the FIS Committees and Sub-Committees across the Disciplines
- An established global network of NSAs to share and support
- Establishment of an Education Unit within the Development Division
- Children and Youth Sub-Committees provide an excellent source of information and ideas for development and wider sharing and support to NSAs
- Formal co-operation with the International School Sport Federation
- Tap into Children and Youth competition framework

FIS is committed to valuing Para Snowsports as an equal and important member of the FIS stable of sports, showcasing and promoting these disciplines as an integral part of the FIS offering as they share the same principles of excitement, risk taking and culture of endeavour.

6.4 RECREATIONAL, TOURISM AND GROWING OUR SPORT

FIS is committed to the global promotion and development of recreational and competitive skiing and snowboarding

The global promotion and development of recreational and competitive skiing and snowboarding are core mission goals of FIS. Historically, FIS has had a strong focus on the competitive aspects of our sport, with some suggesting the recreational aspects should have enjoyed a greater emphasis throughout the years.

It makes commercial sense to better connect with this large and valuable audience. Skiing and snowboarding are unique recreational sports that provide cherished memories for families, coming together across generations, with the sport as the unifying factor. We know that once a recreational skier/snowboarder is hooked on our wonderful sport, there is likely life-long participation, with the potential for developing an active fan following our competitions and events on TV and social media.

Additionally, Para Snowsports provides FIS with a new opportunity to engage with this specific recreational audience and include it in FIS youth and recreational initiatives.

Bringing kids, grown-ups, and families to the snow generates a bond with nature and creates a greater awareness of the importance of the risks of global warming, shedding light on the sustainability agenda.

Note: Sports Tourism (events) is one of the fastest growing tourism sectors. In 2021, the USA generated \$91B in this category, 635,000 attributable full and part time jobs.

OUR KEY STRATEGIC INITIATIVES WITHIN RECREATIONAL SKIING AND TOURISM:

- **Global Growth Initiative:** FIS has successfully contributed to the opening of the FIS China Liaison Office to leverage the interest created by OWG in Beijing and China’s goal of bringing 300 million citizens to the snow. A programme for training and events are underway.
- **“Bringing Children to the Snow:”** A core FIS initiative that successfully brings thousands of kids to the snow every year at highly subsidised rates. FIS will continue to push forward with initiatives to bring kids to the snow, develop a Para Snowsports model and consider widening this to a Southern Hemisphere World Snow Day winter date.
- **Make recreational tourism easier, attractive, engaging:** Provide “Best in Class” booking and travel search experience to our NSAs, to enable a wider recreational uptake in our sport (see below).
- **Stronger connections to the competitive side of our sport:** Development of channels and communities so that audiences and recreationalists can engage and interact with our sport in the way they want.
- **“Bringing snowsports to the Cities:”** Assess the potential of hosting events in cities, to engage the young, increase the focus on recreational tourism, create an opportunity for fans to meet the superstars of the sport, draw a crowd, provide a digital engagement and deliver new and innovative ways to promote and interact with our sport. Where there is sufficient snowfall in urban environments, appropriate events that deliver on our objectives will be considered.
- **Produce content for iconic destinations:** To showcase to the world our sport, the spectacular views of the mountains and bring the excitement of competition to fans, FIS will continue to develop a commercial pipeline shedding light on the iconic destinations of our sport. The target is Netflix and other high profile streaming services, with a well-established international reach.
- **Bring more entertainment:** Continue to develop and deliver extraordinary events with desirable formats that include concerts, influencers, big air, and other disciplines (see the link to the Big Air World Cup event in Chur, Switzerland [here](#)).

Research shows younger audiences (Gen Z and Y) are more likely to engage with sport if there is a cultural or entertainment connection.

RECREATIONAL TOURISM MODEL

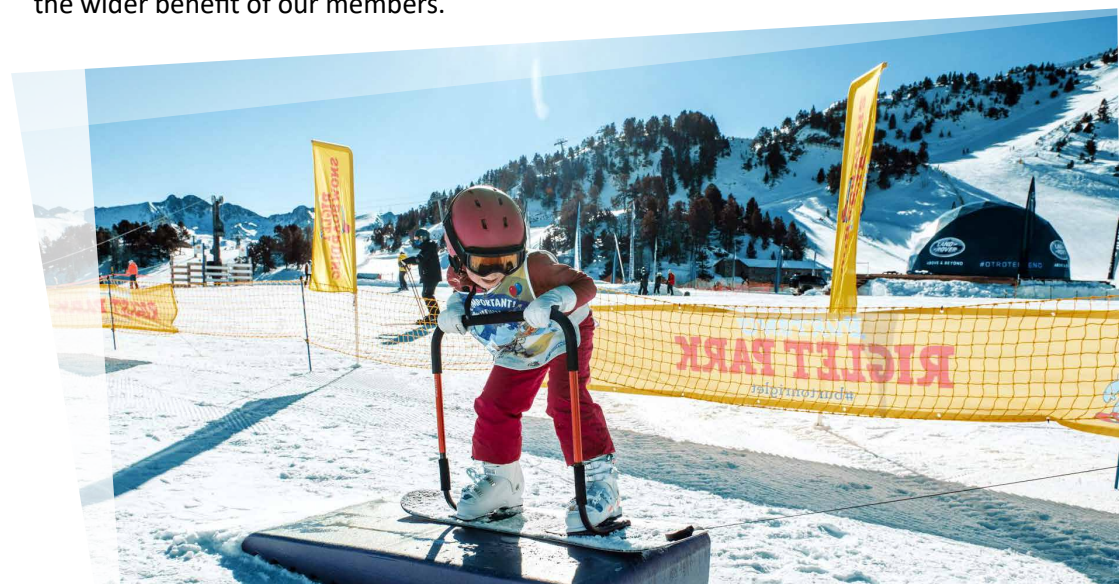
CASE STUDY

The Dutch Ski Federation has created a unique online platform for recreational skiers and snowboarders in the Netherlands. Despite being a country with no mountains and hardly any snow, the Netherlands brings more recreational skiers to the snow, cross-border, than any other country (per capita) and has the highest NSA membership numbers across all members (per capita). It has been able to engage 5 million recreational skiers, which is impressive given a population of 17.5 million people.

The Dutch Federation has created an online platform that enables snowsports enthusiasts to book snow holidays via their website on a highly competitive basis. The offering includes a wide range of selection criteria, including facilities preferences, difficulty level, insurance, weather forecast, and social media interactions locally in Holland and at the destination. Furthermore, the insurance services are offered on a highly competitive basis. The income stream from these online travel-related activities allows the Dutch Federation to have an ongoing significant income stream, which is reinvested in the sport and the athletes.

The Dutch Federation has provided FIS with insights into how we can embrace these online channels, both as a federation and service to those of our members who are keen to get started on digital travel activities and services.

FIS is exploring the feasibility and next steps required to deliver this initiative for the wider benefit of our members.



6.5 FOCUS ON EMERGING AND DEVELOPING SNOWSPORTS NATIONS

All voices will be heard, making snowsports truly global

As FIS is a major financial contributor to the many smaller, emerging and developing snowsport nations around the world, (such as SES), this group of NSAs are important stakeholders and a significant focus of our development programme. Implementation of initiatives to strengthen and progress the NSAs, the athletes and, our sport on a global scale.

We know our sport has enormous economic potential, and that potential increases even further if we can expand into new countries or deepen our engagement in developing snowsports nations. Adding fans, viewers and participants from a large population which has not focused on snowsports historically may well be easier than increasing viewer numbers in established nations. China and Asia offer great opportunities for growth.

Our goal must be to facilitate access to our sport and all its Disciplines and there is a hard commercial logic to this statement.

The fact that FIS now has a more diverse representation of nations in the FIS Council is an essential step toward giving a voice to all and to advance this opportunity.

We will work on unifying the education process, offering more training programmes and seminars for officials, coaches and athletes. The FIS Development Programme will be expanded and tailor-made solutions will be found for aspiring nations through the newly established FIS Membership Unit, within the Development Division, thus promoting diversity and broadening our horizons.

Our emerging and developing snowsports nations will benefit from events stretching further across the globe, including more competitions, gaming and, to this point, streaming in dark markets. Moreover, the centralisation of our media rights will enable us to grow the economic pie and allow for larger distributions to all members, making a material impact on our emerging and developing snowsport nations.

SPECIFIC STRATEGIES

Specific strategies will be developed for this area of FIS to help unlock the untapped potential. FIS will need to ensure viability and appropriate support to effectively evaluate the investment and allocation of resources over time.

6.6 EXPANSION: PARA SNOWSPORTS

Para Snow Sport has transferred its Governance to FIS

With the inclusion of the Para Snowsports into the FIS family, Para Snowsports have been transferred and are fully operated by FIS. FIS as the International Ski and Snowboard Federation (FIS) will become a member of the International Paralympic Committee (IPC) where we will continue to represent 65%, (4 out of 6), of the sports and 97%, (76 out of 78), of medals featured in the Paralympic Winter Games Programme.

Additionally, FIS and IBU agreed to transfer the management of Para Biathlon to FIS as well with FIS now responsible for the deliverables of all four Para Snowsports.

It is intended to integrate Para Snowsports alongside the existing snowsports with the same development and growth agenda.

INTEGRATION

PHASE ONE

In the immediate future, FIS will focus on the successful implementation of Para Snowsports integration into FIS.

- Staff: Seven dedicated FIS Staff members: four staff members and three race directors
- Ensure a seamless transfer of governance and management
- Facilitate dialogue towards inclusion between NSAs and the National Paralympic Committee (NPCs) allowing for individual country variations
- Support engagement
- Online Workshops
- Introduce the FIS Para Snowsport team and planned activities

PHASE TWO

- Ensure effective management of the complete Para Snowsports agenda which will include, but is not to be limited to:
 - Competition administration for the four sports;
 - Para sport classification: The process that determines which athletes are eligible to compete in the Para Snowsports, and how those athletes are assigned a Sport Class for competition;
 - Para sport factors: The unique mathematical model developed for Para Alpine Skiing and Para Nordic that enables Para athletes with different Sport Classes to compete against each other in three groups: sitting, standing, and vision impairment.

PHASE THREE

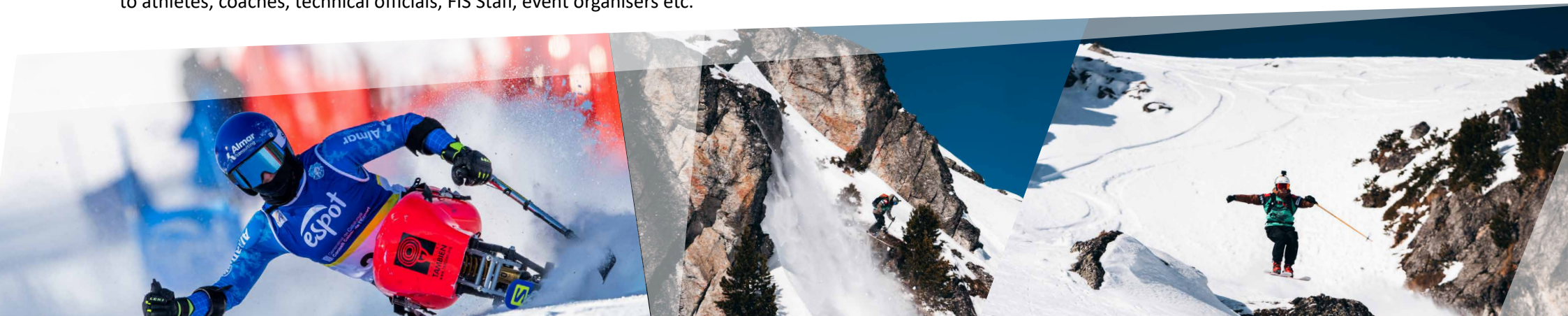
- Education
- Development
 - Increase reach of new countries, athlete numbers and events
 - Look to build the programme to increase new medal events
- Classification
 - Continuous improvement of the sport class classification system
 - Continuous education on classification agenda of all parties but not limited to athletes, coaches, technical officials, FIS Staff, event organisers etc.

6.7 EXPANSION: FREERIDE WORLD TOUR

The acquisition of the Freeride World Tour (FWT) is an important addition to the FIS stable of snowsports with huge opportunities. Freeride is an open terrain, extreme sport. It incorporates male and female skiers and snowboarders who are judged on overall impression with five criteria of control, line, jumps, fluidity and technique. The Freeride World Tour (FWT) has as its flagship, five events with around 50 athletes that are funnelled through a series of feeder qualifiers and junior tours encompassing an international pool of around 6,000 competitors. Athletes connect directly with FWT rather than through NSAs as we are accustomed within FIS. The FWT is well organised with a strong structure, robust safety, digital platform, modern marketing and visibility, and importantly, a sizable younger audience.

The FIS Family recognises FWT's strong youth appeal and its significant growth potential. That growth will flow from a combination of additional events and resort destinations, eventual integration into FIS World Championships and potentially the OWGs. In addition, the FWT is yet to fully exploit linear broadcast rights and other content licencing arrangements which FIS is well equipped to deliver.

Integration into the FIS Discipline and Event framework will be undertaken thoughtfully and respectfully, having regard to the existing commercial model and the history and culture of the Freeride community. Importantly, interested NSA's will be provided with regular communications regarding athlete development and event organisation.



7



EVALUATION CYCLE

7.1 SETTING OF ANNUAL EVALUATION AND STRATEGY CYCLE

Measuring and evaluating the delivery against the strategic objectives

The Strategic Plan sets out our broad objectives and direction for the next four years. The Strategic Plan will be updated on an annual basis.

It is of paramount importance not just to set out the strategic objectives, but to track against the plan and evaluate the progress. For this to be effective FIS management has committed to developing specific business or action plans with defined objectives, strategies, priorities and tactics for key areas of development and growth.

PHASE ONE: STRATEGIC PLAN DEVELOPMENT: COMPLETED

- Strategic Planning Committee established July 2022
- New Statutes 2021
- Working Groups October 2021 – March 2022
- Strategic Plan base text build March – June 2022
- Strategic Plan Draft development July – end September 2022
- Feedback Consultation, Survey + Forums October 2022 – end of February 2023

PHASE TWO: IN PROGRESS

- Integrate feedback
- Update Strategic Plan to final
- Present a Final Strategic Plan Overview at the 2023 Spring meetings
- Present Final Strategic Plan to FIS Council May 24 2023 for approval
- Present finalised summary of Strategic Plan to May 2023 Online Congress

ANNUAL STRATEGY CYCLE:

- Five year Strategic Plan shared with Council (at or around Q2)
- Summary of the Strategic Plan shared with Congress / NSAs
- Full-year evaluation of how we are tracking against our strategic objectives, delivered to the Council in Q1
- A new cycle begins in Q2 after the Congress
- Ongoing business plan development for specific projects and shared with NSA and Committees as required on an ongoing basis.



SUMMARY AND CONCLUSIONS

Setting the strategic goals, delivering value for all stakeholders, and protecting our planet

This is the first five-year strategy report under the new FIS leadership and in accordance with the updated Statutes from October 2021. The Strategic Plan outlines the priority and focus areas that will accelerate the development of FIS and our sport.

The Strategic Plan will be provided to the Council for approval, and a summary version and presentation will be prepared for our next Congress in 2023. This is an unapologetically bold plan, identifying many opportunities that are ready to be exploited for the good of our sport. It is exciting to be able to tackle so many different areas of our sport at the same time, demonstrating just how many opportunities lie untapped and under-exploited. None of these opportunities can be achieved without the close co-operation of our whole ecosystem, comprising of our members, the NSAs, our athletes and other stakeholders.

All of this must be done, for our sake and the sake of generations to come, whilst always having regard for the fragile planet we inhabit. Given that our sport is particularly vulnerable to climate change, it is essential that we lead the way on climate action and have the strength and foresight to make a difference and protect our working environment.

Your leadership is grateful for having the opportunity to articulate and deliver upon the initiatives which will bring FIS soaring into the 2020s and beyond.

Oberhofen, Switzerland, May 2023



President Johan Eliasch



Secretary General Michel Vion

