

# FIS Development Seminar



## 'What We Build Today Matters'

### Participation Overview

- 90 participants
- 55 National Ski and Snowboard Associations (NSAs) from all regions
- 10 facilitated working groups

### Workshop discussions focused on

1. Current development status
2. Key development challenges
3. Priority needs from FIS
4. Future vision (4–8 years)
5. Immediate actions and recommendations

# Key Findings



## Development Must Move Beyond Activities Towards Systems

NSAs expressed the need for:

- Long-term development pathways
- Sustainable organizational structures
- Stronger workforce development
- Better planning tools
- More strategic partnerships

The future role of FIS Development should therefore evolve from programme delivery towards ecosystem development.



**One of the strongest messages from participants was that development should increasingly focus on creating sustainable systems rather than delivering isolated activities.**

# Key Findings



## FIS Development Workshop (45 minutes)



**Understand where NSAs stand today**  
Strengths, structures, and NSAs are on their development journey



**Identify challenges, gaps & opportunities**  
Surface the real barriers facing NSAs and uncover untapped opportunities that can accelerate growth and participation in snow sports



**Co-create a development strategy**  
Build a development strategy together that reflects actual needs and maximizes impact — ensuring every initiative is relevant



**Invest where impact is highest & Strengthen global ski development**  
Focus resources and efforts on the areas of greatest potential, driving meaningful progress in ski development across the world

INTERNATIONAL  
SKI AND SNOWBOARD  
FEDERATION

## Education Is the Most Influential Investment

### Coaching Education

- Modern coaching curricula
- Online learning opportunities
- Mentorship programmes
- Discipline-specific development
- Para coaching education

### Technical Officials Education

- Certification pathways
- Workforce expansion
- Continuous learning opportunities

Across all groups, education emerged as one of the highest priorities.

# Key Findings



## Organizational Capacity Is a Major Development Challenge

Many NSAs identified challenges beyond athlete performance, including:

- Limited staffing
- Volunteer shortages
- Governance challenges
- Financial sustainability
- Commercial development
- Marketing and communications
- Inclusion



### DIGITAL AS A DEVELOPMENT TOOL

*For smaller nations, digital media is not just communication. It is a development tool.*

- Digital lowers the barrier to visibility
- A small nation does not need Olympic medals to tell powerful stories
- Social media can make athletes, teams, events and local progress visible
- Visibility creates pride, identification, participation, partner opportunities and momentum

*EVERY NATION HAS STORIES.*

*DIGITAL TURNS THOSE STORIES INTO VISIBILITY, VALUE AND DEVELOPMENT MOMENTUM.*



**This finding highlights the need for a broader approach to development that includes organizational and leadership support**

# Key Findings



## Funding Remains a Critical Barrier

- Programme implementation
- Coach education
- Equipment acquisition
- Athlete support
- Travel and competition participation

Participants encouraged FIS to continue exploring innovative funding models and partnerships to maximize available development resources.



**Funding continues to be one of the most significant barriers facing NSAs.**

# Key Findings



## Build a FIS Development Hub 2.0

The seminar identified a significant information gap. Many NSAs struggle to access:

- Resources
- Contacts
- Programs
- Funding
- Best practices



**This finding highlights the need for a well-structured connector platform, creating year-round engagement instead of event-based engagement**

# Strategic Priorities Identified



## Priority 1

### Education

Develop a comprehensive education ecosystem supporting:

- Coaches
- Officials
- Judges

## Priority 2

### NSA Capacity Building

Strengthen support in:

- Governance
- Strategic planning
- Organizational management
- Marketing
- Sponsorship
- Communications

## Priority 3

### Connector Platform

Strengthen the FIS Development Hub and extend key content to the FIS website to broaden reach and accessibility.

Centralize access to resources, contacts, programs, funding, and best practices, enabling more continuous, year-round engagement.

# Strategic Priorities Identified



## Priority 4

### Regional Development Cooperation

Create opportunities for:

- Shared learning
- Joint projects
- Regional development networks
- Resource sharing

## Priority 5

### Long-Term Athlete Development

Support clear athlete pathways through:

- Talent identification
- Youth development
- Coach support
- Competition structures

## Priority 6

### Sustainable Funding and Partnerships

Continue developing mechanisms that improve access to development resources and external support opportunities.