

YEAR 2 OF FIS STRATEGIC PLAN



**YEARLY
STRATEGIC PLAN
REPORT: 2023-2024**

May 2024

I. LETTER FROM THE PRESIDENT

One year ago we published a Strategic Plan which was bold and ambitious. Ambition, though, is nothing without action. We are determined to make real progress – and for that, we must constantly hold ourselves accountable for how far we have come and how far we need to go.

This annual report sets out the progress we have made across the board. Extensive efforts have been dedicated to our work programme, resulting in significant accomplishments, as evidenced in this report.

For me, there are three top priorities: ensuring our sport is as sustainable as possible; unleashing commercial potential by centralising our media rights; and embracing all disciplines, all nations and athletes of all abilities in the FIS family.

On each of these fronts we are making swift progress: creating the comprehensive FIS Impact Programme for a more sustainable future; holding the first FIS Summit with developing ski and snowboard nations; entering into a draft framework for centralisation with the agency Infront; Council approval to move ahead with centralising our media and broadcast rights and much more.

At the same time, FIS continues to help organise spectacular events, creating unforgettable experiences for all who love skiing and snowboarding. I could not be more proud of the team at FIS, and the efforts they make to ensure that snow sports continue to be a global phenomenon.

I am grateful also to all those who work with us to promote the joys of skiing and snowboarding around the world: athletes, coaches, volunteers, sponsors, local organisers, national ski associations. Thank you for collaboration over this past year; I look forward to working with you in the next.



Johan Eliasch
FIS President



II. GOVERNANCE

A. WORLD CLASS GOVERNANCE

IMPACT Programme

- The landmark FIS Impact Programme was published in January 2024, providing a clear roadmap to a more sustainable and inclusive sports ecosystem.
- The bidding process for the World Championships was upgraded to make it more transparent and efficient.

B. GENDER, DIVERSITY, INCLUSION

- FIS continued to promote mentoring and training for women in high-level sports environments, such as through the WISH Programme with the IOC; the Women Lead Sports Programme with APSO (Association of Para Sport Organizations);
- Training camps for female coaches with Apex2100 (the International Ski Academy); and the 'Training the female athlete' webinar series.

C. INTEGRITY

- A 3-month study was conducted to monitor online abuse in the skiing and snowboarding space, as a basis for further intervention.
- A steering group was established to identify key projects on human rights in the snow sports community.
- Safeguarding training was integrated into team briefings at the FIS Junior World Championships.
- FIS entered into a partnership with UNICEF to develop online training in safeguarding; the first course has been published in three languages.

- Policies around safeguarding were reviewed and athlete-centered, evidence-based adaptations incorporated.
- In conjunction with the FIS Technical Spring Meetings 2024, a FIS Seminar on Human Rights and Sport was staged.

Governance Achievements



Safeguarding education for all



Inclusive and human-centric leadership training (seminar)



Protection of athletes in the online space



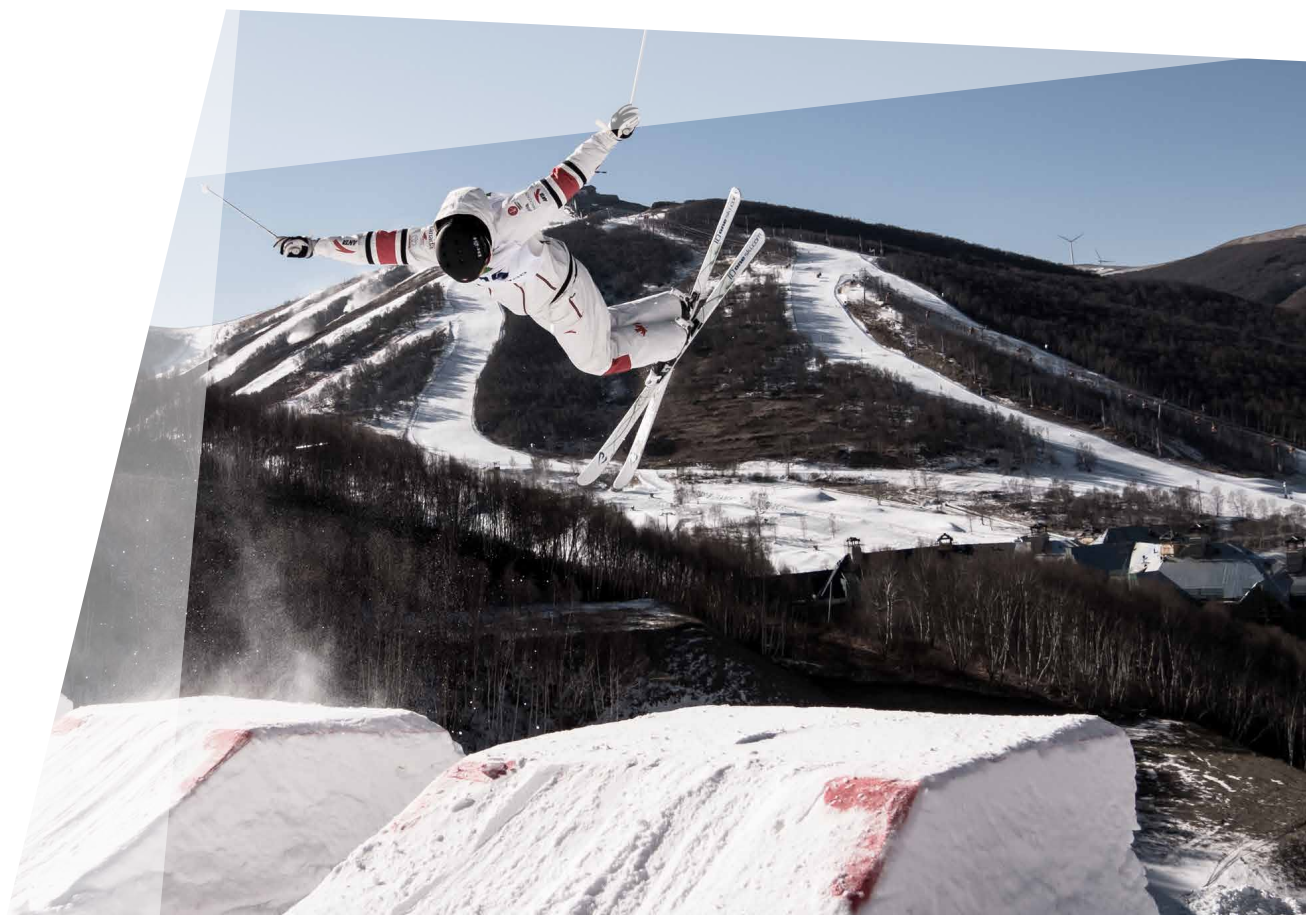
FIS Impact Programme published providing a clear roadmap for a more sustainable future

D. BUILDING FIS

- FIS established an Athletes' Health Unit to provide a framework which will focus on long-term performance for FIS athletes through physical and mental health.
- Several important hires were made, including a dedicated FIS Membership Manager, Content Creators for our disciplines, a FIS TV Director and a Sustainability Director.
- A young leadership team was developed from existing FIS staff, to develop the federation's next generation of leaders in a sustainable way.

E. SUSTAINABILITY AND CARBON REDUCTION

- “Snowmorrow”, a programme for young athletes, began during the FIS Nordic Junior World Ski Championships in Planica, including on-line learning and branding to raise awareness about climate change.
- FIS President Johan Eliasch was appointed to the IOC Sustainability and Legacy Commission.
- The FIS Rainforest Initiative began to fund a Cool Earth project for the Peruvian Ashaninka communities in the Amazon.
- Sustainability webinars were delivered for NSAs and LOCs, on: climate justice and rainforest protection; food and climate change; and the circular economy.
- FIS participated in all relevant meetings of the UN Sport for Climate Action Framework and UN Sport for Nature.
- A Sustainability Guide for Ski Resorts was developed.
- The sustainability section of World Cup host contracts and World Ski Championship host contracts was reviewed to put more emphasis on environmental management. For the Alpine and Nordic World Championships, ISO 20121 and carbon footprint calculation will be mandatory from 2027. For the FIS Games, an environmental section of the questionnaire was created including 26 questions on environmental management.
- Data was collected on FIS events in the 23/24 season, and on FIS as an organisation in 2023, allowing an estimation of carbon emissions which will form the basis of a CO2 Reduction Plan.
- An energy and CO2 assessment of the FIS headquarters in Oberhofen was undertaken, establishing how best the federation can reduce energy consumption and CO2 emissions.



III. BUILDING VALUE

A. CENTRALISATION OF MEDIA RIGHTS

- Significant progress was made on the centralisation of media rights, including a historic agreement with Infront, and consultation with NSAs, paving the way for a new era of centralised media rights management and more value and revenue for all.
- On 26 April 2024 the FIS Council voted in favour of the centralisation of media and broadcast rights and for FIS to sign an exclusive agency agreement with Infront.

Media and Marketing Actions:

- A market-by-market media rights strategy was developed, as well as a dedicated distribution strategy for various individual Disciplines.
- The sponsorship seamlessly transitioned from joint venture FISMAG to FIS M&M, with FIS taking more control of commercial inventory and direct relationships with sponsors.
- A dynamic and diverse in-house marketing team was established.
- New Client Relationship Management (CRM) Structure has been set up for improved partner satisfaction and retention.
- The FIS Partnership programme was transformed from a Discipline-by-Discipline Sponsorship approach into a Global B2B2C Platform.
- Expanded FIS Commercial Partner ROI by adding Digital, Business and Purpose value.
- Successful support of NSAs and LOCs in local marketing & sales efforts.
- Improved Business and Sales Intelligence leveraging digital, media and consumer data.

- Sponsorship opportunities were sold out in FIS Alpine, Cross-Country and Ski Jumping World Cups, with all deals running until the 2025/26 season.
- The number of FIS World Cup series partnerships was increased from 5 to 8.
- A strong pipeline of several international blue-chip brands has been developed for upcoming rights cycles.
- FIS World Championship media & marketing rights have been taken back in-House and existing marketing concept restructured for more exclusivity and value.
- Successful reformation of Official FIS Supplier Partner Portfolio resulting in four new Apparel Partners onboarded for 2024/26 season (Colmar, Craft, Sun Valley, Kinetixx).
- Piloting commercial recreational opportunities leveraging growth in emerging Winter Markets.

Partnership Achievements



Seamless transition of Commercial Rights and Sponsorship Activation from FISMAG to FIS M&M



Strategic Portfolio Transformation to a Global B2B2C Partnership Platform



Increased FIS World Cup Series Partnership from 5 to 8



FIS World Championship Commercial Rights back in-House with restructured marketing concept

B. IMPROVE THE PRODUCT: DIGITAL MEDIA PLATFORM, VIDEO STRATEGY AND FIS TV

- FIS published its Centralised Digital Platform strategy (September 2023) providing vision, objectives, models and a roadmap towards increased value creation via content, channels and services.
- FIS launched a new mobile app and website, transforming our digital offerings to provide a seamless and user-friendly experience for fans, athletes, and partners alike.
- FIS established a new modern content management architecture that enables integration and frontend synergies (e.g. further mobile applications) and the future benefits of automation and AI.
- FIS World Championships 2027 & beyond sponsorship has been redeveloped with a new marketing concept framework.
- Innovations: implementation of LED Start Installations with virtual and digital advertising; testing new technologies like virtual and digital advertising.
- FIS TV was launched, a ground-breaking, video experience platform, across all FIS digital channels that included integration into the FIS Mobile App to bring the thrill and excitement of snow sports to audiences around the world.
- Faster highlights with English commentary across all disciplines on FIS TV and YouTube.
- FIS livestreamed its World Cups (nearly all Alpine competitions, highlight competitions across all disciplines) with English live commentary to “dark markets” (markets with no broadcast partner) and therefore bringing the competitions to new global audiences with a view to further develop those markets.
- Successful global livestreams for Junior World Championships and Europa Cup events. E.g. achieved more than 500,000 video views on FIS TV and YouTube for the Junior Nordic World Championships and over 190,000 video views for the FIS Alpine Junior World Championships.
- Implemented new social media brand guidelines and graphics.

- Established a new social media commercialisation framework to generate future revenues (as part of partnership packages or potential stand-alone propositions).

Broadcast Production Values and Standards Achievements



Data strategy for more live analytics, near live and post live analysis



TV graphics with modern animations, athletes' profile and live performance indicator.



Delivered more immersive broadcast contents: experiencing the speed and lines with drones, team radios communications, new angles on the competition field of play.



Upgraded media athlete photos with multiple formats and management tool.

C. EXPAND THE PRODUCT: EXTEND OUR REACH, IMPROVE FAN ENGAGEMENT

- Transformation of social media content and channel strategy with prioritisation of tailor-made content per channel.
- Growth of the followers of the different FIS channels across all disciplines to 2.5 million by 37%.
- FIS social media channels have seen a 76% increase in reach and a 45% rise in interactions, becoming an authentic platform for athlete engagement, collaborations, and introducing new value propositions for global fans.
- FIS social media activities have increasingly reached younger audience segments and new markets (e.g. 692,000 fans in China on Weibo, Douyin and Xiaohongshu).

- The #FIS100 campaign, including a digital video series, was successfully launched with modern storytelling across all FIS Disciplines and selected heroes targeted towards younger global audiences.
- Successful extension of gamification program, (Ski Alpine Predictor Challenge and podium picker across various disciplines) including new sponsor integrations.
- Successful implementation of archive based formats for the promotion of the competitions as well as a vertical video strategy.
- New fan data acquisition and content management strategy that focused on engagement user metrics as an asset for organisational and commercial value creation.
- Implementation of a Content Exchange Hub and successful experiments to automatically generate individual competition clips and distribution mechanisms.
- Dedicated Digital Guidelines for Content Exchange Hub governance.

Social Media Achievements



Growing our community: 2.5 million followers across all disciplines' channels (+37% compared to season 23/24, all discipline followers growing at least +12%).



Expanding our Reach and Engagement: A total reach of 506 million (+76%) and 20 million interactions (+45%).



Customizing our content: Vertical video accounted for 8.4% of all posts on FIS channels, but generated 44% of the total reach (221 million video views, 8.5 million interactions).



Utilize archive for promotion benefits: A reach of 19 million was generated based on archive footage across all FIS disciplines, for alpine skiing 14.4 million (average reach per post of 262,000).

D. FIS GAMES

- The bid process for the FIS Games 2028 was launched and a framework for the Games developed.



IV. GROWTH

A. EDUCATION, WELFARE, AND KNOWLEDGE SHARING

- Development and Membership HUBs for all full and associated members were launched, each including a myriad of benefits and opportunities such as: training camps and coaches' clinics; mentoring programmes and education programmes.
- FIS made it possible for NSAs to access any information about upcoming and already delivered activities in real-time, 24/7.
- A new FIS Events Platform and Transfer of Knowledge (TOK) programme was launched, allowing FIS World Championships Organisers to more easily share information and experiences.
- FIS set up new study groups to allow previous World Championship Organisers to share their insights with future organisers.

B. MEMBERSHIP SUPPORT

- The system of Free Training Days was transferred to the FIS development department where it has been transformed and the uptake significantly increased, with more than 1000 skiing days in Alpine skiing, Nordic and Snowboard used this season.
- An extensive NSA survey was conducted to help FIS better understand the needs of all members; the learnings from the survey will be implemented in the offered Plus and Start Programmes.

C. CHILDREN AND YOUTH DEVELOPMENT

- World Snow Day 2024 encompassed 111 events in 38 countries, attracting an estimated 80,000 participants.
- FIS has a pilot programme with APEX2100 where the best six U16 boys and girls may join selection week and the opportunity to secure one scholarship per gender at their facility in Tignes, FRA.

D. EMERGING AND DEVELOPING SNOWSPORT NATIONS

- The first FIS summit for developing ski and snowboard nations was held in Zurich September 2023, with 47 countries in attendance.
- FIS Seminar "Bridging the Gaps" with a focus on Sport & Human Rights was held on 5 & 6 May.

Development Achievements



Launched Development and Membership HUBs with benefits like training camps, coaches' clinics, mentoring, and education programs.



Transferred Free Training Days to the FIS development department, resulting in over 1,000 skiing days and involving 500 athletes and 200 coaches.



Piloted a program with APEX2100 for the top six U16 boys and girls to compete for one scholarship per gender.



Ensured inclusive development activities with joint Olympic and Paralympic sessions.

E. EXPANSION: PARA SNOWSPORTS

- Para Snowsports is now fully integrated into the FIS family and has welcomed and embraced the governance of para disciplines.
- Several activities have been delivered, including coaches' education conjointly between able bodied and para coaches and athletes training camps in all four Para disciplines.
- Medical Classification: FIS engaged external experts to conduct a Classification rules audit to take the sport to the next level. For example, the factor system was reviewed, and the recent new Vision Impairment classification was implemented.

F. EXPANSION: FREERIDE WORLD TOUR

- Since the recently acquired Freeride World Tour FIS and FWT have worked closely on the integration of freeride skiing and snowboarding into the FIS framework.
- A Freeride Task Force was created and has been consulting with National Ski Associations.
- In the last 12 months FWT participation continues to grow:
 - A new FWT Pro stop in Georgia was added.
 - + 20% on youth, +12% on adults, +15% of freeride events across the globe.

