

LET US MOVE FORWARD TOGETHER!

Dear Skating Friends,

Gliding over the ice gives a magical feeling. It is a fantastic spectacle to watch, and the sound of skates cutting ice is music to the ears. As ISU, we want to promote and develop our beloved sport worldwide across all levels and disciplines – Figure Skating, Speed Skating, Short Track Speed Skating, and Synchronized Skating.

In this regard, over the past two years, we have worked hard to make significant progress. We started many new initiatives and projects. Although it does take some time to see the benefits of everything, we can be proud of the results we have achieved in such a short time. The ISU is in good shape, but there are still challenges ahead. We must continue to further innovate and evolve to succeed in the future.

I am very motivated to take further leadership and responsibility as ISU President in the next four years. Besides running the ongoing day to day operations in a good way, the focus will remain on three strategic pillars:

- **Development**
- **Marketing & Promotion**
- **Good Governance**

This manifesto outlines our achievements over the past two years and incorporates the objectives and strategies that I would like to employ together with the ISU family and our partners in the years to come. I always stress the importance of teamwork. By working together, I am confident that we can shape the future of our beautiful and exciting sport.

In this regard, I would like to extend my sincere thanks to everybody for his/her contribution and look forward to continuing the pleasant collaboration:

The ISU Members, ISU Office Holders and Staff, IOC, Media and Marketing partners, Sponsors, Skaters, Coaches, Officials, and other International Federations.



Jan Dijkema
ISU President

Lets us move forward together!

Jan Dijkema

DEVELOPMENT

Expand and develop skating worldwide across all disciplines and levels

The ISU has the fundamental role of empowering its Members and developing Skating worldwide across all disciplines and levels. After the 2016 elections, our first milestone was to establish a new and result-oriented Development Program (ISU Communication No. 2052) and a Development Commission. The Program aims to increase the quantity and quality of Skaters, Coaches and Officials worldwide and to increase the number of ISU Members able to develop Skaters who are competitive at ISU Events and the Olympic Winter Games.

Several projects have seen the light of day through the new Program. Each project is probed for its value, rationale and cost-effectiveness. While continuing to support traditional successful projects and competitions, we are focusing on new areas which are mentioned below and extending our global reach. As a result, we have welcomed projects in new countries and have noted a very positive outcome from many initiatives. One such example is a project transitioning Skaters from Inline to Ice Skating. Initially, we had aimed to qualify one Skater to the OWG, instead, in the end, five qualified.

We will continue focusing on the following new and synergistic areas:

- **Creating ISU international education program for skating coaches.** Establish an international ISU acknowledged qualification structure and education program for skating coaches in all ISU disciplines. Members with a state of the art education structure, are ready to share their know-how to develop this international program which aims to educate and certificate more skating coaches at several levels worldwide. Furthermore, trialing the use of 'traveling' Coaches who can spend periods in a country improving the coaching level.
- **Implementing e-learning.** Establish an ISU online learning platform to enhance education and training for all ISU Members, officials, coaches and other stakeholders in a financially feasible way. It includes online modules with webinars about, for example, judging, science & innovation and injury prevention. We have already started with live-streamed masterclasses.
- **Establishing ISU Centers of Excellence.** Institute ISU certified places that make its state of the art facilities and/or services available for ISU Members who want to improve. These 'hubs' stand for quality and (developing) countries can make use of, for example, on-and-off-ice ice facilities, on-the-job-training by coaches and officials and join training groups.
- **Encouraging transition programs.** Give athletes and coaches coming from sports such as inline skating, ice hockey and gymnastics the opportunity to make the transition to ice skating successfully and also support the post-competitive careers of Skaters (e.g., helping them to become Coaches).
- **Increasing participating ISU Members.** Encourage ISU Members that previously didn't participate in development activities to do so (and assist with developing a good project) to achieve a better global reach and balance. The overall intention is to provide money where there is knowledge but no resources and vice versa.



MARKETING & PROMOTION

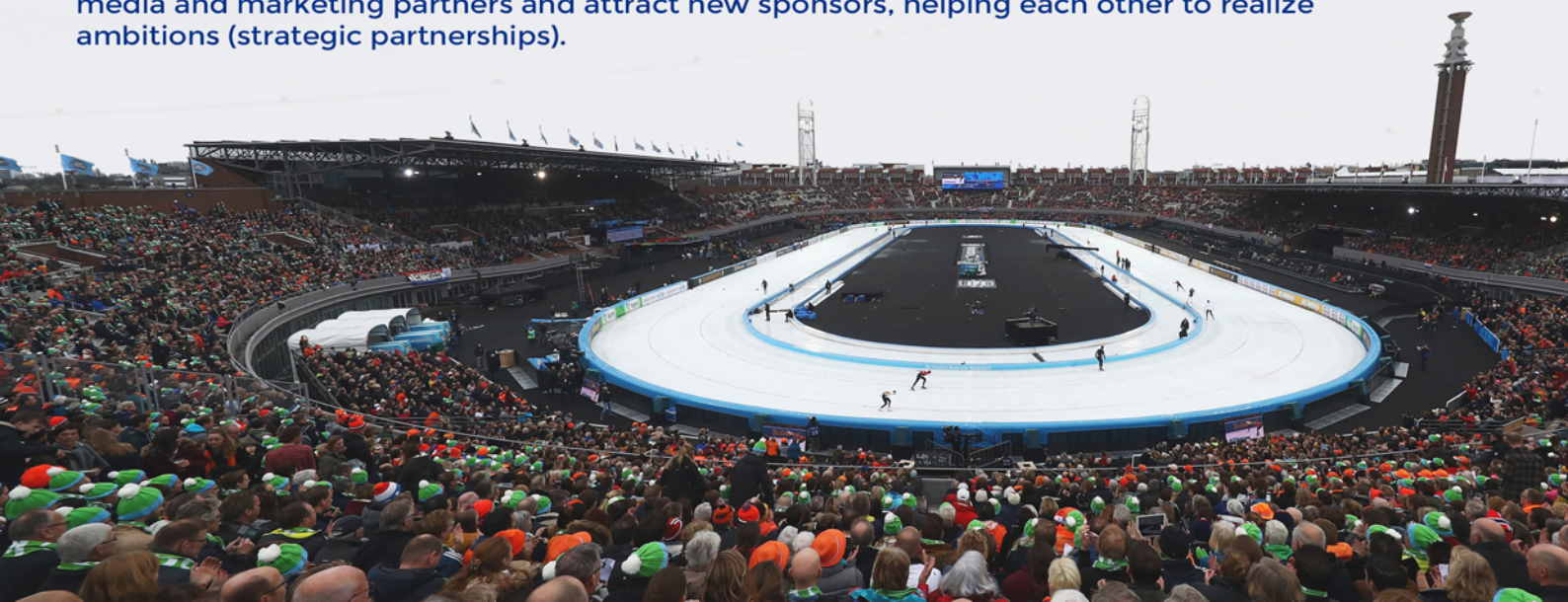
Increase the ISU disciplines' global fan base and its engagement and optimize the ISU's marketing and communication structure

Our shared mission is that we continue to captivate the current generation and future generations with Ice Skating. A key question is how we can further increase the experience for fans in the stadium and in the media. The ISU and its Members must work hard on this together. In view of our new fan-centric digital strategy, we are creating more (innovative) content for fans and showcasing the Skaters and their stories. The content is published on the newly launched ISU website and social media channels. According to the 2018 annual report of REDTORCH, which analyzes the presence and performance of 35 International Sports Federations on social media, the ISU is the highest ranked Winter International Federation, taking the 7th place this year. We are the second highest climber and performed well especially on Twitter and YouTube. The ISU had the highest Follower Growth Rate (90%) on Twitter over the past year.

Furthermore, our partnerships – both with Members/Organizers of ISU events, as well as commercial partners (media, marketing, sponsors) – are crucial for the promotion of ice skating. Excellent examples in this regard are the partnership with Audi for the Audi ISU World Cup Short Track Speed Skating and the recently signed new contracts with IMG, TV Asahi, Fuji TV, Icenetwork and House of Sports; with more partnerships in the pipeline to come.

I consider further progress in the field of marketing & promotion as one of the top priorities in the next years, and the focus will be on the following items:

- **Further developing a fan-centric cross-media strategy.** Develop and implement an overarching strategy to reach out to fans, entertain them and build loyalty. It includes increasing relevant content for fans on TV, the website, social media channels, in-venue presentation and a new App.
- **Increasing attractiveness of calendar and event formats.** Review and optimize current calendars and event formats and test new concepts with the overall event attractiveness in mind. This also includes early harmonization between the calendars of all ISU disciplines and organizing events in high-profile places which attract many skating fans.
- **Improving the way events are presented.** Execute events at the same high standard with consistent look and feel, while simultaneously maintaining their cultural uniqueness. The new and modernized ISU corporate identity that will be implemented soon, will help with this. Furthermore, use technology to create innovative ways of showing events and performances and better explain some elements of our disciplines (e.g., through interesting data and graphics).
- **Intensifying collaboration with Members/Organizers and commercial partners.** Offer professional support to Members/Organizers to promote and execute events (e.g., provide content, videos, guidelines, fan experience activities). Intensify collaboration with current media and marketing partners and attract new sponsors, helping each other to realize ambitions (strategic partnerships).



GOOD GOVERNANCE

Ensure good governance through integrity, transparency, inclusiveness and sustainable development

The ISU has established a good reputation and is committed to demonstrating the highest standards of responsible business. Following a governance assessment of the International Federations in 2017 through an independent sports governance consultancy, the ISU has the second best moderated score of the Winter Federations and is at the top-end of the middle group in comparison with the Summer Federations. An indicated area for improvement includes environmental and social responsibility policy and measures.

In view of good governance, we have worked for example on recommendations to improve the sustainability of ISU activities, installed the ISU Athletes Commission, entered a collaboration with Special Olympics, organized ISU Conferences and updated regulations to ensure integrity and protect the safety and health of skaters. Moreover, ISU bodies are working more closely together. A good example is the cooperation between the ISU Development Commission and Technical Committees.

We will continue focusing on progressing with the following items:

- **Stimulating sustainable development with regard for the environment and social responsibility.** Implement recommendations to improve sustainability at ISU events, the ISU Secretariat and other ISU activities. Some examples are reducing paper and plastic use, recycling and combining entry tickets with public transportation for spectators. Furthermore, cooperate with relevant public authorities on social responsibility issues.
- **Maintaining fair and impartial competitions.** Ensure that high ethical standards govern the ISU and Members activities and protect vital principles such as integrity, safety, honesty and fairness. Besides updating regulations and assuring compliance in this respect, we work on prevention and education. Examples are the ISU Pure as Ice Program to promote a clean sport and (live-streamed) masterclasses about injury prevention, and more.
- **Investing responsibly to remain financially stable.** Assure the ISU's healthy and stable financial status. We need to invest responsibly and reduce costs where possible. An example is e-learning. Although investment is necessary, in the long run, multiple benefits could include reducing costs of seminars.

