



Johan Eliasch
FIS Presidential Candidate 2021

**To the
next level!**



In this manifesto

“Johan cares. He will only start something he means to finish. FIS has huge opportunities ahead and today he commits his energy and experience to support its significant expansion. It will be exciting, challenging, uplifting and successful”.

Rory Tapner
Chair, GB Snowsport

Contents

Introduction	2
Feedback from dialogue	6
About Johan Eliasch	7
Commercial engagement and proposals	10
Governance and proposals	13
National Snowsport associations and proposals	16



Introduction

Our Presidential election is a critical milestone in the history of FIS. Your choice of President will inevitably define our future direction, and do so at an exciting and expanding moment in the world of professional and recreational sport. I have spent much of my life working in an entrepreneurial environment - challenging norms, growing businesses, whilst also seeking to engage in areas of particular interest and concern to me. Sport has formed the substantial part of my focus, whether Summer or Winter related.

In standing to become your next President, I hope to bring my international and organisational experience to help navigate the complex world of professional sport. If maintaining the status quo is your preference, then other candidates will be a better choice. But I firmly believe that FIS has solid foundations on which a truly special sporting platform can be built. Change for the sake of change is not my approach. Incremental, step by step reform, is my preference. So, if you want to take advantage of the changing landscape of professional sport and the media opportunities that abound, in addition to the current activities of FIS, then I am your candidate.

My background and experience is set out in the CV on pages 8 and 9. However in summary, my past successful track record has included sport, international sports marketing, business, innovation, Politics, international negotiations, foreign policy, trade, governance and climate change – all of which will be relevant to the role of President, and to which I would devote my time and attention.

Over the past 9 months, I have published 3 documents designed to generate a dialogue with National Snowsport Associations (NSAs). My ambition in presenting these documents is partly designed to initiate such a dialogue. But, it also indicates that there are always alternative strategies available to any organisation, as it adapts and channels its power and influence for the good of those it serves. The role of President is to represent our sport in its entirety, and I plan to continue with broad and regular interaction with all our members. Many of you already know me, and some are new friends. I am easily accessible and, more importantly, keen to listen and engage. These are necessary attributes of a future President of FIS.



“His passion and experience in our sport is unrivalled, and yet Johan has not yet lent his hand to what we do every day... As an athlete, I can’t wait to see what he will deliver”.

Lindsey Vonn

During my interactions with many of you, the vast majority favour FIS increasing its investment in our NSAs and seeking to grow recreational and athletic participation globally. Across our multiple disciplines and formats, if we optimise our commercial rights, we will create a virtuous circle of funding for new investment opportunities. Significant new thinking needs to be applied to how we deal with TV rights, streaming rights and social media more broadly.

All representative organisations strive to improve their governance and transparency. As outlined below, we have more reason than many to accelerate our focus on this critical subject, whilst

we seek to properly represent all of our wide and diverse membership. Levelling the playing field between nations should provide the opportunity for massive growth in participation rates, whether athletic or fan based. Finding novel ways of providing greater access for all to training, to coaching development and to competitive equipment will be part of my vision for FIS.

FIS serves its NSAs, as well as its athletes, coaches, support teams, technicians, volunteers and fans. We also have obligations to the staff at FIS to create and manage a working environment conducive to an open and diverse atmosphere. Our Congress,

Council and NSAs have a duty to lead and develop our business for the benefit of all. Widening participation would be good for health and wellbeing; becoming a leading voice in the climate change debate would be a natural extension of our role of promoting our sports; creating exhilarating entertainment for TV and social media audiences would increase our reach; re-investing and controlling a growing share of our media rights into our NSAs and new events would grow our revenues; and investing more in the safety of all athletes, and their well-being, both during and post careers is an obligation we should take seriously.

“Johan is uniquely qualified to bring his outstanding commercial credentials and extensive networks to a sport he loves and understands. We will have a very bright and successful future under his leadership”

Hermann Maier



“Johan brings top level expertise and experience in the area of climate change and I know his ambition to elevate the climate crisis where and when appropriate will help all of us.

His international experience provides a background with deep understanding of multi-cultural needs and it will benefit in many ways.”

John Kerry, United States Special Presidential Envoy for Climate

I believe all organisations need to look inside themselves, and compare and contrast their plans and ambitions against external opportunities and challenges.



Without doubt the international sporting world has become “big entertainment” and highly competitive. Today the funding available is beyond recognition even from a decade ago. But we will need to adapt, step by step, to ensure our share of that greater pie is captured for the benefit of snowsport. Our fan base is large, but not as engaged as it might be. That’s the challenge – how do we upgrade the interaction with a growing fan base, with the ultimate aim of allowing our athletes to build successful careers both during and after their snowsport pursuits?

You will be aware that I also have a passion for furthering the debate, and response to, the issues of climate change. In our particular outdoor sporting arena, we are heavily exposed to issues such as weather pattern changes, and erratic snowfall. If elected as your President, I would seek to raise our voice, and influence, in this critical debate and ask that the Environment and Sustainability be regular agenda items.

I believe that as a global sport, which has significant professional and recreational participation, we must have a holistic approach. Unlike so many other sports, we can represent many different aspects – be it professional competitions, tourism or lifestyle.



My own ambition in standing for this prestigious role is to help, and to serve FIS, our members, athletes, staff and volunteers. I have already stated that, if elected, I will not draw any remuneration as your President, and I would immediately step down from my role as CEO of HEAD to dedicate my efforts to our cause.

I truly believe there is so much more that can be achieved from the rock solid foundations laid over many years by Gian-Franco Kasper and your Council. That's the opportunity, and it will be achieved by dialogue and engagement like never before. We must find ways to expand the activities of all our NSAs. The following pages set out my thoughts, based on discussions and your feedback from my earlier "dialogue documents". These are the areas I recommend be reviewed and where opportunity exists for growth and improvement.

Finally, the roles of President, of Council members and of Congress are representative ones. Because not all members have equal voting rights, it is all the more critical that we govern well and transparently, for the benefit of all stakeholders, both current and future. The past is behind us: we learn, we evolve, and we reminisce. But we should not allow the past to hold us back from capitalising on a thriving and growing opportunity.

It would be my great privilege to serve as your President, working closely with the team at FIS. I would dedicate my time in office to help build and grow our sport, and improve the prospects of those who participate. There is no doubt that the seeds have been sown for a bright and successful future for FIS, and all stakeholders. The 2020/21 season has been a remarkable demonstration of our organisation's resilience and tenacity, and all who work at FIS are to be congratulated.

Working together we are an unbeatable force with huge untapped potential to make a difference. I Look forward to creating a special team to work with and serve all of you.

Best wishes to all our members,


Johan Eliasch

"I am supporting Johan. With his connections and know-how, he will push our sports further. He will add many new assets to lead FIS into a bright future."

Franz Klammer



Feedback from our dialogue



I started the dialogue and consultation process with you all several months ago. I have thoroughly enjoyed the process, feedback and of course the insights. This manifesto has been built on the themes and ideas represented in this word montage - words which have been gathered during our dialogue.

I feel they encapsulate a collective aspiration, and already demonstrate a unity and common desire to move forward. I very much hope the words resonate with you.



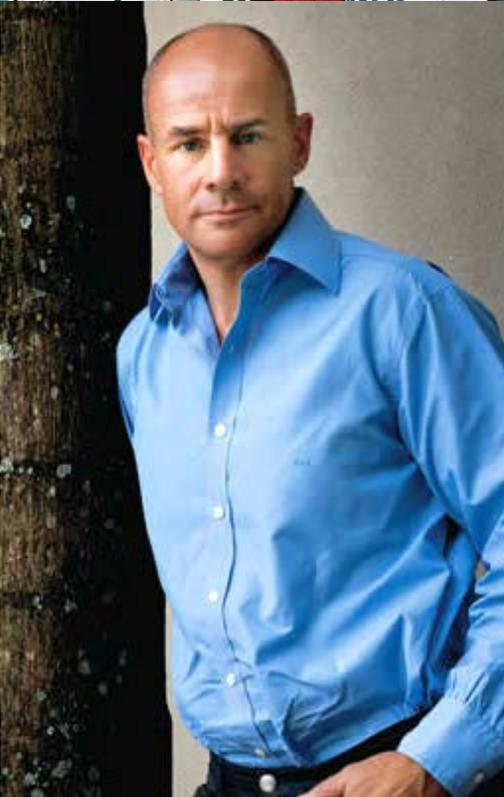
About Johan Eliasch

“The British Olympic Association is delighted to support Johan’s nomination to become the next President of FIS. He brings a unique combination of business expertise and a passion for the sport that will deliver for FIS, the Olympic family and the wider world of sport in years to come”.

The Rt Hon, Sir Hugh Robertson, Chairman, British Olympic Association.

“I fully support Johan Eliasch’s bid to become the next President of the International Ski Federation (FIS). His deep passion for snowsport, and interest in the challenge of climate change, has been outstandingly demonstrated in his engagement on these issues over many years. From my time working alongside Johan, when I was Mayor of London, and from his 25 years experience in the snowsport world, I know he would make an excellent President of FIS”.

The Rt Hon, Boris Johnson, Prime Minister of the United Kingdom



CV

Johan Eliasch

Born 1962,
Stockholm, Sweden.
British and Swedish citizen
Member GB Snowsport.

Education

Master of Science,
Royal Institute of Technology,
Stockholm,
Sweden 1984
www.kth.se

Bachelor of Business Administration,
Stockholm University, Stockholm,
Sweden 1984
www.su.se.

Military Service

Life Guard Dragoons,
K1, Stockholm, Sweden (1980-81).

Sport

British Olympic Association
Advisory Board (2003-12)

Director,
British Paralympics Association
(2002-2009)

Director of the Board,
IMG
(2006–13)

Active participation in:
Skiing, golf, tennis, curling, sailing,
football, ice hockey and motor racing.

CV

Political, Foreign Affairs, Security and Climate Change

Special Representative of the Prime Minister of the United Kingdom (2007-10)

Eliasch Review, Climate Change – Financing Global Forests (2008)

President, Global Strategy Forum, UK (2005-)

Chairman of the Net Zero Review Technology and Innovation Advisory Group, HM Treasury, UK (2020-)

Party Deputy Treasurer, Conservative Party, UK (2003–07)

Advisor to the Leaders and the Shadow Foreign Secretaries of the opposition, the Conservative Party, UK (1998–2007) and

Advisor to the Mayor of London’s (Boris Johnson), Rome’s and Jerusalem’s International Business Advisory Councils (2008-2016)

Member of the Austrian President’s delegation of State for Trade and Industry (1996–2006)

Chairman, Young Conservatives Party, Djursholm, Sweden (1979–1982)

Chairman, Food, Energy and Water Security Program, RUSI, UK (2010-2016)

Council for Sustainable Business, Department for Environment, Food and Rural Affairs, UK (2018-19).

Business

Chief Executive Officer, HEAD (1995-)

Chairman, London Films (1990-)

Director of the Board, Pitch@Palace (2019-21)

Chairman, Investcorp Europe (2010-2014)

Chairman, Director, Starr Managing Agents (2008-2015)

Chairman, Aman Resorts (2014-18)

Advisory Board, Societe du Louvre (2005-2015).

Philanthropic, Environmental, Innovation and Arts

Founder, Rainforest Trust (2005-)

Director, Foundation for Renewable Energy and Environment, NYC, NY (2012-)

International Advisory Board, Stockholm Resilience Centre, Stockholm, Sweden (2010-)

Co-Founder and Co-Chair, Cool Earth, UK (2005-)

Trustee of the Kew Foundation, Royal Botanical Society, UK (2010-2016)

Advisory Board, The Centre for Social Justice, UK (2004–2015)

Chairman, The Saatchi Gallery, London, UK (2017-).



“In Johan FIS will find a commercial match for the very best athletic talent. He’s your president, and brings an international and multi-cultural background too.”

Bjorn Borg



“Johan has just amazing energy. He will drive FIS towards greater success as he has done with everything else.”

John McEnroe

“If Johan puts his considerable skills and experience behind making FIS a commercial success I would be betting on an exciting and digital future”.

Bobby Kotick, CEO Activision



Commercial engagement

Without doubt our sports are capable of attracting larger audiences. But scale is not everything - we also need to find ways of transforming an occasional viewer into an engaged and dedicated fan of our multiple sports. We tend to think of our disciplines in silos, and hence, we plan our events that way. Those silos also extend to gender, in that we have few events when male and female athletes compete over the same weekend on the same courses, jumps and tracks.

Increasingly technology is being used to analyse and adapt technique, equipment and approach, all of which could also be made available to viewers and fans through traditional channels or social media. The more interactive our visual output, the more engaged and therefore commercial, a viewer becomes.

There is a balance to be struck, between the fundamental values of our sports, and entertainment. But we should aim to increase the commercial revenues of FIS through multiple different channels, creating a virtuous circle of investment back into our NSAs, helping to widen participation and increase media coverage.

We need to establish greater control over our different media rights - which are far more valuable as a global package.

Technology also provides a remarkable opportunity to take the viewing public right inside our sport, offering them a window through which they can understand the skill and athleticism of our sports stars, and that of their support teams.



“Johan is a passionate wintersports enthusiast. He wants to achieve higher goals with us and really cares about the core of our sports. It is important to attract new audiences, especially younger people. With his leadership and networks I am sure he will bring fresh ideas to build on solid foundations.”

Hans Knauss

“Intelligent, urbane, insightful on world affairs. That is Johan. He knows the business of Snowsport. He brings vision and optimism”.

Damon Hill

Commercial engagement

My proposals

State of the art media

I propose that we implement state of the art media and technology formats now being delivered by other sports. We could use viewer engagement techniques such as shows and documentaries covering resorts, athletes, race departments, and interactive telemetry.

Allocating resource

I propose that we add significant executive leadership and management resource to activities such as social media, the FIS app and website, international sports marketing, content production, branding and digital media management. We should also add skills and experience to facilitate an integrated, and value added, rights management approach for our NSAs.

Review of formats and scheduling

I propose that we conduct an in-depth formal review of the formats and scheduling of our events for the benefit of athletes, sponsors, broadcasters and viewers. We can look to extend and optimise seasons to reduce intensity, thereby helping to decrease athlete injuries and increase longevity in our sports. We could create more opportunities for new member nations to host events. We could review the feasibility of combining male and female events more often to attract a more diverse public.

Engaging the fan base

We should find formats to allow for continuous live media coverage, and increase the number of night time events where feasible. As we review formats, we can also review synergies across our disciplines, seeking to increase the fan base of each from those naturally drawn



to snowsport. The review might naturally extend to how we increase our media and fan based coverage for all disciplines closer to the level enjoyed by Alpine.

Breaking down barriers

I propose that we review participation rates across all FIS member nations, to then identify and implement solutions designed to break down barriers to greater participation. It is clear from my discussions that there is appetite from some of our smaller nations to become more prominent players, and also from some larger nations with large populations who are not yet significant snowsport nations. This indicates the options available to us. Finding solutions to streaming live coverage of events will make our sports more accessible, particularly where TV rights are less easily negotiated.

Advisory forum

I propose that we create an Advisory Forum of experts from many backgrounds to help guide FIS as it assesses its future vision and strategy. This will not be a decision making forum. It would provide us with unrivalled access to advice from the best and most experienced minds in areas such as sports marketing, media and entertainment.



Governance

“Johan loves snowsports but he uniquely understands the challenges all the stakeholders face as we work to grow and improve our activities. He deeply understands the business that makes these sports possible, and the needs and perspectives of the athletes - that is very different from other corporate leaders. His success and leadership would make him a good FIS President, but his empathy, understanding, and forward thinking approach will make him a great FIS President.”

Ted Ligety

“I have known Johan for many years and believe he has the global view, the industrial expertise and the media content know-how to take FIS to the next level and capitalise on its historical success and development. As usual, Johan has thought this through.”

Sir Martin Sorrell



Governance

FIS is a representative body. We serve those we represent. However, we must also lead and act as a catalyst for change if we are to take advantage of the opportunities available. Ensuring that we take well researched decisions, based on the best interests of our membership, is a vital component in how any organisation moves forward with pace and purpose.

There is a direct link between good, modern and transparent governance and the commercial prospects of our sports, especially for advertisers and sponsors. But it is important to recognise that almost all our member nations, in some form or another, receive public funding, and hence, again the onus is on us to be seen to govern well, and therefore to be investable.

In many respects FIS has both a strong track record in following its own rules and regulations as well as an excellent Sports Integrity structure. That is to be expected. But regulations, over time, need to be reviewed to ensure their original purpose is still relevant and delivering to the expectations of members. Dynamic governance, combined with a willingness to change, and the confidence to be transparent, is the hallmark of excellence in any representative organisation.

Governance

My proposals

I have received feedback from many nations, which results in the following recommendations which I would propose if elected as your President:

Term limits

I propose that we introduce term limits for our President.

Strategic Plan

I propose that we develop and publish a Strategic Plan, having engaged widely with the membership. This plan would be reviewed on an annual basis.

Regular meetings

I propose that the Council meets at least four times a year.

Executive Committee

I propose that our Executive Committee be re-constituted with regular meetings, fit for purpose in a modern organisation. The membership should be approved by the Council and would ensure all activity and decision making between Council meetings is debated and concluded by a small group of named officials.

Diversity

I propose that we adopt goals for a much improved gender balance within each level of our organisation. This will help embed a diverse leadership population and provide concrete succession plans to deliver a sustainable organisation fit for purpose.

Voice of the athletes

I propose that we conduct a review of alternative ways for engaging the voice of the athletes, both current and past, and the voice of the support and technical teams. We need to find an appropriate, genuine and consistent source of athlete views and concerns, and generate new ideas for improving everything we do for them.

Given the vast array of different disciplines with different cultures, this will not be an easy task, but we should not shy away from it because it is difficult. The athletes are our most important stakeholders.



“I have never doubted Johan’s ability to deliver constructive challenge and decisive intelligent strategic planning when needed...”

Sir John Ritblat, President, GB Snowsport

Voice of the Nations

I propose that we guarantee a Council seat to represent our smaller sized one and two vote nations. Throughout the year, we need to ensure the President and Council are able (not just at a Congress meeting) to represent the views of all nations for good governance, and this will help expand our market and footprint beyond our traditional outlets.

Virtual meetings

I propose that we formally embed the ability of Congress and Council to meet electronically. It is to be welcomed that the June 2021 meetings will be held virtually – however many organisations adapted to this new world over 12 months ago. By changing now, this will facilitate more, and more regular, meetings of Congress and Council. Clearly in person meetings must also take place, but the added flexibility provided by electronic communication will be beneficial.

Formal committee structures

I propose that we establish a formal committee structure of the Council to include a Nominations and Remuneration Committee, an Audit Committee and an Environment, Sustainability and Governance Committee. This is in line with current governance best practice.

These committees can oversee much of the detailed work which might otherwise be handled in Council, and will ensure greater time and focus is spent on critical issues. The ESG Committee should also be charged with reviewing our Governance and Working Practices on an annual basis, and review our commitments to environmental concerns and reducing our carbon footprint.

Our National Snowsport Associations



“It would be great to see some change and have FIS lead by someone like Johan who is looking to embrace all Snowsport disciplines at the highest levels”

Charlotte Bankes

“Johan is a doer. If he sets his mind to something he usually delivers. Action speaks louder than words. I wish him all the best.”

Aksel Lund Svindal

“We all know our sports could be doing more. Cheers for Johan if he leads us into a modern, successful, growing new world.”

Alexis Pinturault

“I know Johan has unique skills which will unite and make Wintersports what it can, and deserves to be.”

Franz Weber

Our National Snowsport Associations

FIS is the international representative organisation for our sports; however our reach into each snowsport nation and their pathways is dependent on our NSAs. We have a multitude of choices as to how we interact with NSAs, but to date the relationship has been, in too many cases, distant.

I would like to find ways to bring these relationships to life, to create an environment in which FIS can consider investing in the work of our NSAs, beyond the elite level and event management. We have ample resources - financial, human and experience which could be deployed to create our future, not just to support the current.

This is about how we significantly expand our own footprint across a much wider community, thereby increasing the commercial opportunities for FIS and our NSAs. As we all know, the average age of participants in our sports is rising. We need to reverse this trend and appeal to a younger and more socially aware population.

Complex change for our organisation risks causing tense relations between nations. As such, if we are to review this space it will require an independent lead to help FIS assess the best way forward. But review it we must if we are to use our considerable strengths to grow participation. An independent adviser would immediately see the potential scale of opportunity. But we need to assess whether impetus from FIS is the best way to generate interest, and then develop plans to be funded and implemented.

Why are the smaller nations so important?

My ambition, in seeking a more level playing field and offering wider participation in the governance of FIS, is to build and broaden interest in our sports, whether competitive, recreational or fan based, such that our commercial footprint grows. With greater revenues, we can invest in more opportunities and build a virtuous circle of growth benefiting all our member nations.





Our National Snowsport Associations My proposals

In this critical area, beyond proposing an independent strategic review of how we grow our sports, I would wish, in my first year as your President to do the following:

Fixed distributions

I propose that we increase our annual distributions to NSAs and that they be fixed at that level for the next 4 years to help all nations plan their future growth.

Level playing field

I propose that we commit to delivering a level playing field with equal opportunities for athletes of all NSAs to train.

I propose that we add more resources for coaching development with a particular emphasis on helping new nations to prosper and grow.

I propose that we arrange for the equipment manufacturers to supply competitive equipment at low cost which should be accessible to all NSAs.

“I am really cheering for Johan. He’s always looking for the best options and solutions, looking forward with passion. To bring the passion back to the kids.”

Lizzie Görgl

“Whatever he does, he does it with passion and at full speed. He will be able to bring wintersports to the next level. That’s why I support him!”

Patrick Ortlieb

“Johan has an unwavering passion for snowsport, which when coupled with his success as an international businessman, both within and outside Winter sports, I am confident that his unique skillset offers FIS the direction and excitement the modern racing community requires.

Aleksander Aamodt Kilde

Our National Snowsport Associations My proposals

Reducing cost and complexity

I propose that we review our calendar to minimise travel costs and complexity, with added benefits for our athletes and their support teams.

Skiing for everyone

I propose that we reinstate our Recreational Committee and place more focus on recreational snowsport and tourism. Growing our sports from grassroots is critical to the future health of the top levels of competition and developing our fanbase.

New hosts and venues

I propose that we encourage proposals from nations who have not hosted a World Cup event, but have world class facilities, to come forward for discussions. This will entail a review of our calendar of events as well, in line with the idea of optimising the season from start to finish.

Engaging all nations

I propose that we increase engagement with our smaller nations, and find new ways to enable them to participate fully in FIS events. Through this greater engagement they will gain insights enabling them to expand their own ambitions.

Integrating media rights

I propose that we look to extract synergies for our NSAs by an integrated approach to optimising the value of sponsorship and TV rights.



Johan Eliasch

FIS Presidential Candidate 2021

“If all our NSAs, involving thousands of people, were to embrace a common vision and move in the same direction, FIS can become an incredible force for future good - I want to help make this happen.”

Johan Eliasch

Thank you

