



World Sailing

Strategy 2018–2022





Sport, technology and nature in powerful harmony

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Vision

A world in which millions more people fall in love with sailing;

inspired by the unique relationship between sport, technology and the forces of nature, we all work to protect the waters of the world.

Mission

To make sailing more exciting and accessible for everyone to participate or watch; and use our reach and influence to create a sustainable future for our sport and the waters of the world:

- To create, and regulate, exciting competition events to showcase the natural power of wind-driven water sport
- To build a strong profile and image for sailing – using our key points of difference to resonate with people and give them a lifetime of sport
- To create a tangible sustainability programme that maximises the positive effect that the sailing community can have on our environment.



Values

Integrity

At the heart of what we do is the regulation of sporting competition. We define and uphold the rules of sailing so that individuals and teams can compete in an open and fair way with each other. Defining and upholding those rules with absolute integrity is therefore central to who we are.

As an organisation, we remain politically neutral and exist to serve the interests of the whole sport.

Ambition

We are ambitious for the future of sailing and want our sport to progress and grow, achieving greater reach and impact across the globe. To do this, we need to be ambitious in our own areas of expertise, honing our knowledge and skills so that we can lead positive change and can develop as individuals.

We work to very high professional standards so that World Sailing will become a beacon for others. We must define and deliver best practice and facilitate others to perform at their best through the work that we do.



Values

Resilience

Few people get involved with sailing because they think it's going to be easy. It takes great focus and effort. But the rewards are huge. We each need the capacity to be able to deal with changing situations and manage periods of high intensity.

Staying positive and remaining flexible in approach are key to developing the resilience required. As an organisation, we are also focused on developing the financial resources that will secure a sustainable future for sailing.

Resourcefulness

Making the very best use of our resources is part of the DNA of every sailor. We are pragmatic people who know how to get things done and are not overly reliant in others.

When we need to, we are very creative and find innovative ways to overcome challenges. To do this, we harness the broader knowledge and expertise of our colleagues.

Goals

1. Inspiration and Participation

To build a strong profile and image for sailing – using our key points of difference to resonate with people and to give them a lifetime of sport. Presenting the sport in a compelling and engaging way to attract and retain a wide global fan base.

2. Membership and Governance

To provide a professional and valued service to our members that enables the sport to grow in relevance and influence. To establish a governance structure within the International Federation that is simple, clear and transparent to all stakeholders.

3. Sport Integrity

To create and regulate, exciting and safe competition events with fairness and integrity.

4. Leadership in sport

To provide leadership to the sport through strategies that ensure its long-term sustainability and growth. To seek collaboration with partners to deliver successful implementation.



Goal 1 Inspiration and Participation Strategies



A new event strategy for 2021–2028

Develop a clear and coherent calendar of meaningful events spread through the year and distributed across the world. Delivering a fantastic experience which will translate perfectly to TV and online, attracting new fans and inspiring participation

Ensure that the Olympic Sailing event and format proposals for the 2024 Olympic Games are entirely aligned with IOC Agenda 2020 and offer the best possible showcase for the sport

Continue to enhance the World Sailing 'digital first' broadcast strategy to showcase the sport, make the sport more easily understood by existing and new audiences and to build the global fan base

Develop a common broadcasting standard for the sport

Develop marketing programs to create 'heroes' in the sport

Drive commercial sponsor success to allow greater reinvestment in the sport

Establish World Sailing Trust to provide a new source of funding for World Sailing initiatives

Become a leader in sport-derived eSports across the Olympic International Federations

Launch eSailing World Championship in 2018 and establish eSailing as a key World Sailing property

Enhance and evolve the Sailing World Cup Series in 2019 and 2020 to increase the fleet sizes and importance of the competition for sailors

Enhance and evolve the Sailing World Championships and Youth Worlds products to further develop commercial and broadcast interest

Ensure that all World Sailing events deliver the expectations of sailors and MNAs

Launch a one-design, gender-equal World Sailing Offshore Championships and a Keelboat World Championships in 2019 to further reinforce our commitment to the entire sport

Review the training & development strategy and programmes undertaken by World Sailing to ensure that they maximise the impact of our resources across the sport, focused on developing sailors, coaches and race officials, closing the performance gap between nations and driving female participation in the sport

Continue to grow partnerships with professional 'major' event organisers through Special Event agreements

Collate best-practice on increasing participation across the sport

Measures

IOC endorse the events and equipment proposals for the 2024 Olympic Games

Market research to measure changes in participation by age group – research in 2018 and 2020

World Sailing sponsorship programme delivers against agreed financial targets

Successful launch of the Offshore one-design World Championships in 2019

Training & Development review completed by Q3 2018 and new strategy implemented in 2019

World Sailing Trust delivers its agreed 4-year strategy

Goal 2 Membership and Governance

Strategies

Strong service culture of delivery within the Executive Office

Establish the World Sailing culture and values

Employ a diverse Executive Office team with a broad understanding and experience of global cultures and an ability to service members in all major languages

Set KPIs for responsiveness and delivery to members within each functional area

Regular, insightful and informative communication across stakeholder groups

Consolidator, disseminator and enabler of best practice across the sport

New digital platform to provide a comprehensive knowledge base for the entire sport, effective and engaging communication and enhanced administration processes

Collate best practice across a range of key areas that are relevant to our members and provide content and tools to ease local adoption and implementation

Establish a global 'fact base' for the sport that becomes a powerful tool for our members

Undertake research to establish the key data and insights about participation in the sport

Comprehensive impact assessment of all World Sailing events over a 12-month period

Broadcast, media and social media data available for all major sailing events

Grow the relevance of the annual conference as the key annual forum for the sport and industry

Broaden the appeal, content and subsequent attendance at the annual conference beyond MNAs, Classes and Committees to Professional Sailors and the Sailing industry and ensure that is financially sustainable

Simple, transparent and effective decision-making

Establish a Governance Commission to review the decision-making structure

Review our sport regulations to ensure they are appropriate, modern and easily understood



Measures

Recommendations from the Governance Commission endorsed by Council in November 2019

Year-on-year improvement within the annual ASOIF IF Governance audit to achieve upper quartile by November 2020

Annual stakeholder satisfaction survey with targeted incremental improvement year on year

Service performance targets and results for each of the Executive Office functional areas

Attendance and mix of stakeholders at the annual conference grows year on year

Comprehensive sport 'fact base' published by the end of 2018

Goal 3 Sport Integrity

Strategies



Drive the consolidation of handicap systems through the promotion and adoption of the Universal Measurement System

Continue to educate sailors on anti-doping and match-fixing through outreach programmes in support of our MNAs and WADA

Develop and adopt innovative electronic officiating technology at the 2024 Olympic Games that can be tried and tested across the 2021–2024 competition quadrennial

Require the World Sailing Classes annual reports to fully comply with our regulations to ensure transparency

Review Judicial and Ethics processes and scope to ensure that they are fair and effective and include behavioural codes for all stakeholders.

Establish procedures that allow us to learn from mistakes and share best practices, promoting safer sailing in our community

Create awareness of the new dangers due to increased speeds, accelerations and loads

World Sailing seen as the lead body for safe sailing practices and guidelines

Increase the presence of the World Sailing technical team at events to raise awareness and correct implementation of measurement controls to ensure fair competition



Measures

Timing, scoring, tracking and broadcast systems to improve and enable electronic officiating at World Sailing events ready for testing in Q3 2020 and fully implemented at the 2024 Olympic Games

Members survey in the year after the Summer Olympic Games

Council endorsement of mandatory safety reporting regulations in November 2018

Delivery of Guide To Offshore Personal Safety training book (GTOPS) in 2018

Goal 4 Leadership in Sport

Strategies



Implement recommendations of Sustainability Agenda 2030

Review global youth programs to determine whether there is an opportunity for a new attractive proposition for young people (8–15 years)

Promote initiatives that can drive low-cost, mixed double-handed sailing from the earliest age with widely distributed existing equipment

Consolidate best-practice examples of successful youth development programmes and materials for MNAs to access and utilise

Reinstatement of Sailing in the Paralympic Games

Lead a successful bid for the reinstatement of sailing in the 2024 Paralympic Games to ensure that the sport has an inspirational pathway for impaired sailors backed by funded national programmes



Work in partnership with our stakeholders to enable the identification and support the promotion of a new wave of talented and diverse volunteers into World Sailing Committees and the Race Officials community

Review Event and Committee appointments processes to ensure that they are fair, objective and transparent

Increase and diversify income sources for World Sailing to reduce the reliance on the IOC quadrennial distribution from the Olympic Games

Target and promote gender equity and diversity in every element of our sport

Build a campaign to promote gender equity across the sport that delivers a systemic change in attitude that drives women's participation in all sectors of the sport, including competition, coaching, race management and sport governance.

Establish strong and clear pathways for sailors who wish to pursue sailing as a career

Measures

Achieve the reinstatement of Sailing in the 2024 Paralympic Games in January 2019

2024 Olympic Sailing programme proposal gender equal at an event level

Council endorsement of the Sustainability Agenda 2030 targets in May 2018

Delivery against specific milestone targets within Agenda 2030 by November 2022

Obtain ISO201201 sustainable event management accreditation in Q1 2018

Campaign launched by the end of 2018 to promote gender equity in the sport



World Sailing

www.sailing.org



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