

Strategic Directions
International Orienteering Federation
2006 – 2012

Presence, credibility and recognition on the world sporting stage



PREFACE

The **aims** of the International Orienteering Federation (IOF) are **to spread the sport of orienteering, to promote its development and to create and maintain an attractive world event programme.**

Our **vision** is that **orienteering is recognised as a truly global sport, attractive to all, having presence and credibility on the world sporting stage; included in the Olympic Summer and Winter Games.**

The goals and strategic initiatives presented in *Strategic Directions* will promote the realisation of this vision.

The actions required to implement the strategy are contained in the *Activity Plan* and in *Council and Commission Remits*.

The IOF is, by its Statutes, obligated to respect and abide by the Olympic Charter and the provisions of the World Anti-Doping Code and to respect and implement the Olympic Movement's Agenda 21 on protection of the environment and sustainable development.

The IOF is, amongst its members, the supreme authority on all matters relating to international orienteering. The IOF is made up of the national orienteering federations that have been admitted to membership.

IOF Strategy 2006 - 2012

VISION

**PRESENCE,
CREDIBILITY
AND RECOGNITION
ON THE
WORLD SPORTING
STAGE**

KEY GOALS

GLOBAL SPORT

**WORLD CLASS
EVENTS**

**CREDIBILITY
AS A WORLDWIDE
SPORT**

STRATEGIC INITIATIVES

- **REGIONAL DEVELOPMENT & CO-OPERATION**
- **ATTRACTIVE WORLD EVENTS**
- **PROMOTION AND MARKETING TOWARDS OLYMPIC INCLUSION**
- **STRONG MANAGEMENT AND FUNDING**



VISION

Orienteering is recognised as a truly global sport, attractive to all, having presence and credibility on the world sporting stage; included in the Olympic Summer and Winter Games.

VALUES

Orienteering is **at one with nature**.

Orienteering is respectful of the natural environment.
It promotes environmental good practice.

Orienteering is **mentally and physically challenging**.

It advocates and supports a healthy lifestyle; an active mind and body.

Orienteering is characterised by the **spirit of adventure**.

Through the challenges of navigation, orienteering develops
self-confidence, independence and life skills.
It is a lifelong sport, enhancing the quality of life.

Orienteering is **gender neutral**.

Orienteering promotes the inclusion of women and men equally.
Success is equally recognised.

Orienteering is committed to being a **drug free** sport
and supports the WADA motto *play true*.

Orienteering is characterised by the **spirit of friendship**
and is committed to the notion of **fair play**.

It is expected that all persons taking part in an orienteering event
shall behave with fairness and honesty.



CONTEXT

International orienteering is currently experiencing a number of positive development trends:

- ❑ The number of member federations is increasing, currently standing at 67, with members and activities on all continents
- ❑ The number of participating nations in World Championships is increasing
- ❑ More regions are ready to organise world events in all disciplines
- ❑ Athletes from more and more countries are able to compete for Championship medals
- ❑ Higher levels of technology are gradually making events more attractive to spectators and media (TV)
- ❑ Recognition on the world sporting stage is increasing with IOF officials represented on international sports bodies

These, and other positive trends, shall be reinforced during the *planning period*. Important factors for a sport that desires to be included in the Olympic Games are:

- **The sport must be truly global**
- **The sport must have an attraction value, and**
- **The sport must bring some (added) value to the Games**

Many of the sports that are competing for inclusion on the programme of the Olympic Summer Games are more widely practised (number of countries being members of the International Federation) than orienteering. **For orienteering to be considered for inclusion we must, as a minimum, meet the current threshold of 75 members and have members and activity on all continents.** Most probably, a higher number is required to have a real chance of inclusion.

A sport's attraction value is very much linked to its spectator appeal, media (in particular TV) coverage, and sponsor interest (financial strength). With improved technology, orienteering has made considerable progress over the last few years in relation to presenting the sport in an attractive way to spectators and TV audiences. This development must continue. **Our main events, primarily World Championships and World Cup events, will need, in the future, to be broadcast by international networks to reach a wider audience and become attractive to sponsors. Our sport must always remain challenging and attractive to our athletes.**

The tough competition among many sports for a very limited number of slots in the Olympic programme makes it essential for any sport to **bring some added value to the Games to be considered for inclusion.** We must identify in what way orienteering could best provide such value and develop the image of the sport accordingly.

Sports wanting to be considered for inclusion on the programme must submit an application 7 years before the actual Games. For foot orienteering this makes the years **2009** (the Games in 2016) and **2013** (the Games in 2020) important milestones. The IOC's Programme Commission is currently assessing ski orienteering for possible consideration for the programme of the 2014 Winter Olympic Games (decision in 2007). If unsuccessful this time, the next opportunity, and milestone is **2011** (the Games in 2018).



KEY GOALS

Our key goals to be achieved by the end of the strategy period 2006 - 2012 are:

- **Orienteering a Global Sport**
- **A World Series of events with increased attraction value well established**
- **Presence and increased credibility on the world sporting stage**

A GLOBAL SPORT

Our goal is to have:

- ❑ 75 members by 2008 and 80 members by 2012.
- ❑ At least 70% of members shall be full members (53 in 2008 and 56 in 2012).

WORLD SERIES OF EVENTS WITH INCREASED ATTRACTION VALUE

- ❑ Our main events – World Championships and World Cup events – shall meet all quality standards in terms of event concept and arena presentation.
- ❑ All major events shall be covered by international TV broadcasting networks.
- ❑ At least two World Cup events per Olympiad shall be held outside of Europe.

PRESENCE AND INCREASED CREDIBILITY ON THE WORLD SPORTING STAGE

Our goal is to:

- ❑ Strengthen our presence at the World Games and the World Masters Games
- ❑ Seek inclusion in the Olympic Games and in regional and other multi-sport games.
- ❑ Maintain and extend the presence of IOF personnel on multi-sport bodies.
- ❑ Our credibility on the world sporting stage, as defined by the IOC document *Evaluation Criteria for Sports and Disciplines*, shall improve.



STRATEGIC INITIATIVES

The following strategic initiatives and actions are necessary to achieve our key goals:

- **Regional development and co-operation**
- **Attractive world events**
- **Promotion and marketing towards Olympic inclusion**
- **Strong management and funding**

To achieve the goals set for the strategy period 2006 – 2012, close co-operation between the IOF and its member federations is needed.

REGIONAL DEVELOPMENT AND CO-OPERATION

To spread the sport, the regions need to assume a proactive role. A regional event programme is an essential tool to achieve increased activity levels, in particular in developing countries. A developed regional event programme would promote an exchange of experience and create cross-border co-operation. *The IOF shall:*

- ❑ **Provide support** to build sustainable regional capacity to lead regional development
- ❑ **Promote regional co-operation** (regional events, competition and training/education)
- ❑ **Encourage individual member federations** to undertake a coaching/supporting role with new orienteering countries
- ❑ **Recognise and co-operate with individuals and groups** engaged in the sport's development around the world

In the short term, efforts shall be directed towards regions where most benefit can be achieved with limited resource input.

ATTRACTIVE WORLD EVENTS

To increase the attraction value of our main events and reach a wider audience, close co-operation between the IOF and appointed organisers is required. In seeking to ensure compatibility between national and international ambitions, the IOF has an important role in securing international TV coverage and using its TV rights to maximise sponsor income. *The IOF shall:*

- ❑ **Ensure that IOF events are regularly staged around the world**
- ❑ **Develop and describe the essential elements of an event concept** designed to create 'attraction value'
- ❑ Continue to find ways to **present orienteering to non-participants in an attractive way** (create sport entertainment)
- ❑ **Develop contacts with TV broadcasting companies and networks**
- ❑ **Provide support to ensure a professional presentation of the event** (arena production)
- ❑ **Become an active partner with organisers in event planning and execution**, to ensure maximum benefit at international level



PROMOTION AND MARKETING TOWARDS OLYMPIC INCLUSION

Increased credibility on the world sporting stage is very much linked to global spread and wide publicity of our events.

Equally important is that orienteering needs to be seen on the international sporting stage; being part of multi-sport games and being represented on international sports bodies.

The IOF shall:

- ❑ **Maintain our present representation on international bodies such as IWGA, IMGA, ARISF and also seek representation on other bodies** with a view to increasing the awareness of orienteering on the world stage and contributing to the world of international sport.
- ❑ **Seek inclusion in regional and other multi-sport games** to raise the profile of our sport on all continents.

The IOC document *Evaluation Criteria for Sports and Disciplines* provides valuable guidance in identifying our current strengths and weaknesses. We shall use the evaluation criteria in this document to assess development and to guide our planning processes.

STRONG MANAGEMENT AND FUNDING

- ❑ To secure implementation of the strategic initiatives, the IOF has to **increase its professional human resources**. At the same time, the division of responsibility between the professional and voluntary resources must be clearly defined, resulting in a more productive organisation.
- ❑ An increase in income is needed to execute the strategic initiatives.
- ❑ Management tools will be refined to enable the IOF administration to better address competing demands.