



STRATEGIC DIRECTIONS 2019-2022

and

FOCUS AREAS UNTIL GENERAL ASSEMBLY 2020

VISION

Orienteering is the most attractive adventure-based sport for all ages

MISSION

We promote the global growth of orienteering and develop competitive and recreational orienteering

MAIN GOAL

Our main goal is to increase the **attractiveness** of orienteering:

- to **participants**, and
- to **external partners**

so as to be included in the *Olympic* and *Paralympic Games*.

VALUES

Sustainable

Orienteering provides mental and physical challenge, builds life-skills and self-confidence and promotes a healthy lifestyle. We are respectful of the natural environment and promote environmental good practice. Orienteering events require limited infrastructure and a low threshold for participation. We are progressive in our response to changes in society.

Inclusive

We equally include people from all ethnic, religious and social backgrounds. Success by women and men is equally recognised. Orienteering is a sport for people across all generations and with varying physical abilities.

Ethical

We are characterized by good governance, democracy and transparency. We are committed to fair play - characterised by the spirit of friendship. Everyone shall conduct themselves with the highest ethical standards of fairness, honesty and respect for the rules and for one another. We are committed to being a doping free sport and support the enforcement of the World Anti-Doping Code.

IMPLEMENTATION

Member Federations, the IOF Council, the IOF Commissions and the IOF Office work together to achieve the main goal. Council has the responsibility to implement the Strategic Directions and reports to the General Assembly.

FOCUS AREAS UNTIL GENERAL ASSEMBLY 2020

Table of Contents

MAIN GOAL: INCREASE ATTRACTIVENESS TO PARTICIPANTS (MEMBER FEDERATIONS, CURRENT AND NEW PARTICIPANTS)	3
MAIN GOAL: INCREASE ATTRACTIVENESS TO EXTERNAL PARTNERS.....	6
AMBITION: TO BE INCLUDED IN THE OLYMPIC AND PARALYMPIC GAMES	8
AMBITION: GOVERNANCE.....	9

Abbreviations:

ARISF – Association of IOC Recognised International Sports Federations

CISM – International Military Sports Confederation

FISU – International University Sports Federation

GAISF – Global Association of International Sports Federations

GDPR – General Data Protection Regulation (EU regulation)

IMGGA – International Masters Games Association

IOC – International Olympic Committee

ISF – International School Sports Federation

IWGA – International World Games Association

TWG – The World Games

WOC – World Orienteering Championships

WMOC – World Masters Orienteering Championships

WADA – World Anti-Doping Agency

MAIN GOAL: INCREASE ATTRACTIVENESS TO PARTICIPANTS (MEMBER FEDERATIONS, CURRENT AND NEW PARTICIPANTS)

Challenges

Some Member Federations need more support to become sustainable. We need to increase awareness and access to our sport. Orienteering needs to develop ways to be more attractive to young people. We have an unrealized potential when it comes to recreational activity. Our event program needs to become more stable, in number of bids, event quality and financial performance.

REGIONAL DEVELOPMENT

Goal 2020:

- ✓ The number of IOF Member Federations has increased to 80.
- ✓ Regional and sub-regional structures are functioning on all continents.
- ✓ 55 countries participate at WOC.
- ✓ 80% of Member Federations experience growth in activity.

Route Choice:

- ✓ Establish regional coordinators in each region/sub-region
- ✓ Increase cooperation between Member Federations and individuals interested in Regional Development
- ✓ Establish active sub-regional groups
- ✓ Organise development clinics in all disciplines.
- ✓ Cooperate with CISM in regional development initiatives

YOUTH DEVELOPMENT

Goal 2020:

- ✓ 80% of Member Federations report growth in youth participation.
- ✓ At least one person under 30 years of age in each discipline commission.
- ✓ Have an IOF representative appointed to the International School Sports Federation (ISF) Technical Commission for Orienteering.

Route Choice:

- ✓ Involve young people in commission work in Member Federations and in the IOF
- ✓ Establish Youth Championships in all regions where development allows
- ✓ Encourage Member Federations to work towards having orienteering included in school curriculums
- ✓ Define and publish guidelines for school maps
- ✓ Grow and maintain a network of people working with School Orienteering
- ✓ Cooperate with the ISF in technical and youth development matters.
- ✓ Create basic instructional and promotional material for youths.

WORLD ORIENTEERING DAY (WOD)

Goal 2020:

- ✓ Maintain WOD as the largest global orienteering event, measured by number of participants.
- ✓ Records 500 000 participants in 90 countries and territories.

Route Choice:

- ✓ The IOF finances and provides dedicated project management.
- ✓ Member Federations actively promote and organise WOD activities
- ✓ Cooperate with ISF to promote WOD to schools

RECREATIONAL ORIENTEERING

Goal 2020:

- ✓ The number of recreational orienteers worldwide has risen to more than 2 000 000

Route Choice:

- ✓ Member Federations include, implement and measure recreational orienteering as part of their Federations' strategy.
- ✓ Identify and share successful recreational orienteering concepts among Member Federations

EVENTS

Goal 2020:

- ✓ Complete the implementation of the 2016 Competition Review decisions
- ✓ More than one event application for each WOC and WMOC
- ✓ At least one event application for all other events
- ✓ Event Quality Index established and first measurements made
- ✓ Raise the measured quality of IOF events

Route Choice:

- ✓ Describe and clarify requirements and opportunities in IOF Events for potential organisers
- ✓ Implement differentiated requirements levels for IOF Events to improve sustainability
- ✓ Create Event Quality index to measure and continuously improve the overall quality of IOF events
- ✓ Create an education plan, including on-line learning, to support long-term event quality development
- ✓ Educate and support technical officials (mappers, event advisers and jury members)
- ✓ Strengthen the organisation and marketing of regional championships and World Ranking Events

INNOVATION AND INFRASTRUCTURE

Goal 2020:

- ✓ A study of technology trends which affect our sport, and a strategy for introduction, is completed
- ✓ Sustainable process improvements that benefit the IOF and Member Federations have been achieved

Route choice:

- ✓ Review IOF processes and refine IT Strategy and plan
- ✓ Strengthen the IT commission
- ✓ Strengthen IT system maintenance processes
- ✓ Invest in the development of IT tools and services to support process improvements
- ✓ Harmonise and simplify IOF rules

MAIN GOAL: INCREASE ATTRACTIVENESS TO EXTERNAL PARTNERS

Challenges

We need to further improve the presentation and knowledge of our sport for the general public and the media. Our athletes deserve greater recognition. The value we can add to sponsors is not well known. IOF and Member Federations have few sponsors and income is primarily based on internal sources. We can improve our ability to capitalise on our sport's values.

PRESENTATION

Goal 2020:

- ✓ Increase attractiveness to the media and the general audience with a simplified presentation of orienteering

Route choice:

- ✓ Cooperate with external experts to find the best method of presentation
- ✓ Adapt our events with flexibility and innovation

TV

Goal 2020:

- ✓ Increase the net value of TV rights sales with 25% from WOC and the Orienteering World Cup
- ✓ Orienteering is broadcast live in at least 10 TV markets

Route choice:

- ✓ The IOF takes responsibility for TV product quality and sales of rights
- ✓ The IOF further develops TV productions in cooperation with producers

LIVE ORIENTEERING/WEB STREAMING

Goal 2020:

- ✓ Develop LIVE Orienteering to be the primary channel for following orienteering among our dedicated fan base
- ✓ The number of registered LIVE Orienteering users is more than 20 000
- ✓ Increase the income from LIVE Orienteering by 20 %.

Route choice:

- ✓ Develop and implement cost effective streaming offerings for IOF events
- ✓ Promote to Member Federation event organisers to include their events on LIVE Orienteering
- ✓ Add non-event content to LIVE Orienteering
- ✓ Implement the commercial plan for LIVE Orienteering

SOCIAL MEDIA

Goal 2020:

- ✓ Establish and implement a revised social media strategy

Route Choice:

- ✓ Use external experts to understand social media trends and how to increase impact
- ✓ Establish accurate measurements of social media activity within orienteering
- ✓ Encourage member federations to have a social media strategy and to be active in social media

PROFILE BUILDING

Goal 2020:

- ✓ IOF have established a program for profile building of athletes in cooperation with Member Federations
- ✓ Communications programs to promote the social and lifelong aspects of orienteering have been developed

Route choice:

- ✓ Develop framework and tools for building athlete profiles
- ✓ Use world ranking system to promote athlete achievement and status
- ✓ Build the orienteering brand based upon our values

SPONSORS

Goal 2020:

- ✓ Growth in external sponsorships to 180 000 EUR
- ✓ Increase grant funding to IOF by 50%

Route choice:

- ✓ Invest in resources for the growth of external funding
- ✓ Closer cooperation between Member Federation and IOF for event sponsoring
- ✓ Promote WOD and recreational orienteering to Corporate Social Responsibility (CSR) sponsors and grant providers
- ✓ Encourage Member Federations to seek institutional and governmental financing

AMBITION: TO BE INCLUDED IN THE OLYMPIC AND PARALYMPIC GAMES

Challenges

Orienteering needs to become more visible and more actively involved in the global sports community. We need to continue selectively working with multisport events to support our ambition to become an Olympic Sport.

COOPERATION WITHIN SPORTS (IOC, ARISF, GAISF)

Goal 2020:

- ✓ Inclusion as an optional sport for the Olympic Games in Paris 2024,
- ✓ Inclusion as an optional sport to Youth Olympic Games 2022 (FootO) and 2024 (SkiO)
- ✓ Be elected or appointed to a position in one of our stakeholder organisations

Route choice:

- ✓ Plan and implement for Olympic inclusion (Paris 2024 and Winter Games 2026)
- ✓ Actively participate in the program of SportAccord and other international sports conferences
- ✓ International networking and lobbying
- ✓ Seek board position and membership in working groups in stakeholder organisations

EVENT COOPERATION (FISU, ISF, CISM, IWGA, IMGA)

Goal 2020:

- ✓ Have contributed to and been part of the success of our partners' events
- ✓ Gained participation in FISU Universiades 2021 (winter and summer)
- ✓ Secured The World Games (TWG) as the most important external event for presenting our sport
- ✓ Have gained appointed positions in IWGA and FISU organizations
- ✓ Have been included in the program of the ISF Gymnasiade
- ✓ Have been included in the program of the World Urban Games

Route choice:

- ✓ Seek participation in FISU Universiades 2021 (winter and summer)
- ✓ Establish plan for TWG 2021 including visibility and contractual improvements
- ✓ Assist ISF in improving World School Championships in Orienteering
- ✓ Cooperate with our partners regarding event calendar planning
- ✓ Develop our partnership and offer technical support for our partners' events.
- ✓ Promote partner events amongst our members
- ✓ Promote orienteering globally via our partners' events
- ✓ Support inclusion to Continental Regional Games held under IOC umbrella

AMBITION: GOVERNANCE

Challenges

We need to continue the transformation of the IOF in recent years with increasing Member Federation involvement and transparency. The IOF organisation needs to progressively evolve in line with societal changes, increased inclusivity and legal requirements. Our limited resources for Anti-Doping work need to be used effectively to support our values of fair-play and to keep our sport doping free.

GOOD GOVERNANCE

Goal 2020:

- ✓ At least 70% of the Member Federations are represented at the General Assembly 2020
- ✓ The gender balance and age composition in the IOF organisation has improved
- ✓ The IOF structure has evolved in alignment with the Strategic Directions
- ✓ The IOF working processes have evolved with increased transparency and Member Federation influence in decision making
- ✓ Our values regarding fair-play and being a doping free sport have been strengthened
- ✓ A new Sustainability Policy has been introduced and implemented
- ✓ A Policy for Prevention of Harassment and Abuse in Orienteering has been introduced and implemented

Route Choice:

- ✓ Survey Member Federations regarding IOF working processes
- ✓ Review and modify the IOF organisation in accordance with the Strategic Directions
- ✓ Measure gender balance and age composition and act to align with participation in our sport
- ✓ Actively seek new candidates in accordance with our inclusivity values
- ✓ Implement the results of the 2018 WADA Compliance Review
- ✓ Implement IOF Anti-Doping Information and Education Plan
- ✓ Implement GDPR compliance
- ✓ Strengthen the Environment and Sustainability Commission