



CONGRESS

27-28 JULY 2023 • BERLIN • GERMANY

WORLD ARCHERY STRATEGY
for 2023-2032 and beyond

Vision

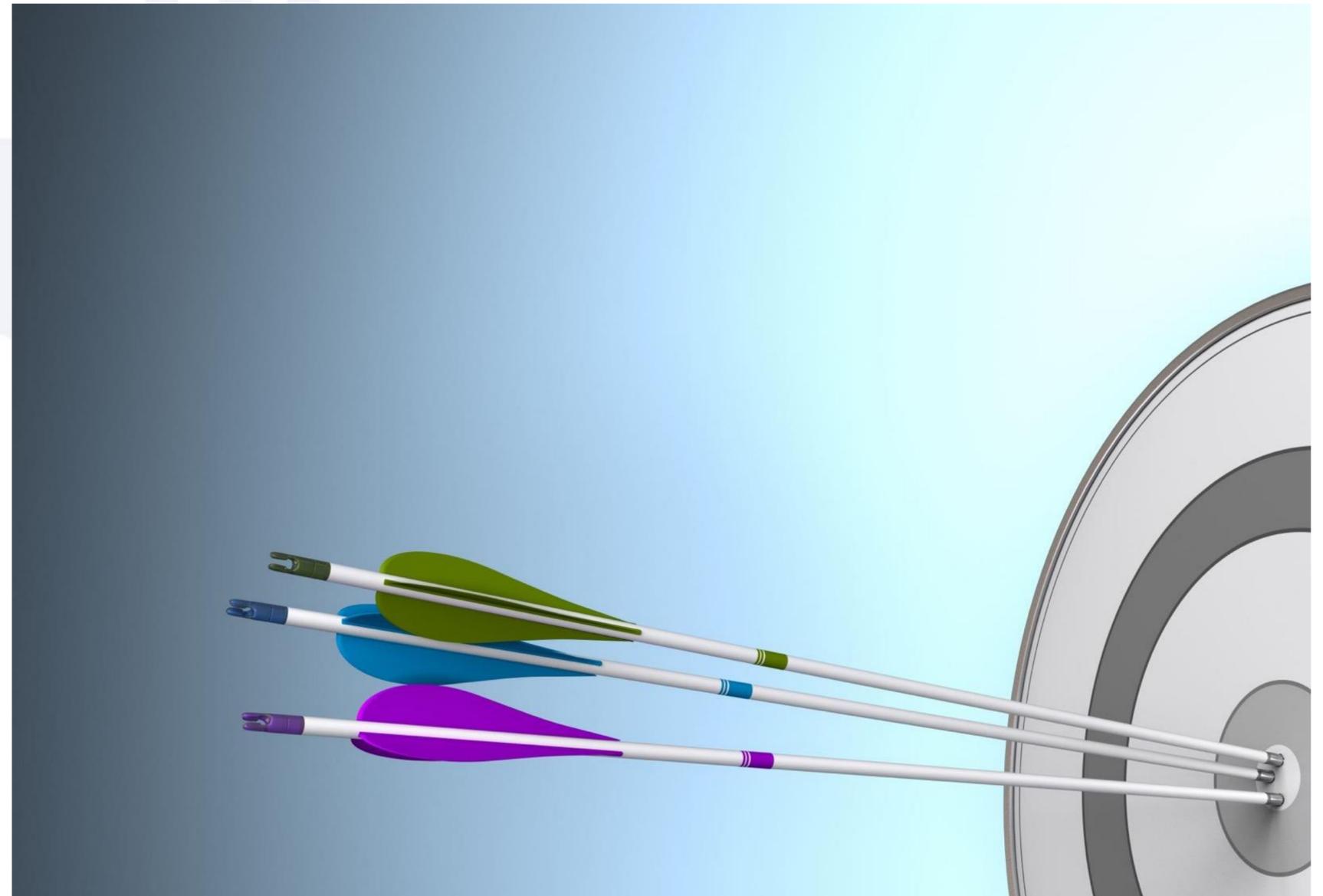
“A world in which everyone has the opportunity to practice, engage with or enjoy the important Olympic sport of archery.”



Mission

World Archery' mission is:

- To empower its member associations to make archery a leading sport in nations around the world
- To build and regulate an event ecosystem
- To grow awareness and engagement with the sport



Values



- PRECISION
- INTENSITY
- INNOVATION
- HERITAGE
- FAIRPLAY
- SPORT FOR ALL

Strategic Plan - GOALS - organisational

2021	Berlin Congress	2024	2028	Vision
<p>World Archery Office is our only financial reserve (1.2 million currently) and we are in average 62% dependent on Olympic revenues for income in the period 2016-2019</p>	<p>Currently 5.7M on the bank and no mortgage on office nor any loans except for Centre. The change of annualising Olympic Revenues has made World Archery more conscious of expenses.</p>	<p>2 million CHF in reserves</p>	<p>4.5 million CHF in reserves</p>	<p>Max 50% dependency on IOC revenue</p>
<p>Evaluation</p>	<p>On track</p>			



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**WORLD ARCHERY STRATEGY 2023-2032 AND BEYOND
EVENTS
THOMAS AUBERT**

Strategic Plan - GOALS - events



2021	Berlin Congress	2024	2028	Vision
Established international events and event circuits	Costs for have been better managed. Reduction of shipping volume, rental on site. Raise of staging fee for World Cups and development of new sources of revenue	Cost efficiency for events and event circuits	Break even for international events and event circuits	Profitable international events and event circuits
Limited number of countries hosting events	In 2022 we had 21 In 2023 we have 23 13% internationally	5% of countries bidding for hosting events	10% of countries bidding for hosting events	25% of countries bidding for hosting events
Unclear event pathway	Structuration in progress, around updated World Ranking calculation	Clear event pathway	Clear event pathway	Clear event pathway
Inconsistent calendar	Block system nearly respected by all – World Cup dates fixed until 2027	Consistent calendar Assess and optimize block system	Consistent calendar 4-year ahead international calendar planning	Consistent calendar 4-year ahead complete calendar planning
Low spectator attendance	Low spectator attendance but linked to capacity of venues	Low spectator attendance	Moderate spectator attendance	Events meeting the spectator targets
Majority of spectators is from engaged public group	No change	Majority of spectators is from engaged public group	25% spectator attendance from aware and unaware public	50% spectator attendance from aware and unaware public
Lack of hospitality programmes	Start of VIP guests at events	Profitable hospitality programme in Paris 2024	Start with World Archery hospitality programmes	Per event, hospitality contacts 1% of spectator attendance
Athletes first attitude		Balanced attitude	Balanced attitude	Balanced attitude

Event pathway

Goals:

- World Cup stages to follow a single standard model.
- Raise the delivery quality of World Ranking events

Tools:

- Event Supervisor training structure
- Improvement of WRE requirements

Already achieved:

- World Ranking update

Olympic Games
World Archery
Championships

Archery World Cup stages
Archery World Cup final

World Games | World Summer University Games
Continental Games | Continental Championships
IWS 1000
World Archery Field Championships

Multi sport events | Other World Ranking events
IWS 500
Continental Field Championships

IWS 250

Spectator strategy



Changing people mindset, and how they engage with archery

- Ticketing at all events
- Investment and additional budget for Sport Presentation
- LOC to take more responsibility in public entertainment and engagement

Hospitality programmes

- Inconsistent quality level of hospitality areas
- Develop service to sponsors and guests
- Use events as a social platform around the sport, between sponsors and prospects



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**WORLD ARCHERY STRATEGY 2023-2032 AND BEYOND
AWARENESS AND ENGAGEMENT
CHRIS WELLS**

GOALS - awareness and engagement

2021	Congress Berlin	2024	2028	Vision
Active content output		Structured content output	Professionalised content output	Professionalised content output
Constantly increasing reach and engagement				Ubiquitous subject
Non-profitable relationships with key broadcasters	Start having some key revenues from broadcasters both in rights but especially in production cost sharing	Profitable relationships with a key broadcaster	Profitable relationships with 3 broadcasters	Profitable relationships with 10 broadcasters
Lack of direct contact with broadcasters in 75% of territories	TRT, SpoTV, Claro, Czech TV, CCTV	Direct contact with broadcasters in 25% of territories	Direct contact with broadcasters in 50% of territories	Direct contact with broadcasters in 75% of territories
Few athletes with superstar profile	At Paralympics level we have Matt Stutzman	1 athlete with superstar profile	2 athletes with superstar profile	10 athletes with superstar profile
Olympic-centred awareness		Develop events to maximise awareness	World Championships significantly raised awareness	Elite events centred awareness
Unclear activation pathway		Unclear activation pathway	Clear activation pathway	Clear activation pathway
	Starting accreditation process for centres and venues		Registry of venues	

Active content output



Broadcast strategy



World ranking events
(low demand, local value)

Relationships with broadcasters, providers and other professionals.



Archery World Cup
(medium demand, builds commitment)

Buy-in, broadcast hours and relationships grow through consistent content.



Championships
(high demand, educator)

Taking advantage of inherent interest to change perception of archery.

Activation pathway

World Archery is now:

- Content provider
- Content platform
- Community identity

The primary entity promoting the sport and providing a place for fans to consume.



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**SIGNPOST
TO PARTICIPATION**



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**WORLD ARCHERY STRATEGY 2023-2032 AND BEYOND
MEMBER ASSOCIATIONS
SIRET LUIK**

Strategic Plan - GOALS - MAs



2021	Berlin Congress	2024	2028	Vision
166 MAs	171 – 8 = 163	150 Mas	165 MAs	206 MAs
4 MAs with more than 25,000 members	GER, TUR, FRA, GBR, TUR, USA	8 MAs with more than 25,000 members	15 MAs with more than 25,000 members	30 MAs with more than 25,000 members
	GER, FRA	4 MAs with more than 50,000 members	8 MAs with more than 50,000 members	20 MAs with more than 50,000 members
	None. However, we know that in China and USA there are more than 100,000 archers.	1 MA with more than 100,000 members	2 MAs with more than 100,000 members	10 MAs with more than 100,000 members
87 MAs under 250 members	Currently 57% of members with less than 250 which is 99 members	Maximum 40% of MAs under 250 members	Maximum 35% of MAs under 250 members	Maximum 25% of MAs under 250 members
460,000 registered archers in MAs	479,187	600,000 registered archers in MAs	1,000,000 registered archers in MAs	10,000,000 registered archers in MAs
Many active archers not members of MAs	Still the case	Most active archers are members of MAs	Almost all active archers are members of MAs	All active archers are members of MAs

Strategic Plan - GOALS - MAs



2021	Berlin Congress	2024	2028	Vision
Estimated 70% MAs are fully volunteer	55% MAs are fully volunteer	60% MAs are fully volunteer	50% MAs are fully volunteer	Maximum of 25% MAs fully volunteer
1500 events from 75 MAs (45%) with registered events in WA calendar (2019)	In 2022 37% with 1354 events In 2023 so far 34% with 1220 competitions	65% MAs with registered events in WA calendar	90% MAs with registered events in WA calendar	All MAs with registered events in WA calendar
51 countries participated in Para World Archery Championships from 5 continents. 30% of Member Associations	55 countries in Pilsen. Other ALG, ARG, BHU, CAM, CUB, ECU, KSA, MYA, NOR, PHI, PUR, SWE, UAE, RUS, VEN so 70 which is 40%	40% of Member associations participate in Para Archery events	50% of Member associations participate in Para-Archery events	Every Member Association has a para-archery team

Bigger, stronger federations





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**WORLD ARCHERY STRATEGY 2023-2032 AND BEYOND
SUMMARY**

Follow up actions

- Work on capacity building of Member Associations
- Enhance member services
- Analyse why competition registrations are down in numbers and countries in comparison with pre-covid

Some follow up actions

- Need to establish working group of event organisers to:
 - Build a more sustainable economic model
 - Work on the cash flow issues and find a new solution
 - Look at capacity of venues
 - Develop a real hospitality model
- Work on event organisers seminar / training of LOC and TD
- Evaluate world ranking criteria