

# THE DAILY

ISSUE 5 - Friday, 10 May, 2019

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GOLD COAST 2019

YOUR GUIDE TO WHAT'S HAPPENING TODAY AT SPORTACCORD IN GOLD COAST



IWGA officials and representatives from Chengdu following the announcement that the Chinese city will host The World Games in 2025

## CHENGDU LANDS WORLD GAMES

The International World Games Association (IWGA) confirmed at SportAccord yesterday that the 2025 edition of its flagship event, The World Games, will take place in the Chinese city of Chengdu.

Mayor of Chengdu Luo Qiang signed the hosting contract for the 12th edition of the Games during the IWGA's Annual General Meeting, where Members unanimously ratified the recommendation of the IWGA Executive Committee to take the multi-sport event to Chengdu after a comprehensive bid evaluation by IWGA CEO Joachim Gossow and Vice President Max Bishop.

The agreement was also signed



by the Vice President of IOC and the Chinese Olympic Committee, Yu Zaiping, and IWGA President José Perurena (pictured).

"By signing a contract with one of the most forward-looking and dynamic cities in China, we have signalled our arrival as a major power in international sport," Perurena told **The Daily**. "Following our 2021 event

in another great country, the USA, we are excited now to start work with our Chinese partners on plans for 2025 and we are already receiving enquiries from cities interested in hosting in 2029."

Luo Qiang added that hosting the Games tallies with "Chengdu's development philosophy".

He added: "We are confident that, under the guidance of the IWGA and the support from the Chinese Olympic Committee and governments of all levels, Chengdu can offer the world a successful and excellent World Games, a precious legacy to Chengdu and The World Games."

### CHIULLI LOOKS TO THE FUTURE

New SportAccord President Raffaele Chiulli joined City of Gold Coast Mayor Tom Tate and SportAccord Managing Director Nis Hatt yesterday in celebrating this year's event and looking forward to future opportunities.

Chiulli, who was elected unanimously on Wednesday evening and is running unopposed for the GAISF Presidency today (see p12), said yesterday: "I feel privileged to have the opportunity as a proud, unpaid volunteer, to serve the world of sport. Sport is in the DNA of the people in Gold Coast and Queensland and I am sure that SportAccord is just the beginning of a long-lasting relationship."

Tate said: "It has been an absolute honour to be part of SportAccord this year. With sport you build friendship, with friendship you build trust and with trust you build investment and opportunities.

"At SportAccord 2020 in Beijing there will be a good contingent from Gold Coast to follow up."

Asked about the preparations for Beijing, Hatt said: "We have been to Beijing three times and preparations are going very well. We are in very safe and capable hands."

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### The Daily

The Daily is produced by Squires Media – Editorial Communications and Publishing for the International Sporting Community



[www.squiresmedia.com](http://www.squiresmedia.com)

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 PHOTOS: Getty Images

# BE BOLD IN FINDING FEMALE EXECUTIVES

With equality and diversity high on the agenda at SportAccord 2019, the role of women in sport media came under the spotlight during the MediaAccord Conference yesterday.

In a thought-provoking Case Study, Jennah Wootten, General Manager of Partnerships and Communications at Sport NZ, said her organisation's vision is to enable all women and girls to realise their potential through sport. When the same topic was developed in a Panel Session, Wootten (pictured) said there is no shortage of talented women who would make great executives, but suggested people are "too lazy" to find them.

Joanna Lester, a journalist and communications specialist, said that after she made a documentary about the Papua New Guinea women's rugby league team, the number of women playing the sport doubled.

International Netball Federation (INF) CEO Clare Briegal added that it was important to get the media to invest in long-term coverage rather than just mega-events, while Belinda Clark, Interim Executive General Manager of Team Performance at Cricket Australia, said that mass audiences for women's sport is "absolutely critical".

In a Panel Session on Major Event Bidding and Media, Commonwealth Games Federation CEO David Grevemberg explained that sport has to be smarter in showing how a return on investment can be achieved.

Mike Laffin, CEO of Global Sports Strategies, said IFs can be very focused on the sports programme, but there is often a lack of information about what is in there for the host city.

Expanding on the point, Alain Mercier, Founder



and Editor in Chief of Francs Jeux, added that if sport has a product that is difficult to sell, it should consider why that is the case.

Philip Pope, General Manager of Communications at the Queensland Rugby Union, said it is important to build a genuine relationship with the media, while The Australian's Chief Olympic Correspondent, Wayne Smith, said that the International Olympic Committee should educate journalists before awarding the next Summer Games.

Presenting an Australian perspective on the transformation of sports media consumption, Neil Robinson, Managing Director of Digital at News Corp Australia, said that no matter what the algorithm, the ability for humans to accomplish the extraordinary will always be there.

MediaAccord closed with a focus on brand architecture and social media monetisation for Federations and athletes. Ben Parsons, Founder of Ministry of Sport & Iconoclastic Entertainment, told delegates that athletes have the opportunity to reshape their commercial modelling through social media, and this also presents opportunities for IFs.

■ An emerging company that is already working with major sports will move on to its next stage of development with the help of a prize from the Australian Sports Technologies Network awarded at SportAccord yesterday.

Athlete testing systems provider Vald Performance was selected as the winner out of nine businesses that participated in the Sports Tech Pitch at Speakers Corner in the Exhibition Hall this week. The shortlist was whittled down from more than 40 companies that submitted entries. Vald will receive a 90-day placement at an Austrade Landing Pad of

their choice, with the chance to visit Berlin, Shanghai, Singapore, Tel Aviv or San Francisco to develop their business ideas for global markets.

■ City of Gold Coast Mayor Tom Tate was present at the signing of a Deed of Commitment yesterday between Surf Life Saving Queensland and the International Life Saving Federation. The document was signed at a ceremony held on Tourism and Events Queensland's stand in the Exhibition Hall.

■ World Archery and International Ski Federation (FIS) have signed agreements

with the Court of Arbitration for Sport (CAS), delegating adjudicatory powers for the determination of anti-doping rule violations and the resulting sanctions to the new CAS Anti-Doping Division.

The agreements delegate the Federations' first-instance authority to adjudicate alleged anti-doping rule violations and any sanctions with the aim of guaranteeing even greater transparency in alleged doping cases.

FIS is the first winter IF to delegate this authority to the CAS Anti-Doping Division following the latter's establishment in January.

# SCOTLAND HAILS IMPACT OF EUROS

EventScotland Director of Events Paul Bush has outlined how the 2018 European Championships in Glasgow "surpassed expectations", cementing Scotland's reputation as a renowned host of world-class events.

The multi-sport event proved hugely popular, with 567 million hours of action viewed across 10 key national markets. In Glasgow itself, more than 500,000 people attended a sports session, the accompanying Festival or a 'live' site during the event. Some events were also staged in the German capital, Berlin, an exhibitor here at SportAccord.

"The European Championships were an exciting celebration of sport delivered across two countries and showed what can be achieved when you are brave, ambitious and innovative," Bush told *The Daily*.

"Bringing together a number of European Championships



Delegates gather at the EventScotland stand at SportAccord 2019

provided a great experience for athletes, spectators and the media, and co-hosting the event with Berlin worked extremely well. It reinforced the opportunities this delivery model presents in attracting major international events through partnership working."

EventScotland, which is a Silver Partner of SportAccord, is also increasingly exploring events that are co-produced and co-created by a host city and rights-holder.

"We want the benefit and outcomes of hosting events to go

beyond those normally expected of major events," Bush said.

"Our ambition is to use the hosting of major events to contribute to government policy and bring about long-term transformational change within society. For example, as the first-ever hosts of the 2023 UCI Cycling World Championships, this event will provide a visible focus to support the acceleration of a range of local and national policy initiatives across the areas of health, transport, sport and tourism."

■ World Archery Secretary General Tom Dielen believes the governing body's new Indoor Archery World Series, which launched in the autumn, will prove to be a popular and valuable long-term addition to the calendar.

The new series, which enables archers to register themselves as opposed to competing as part of a national team, featured a series of events around the world between November and February.

"The Indoor Archery World Series is a refreshed open-entry circuit drawing on sport tourism to build strong, independent tournaments in

destination cities," Dielen told *The Daily*. "This first year visited Luxembourg, Macau, Rome, Nimes and Las Vegas and saw just under 4,000 athletes listed in the open ranking."

"We see this athlete-focused product for the winter season as a perfect complement to the summer's Hyundai Archery World Cup, which is for national teams. Archery is still growing. We need to leverage that, while growing the support structures within the sport – Federations, events, judging, coaches and facilities – to meet demands at a sustainable level."

## WCF PRESIDENT BUOYED BY NEW WC SERIES

The President of the World Curling Federation (WCF) is heading for the end of her final four-year term in office full of optimism for the future of the sport, but also aware of the challenges which come with expansion.

Kate Caithness told *The Daily* that the anticipated boost following the PyeongChang 2018 Olympic Winter Games is driving interest in the new Curling World

Cup Series and supporting the wider development of the sport.

A new, 13-team World Curling Championship structure, involving a six-team play-off, has been received well by athletes, broadcasters and sponsors. Meanwhile, the WCF has been given a mandate from Member Associations to develop a World Mixed Doubles Curling Championship following the

discipline's successful debut in PyeongChang.

"It's a very exciting time for the sport, but there's still work to be done, none more so than ensuring the construction of dedicated curling facilities worldwide," Caithness said. "I very much look forward to the challenges ahead and take this opportunity of inviting cities and towns to bid for elite curling events."

■ International Paralympic Committee (IPC) President Andrew Parsons has hailed the impact of the organisation's new long-term partnership with the International Olympic Committee (IOC).

The agreement was signed to coincide with last year's PyeongChang Winter Olympic and Paralympic Games and establishes their relationship until at least 2032.

"The new agreement is hugely important to the IPC and Paralympic Movement as it secures the long-term hosting of the Paralympic Games, has resulted in us working much closer together in various areas such as Games organisation, brand visibility and commercial operations, and, importantly, provides financial stability to the IPC," Parsons told *The Daily*. "We are already seeing the benefits of our growing partnership."

■ Tug of War International Federation (TWIF) President Anton Rabe is hoping to build on the governing body's first World Championships in Asia by establishing a greater presence for the sport on the continent.

The 2018 TWIF Indoor World Championships took place in Xuzhou, China, six months before the Outdoor World Championships in Cape Town, South Africa.

"Both were excellent events with a high level of participation, which augers well for further global development," said Rabe.

■ The International Federation of Sports Chiropractic (FICS) has experienced "phenomenal change" over the past 12 months, Dr Simon Lawson, the organisation's International Sporting Federations Commission Chair, told *The Daily*.

"It has completely outstripped our organisational structure," Lawson said. "Over the past 12 months, we have embarked on a journey to completely restructure our organisation. We still have a lot of work to do, but we now have a solid functional platform."

■ The World Federation of the Sporting Goods Industry (WFSGI) celebrated a number of milestones in 2018 after being welcomed as a GAISF Associate Member at SportAccord last year.

The WFSGI Labelling Requirements Database was launched, while the Federation's Physical Activity Committee also carried out an industry-wide survey to increase understanding of physical activity programmes being delivered by the WFSGI Membership.

"In 2019, we will continue to strengthen the WFSGI's constructive relations with the IOC on finalising the scope of Rule 40 that will be applicable during Tokyo 2020," WFSGI President and CEO Robbert De Kock told **The Daily**.

## EXCEEDING TARGETS

Asia's first Rugby World Cup is already breaking records and laying a platform for a lasting legacy, according to Brett Gosper, CEO of World Rugby.

Host Japan will play the opener against Russia on 20 September, with fans clamouring for tickets and targets for attracting new players already exceeded.

Gosper (pictured) told **The Daily**: "We have already achieved our Asia One Million legacy target of introducing one million new players to the sport and are now well down the track of ensuring retention.

"Ticket demand has surpassed all expectations. There have been well over 5.5 million applications, and we know that more than 400,000 international fans will visit Japan during the tournament – a record for a Rugby World Cup."

World Rugby is confident that the tournament will be the most viewed sporting event of 2019 and will



also generate interest in the sevens version of the sport, ahead of the discipline's return to Japan next year for the Tokyo 2020 Olympic Games.

Gosper said: "Since the outstanding success of Rio 2016 we have seen sevens grow on and off the pitch, with the men's and women's World Series becoming even more competitive and the sport attracting new global audiences."

Development of women's rugby has also progressed off the field,

with the number of women on World Rugby's 49-strong Council increasing to more than a third, alongside continued efforts to identify and support coaching, match officiating and administrative opportunities for women.

Work is also progressing on revamping the international fifteens calendar to create a pathway for emerging nations, and top of the priorities is player welfare, with the introduction of comprehensive education, prevention and management programmes.

Gosper said: "Sports must continue to challenge themselves and evolve if they are to grow.

"We awarded the Rugby World Cup hosting rights to Japan because we were excited about the opportunity for rugby to expand in the world's most populous and youthful continent.

"We are now well down the road to converting that opportunity"

■ Dr Narinder Dhruv Batra, President of the FIH, hockey's global governing body, has underlined the ongoing work towards establishing a "balanced" four-year rolling international calendar.

The FIH has enjoyed another busy year, with the 2018 Men's and Women's World Cup held in Bhubaneswar (India) and London (UK) respectively, while Men's and Women's Indoor Hockey World Cup events were also staged in Berlin (Germany). The Federation also launched the FIH Series Open, enabling any national team in the world to join the qualification process for the Tokyo 2020 Olympic Games.

"Developing hockey worldwide is our number one mission," Batra told **The Daily**. "Therefore, we have now started the implementation phase of our new development strategy 'Hockey 2024'. This work is obviously permanent and ongoing.

"We're working on establishing a rolling four-year international competition calendar that balances opportunity for all nations to participate, athlete welfare and the commercial realities of international travel."

He added: "On the events side, we are working hard to promote our new global home-and-away competition, the FIH Pro League, which was successfully launched in January and we see as a great way to grow the visibility of our sport."

## CSIT'S PARA FOCUS

The International Workers and Amateurs in Sports Confederation (CSIT) has taken significant steps to improve accessibility to the World Sports Games whilst lining up a series of stellar host cities for future editions of its flagship event.

In March, the CSIT Executive Committee awarded the 2021 and 2023 editions of the World Sports Games to Zagreb (Croatia) and Rome (Italy) after both cities provided "excellent presentations," the Confederation told **The Daily**.

However, the newly established CSIT Para-Sports Department promises to have a more imminent impact on the World Sports Games 2019 in July in Tortosa, Catalonia, Spain. The Department is working towards staging basketball, volleyball, five-a-side football and handball events during the Games, illustrating CSIT's "vision of promoting sport for all," according to the Confederation's President, Bruno Molea.

He added: "As a social and democratic organisation, we are aiming to enable the most deprived people in society to practise popular sports in a democratic



and friendly atmosphere. To face all those challenges, we need to be more united and strengthen our capacity for development with an up-to-date management model and qualified managers." The World Sports Games 2019 will feature about 4,000 athletes, coaches and officials from 36 countries, with the event comprising 15 official CSIT Championships and numerous demonstration sports.

During the Games, the first Panathlon-CSIT World Sports Games Award will be presented to an individual who has embodied the principles of the movement. The Award, to be presented biennially during the World Sports Games, is the result of a cooperation between CSIT and fellow GAISF Associate Member Panathlon International.

■ The World Baseball Softball Confederation (WBSC) has reflected on a "memorable" year for the organisation, which included a new softball attendance record for the Women's Softball Championship final between Japan and the USA in China.

The WBSC has also witnessed "explosive growth" of Baseball5, a new youth-centric urban discipline, with a global Pro Tour in the coming months, while the Confederation's flagship Premier12 competition will also return with games in Mexico, Korea and Taiwan, before the final round in Japan.

"We staged coaching workshops all over the world to really supercharge grassroots growth," the WBSC said.

■ The International Weightlifting Federation (IWF) believes the sport has "emerged stronger" from a challenging 12 months in which anti-doping best practice has been the priority. "It is satisfying to see weightlifting now

being described as setting a good example thanks to innovations like an Olympic Qualifying System that rewards countries with a track record of clean sport," the IWF told **The Daily**.

"As we emerge from a period of uncertainty, with weightlifting's place on the Paris 2024 Olympic programme now confirmed, we are fully focused on delivering the best possible Olympic experience at Tokyo 2020."

■ World Bowling has enjoyed "continued global expansion of the sport" in terms of Membership numbers and competing nations at the governing body's World Championship events.

World Bowling held its inaugural World Junior Bowling Championships in Paris in March, and an event for 13 to 18-year-olds will now be scheduled every four years.

"The development of our event portfolio includes a focus on production and presentation, as well as broadcast rights and distribution," World Bowling told **The Daily**.



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■ Badminton World Federation (BWF) Secretary General Thomas Lund is hoping Para badminton's debut at the Tokyo 2020 Paralympic Games will leave a lasting legacy in Japan.

"It is a landmark occasion for us and it is fantastic for our players and the wider badminton community to be accepted into the Paralympic Games," Lund told **The Daily**. "Japan is also a fitting backdrop for this historic moment, given their strong connection to Para sports and having hosted numerous Para badminton tournaments in the past. We have a great opportunity to raise the awareness of the sport."

■ The World Olympians Association (WOA) is working with International Federations to strengthen and grow its global network, buoyed by a successful World Olympians Forum.

The Association's CEO, Mike Miller, told **The Daily** that the recent Forum in Lausanne brought together 150 Olympians from 107 National Olympians Associations (NOAs).

Miller said: "We were able to announce a number of programmes, including an online guide to accelerate the development of NOAs and ensure they are equipped with the right tools, information and resources to support the needs of Olympians at a national level."

■ Special Olympics Senior Director of Unified Sports and Sport Partnerships Jon-Paul St. Germain has outlined how the organisation is transforming from "a charity for people with intellectual disabilities to a movement led by people with intellectual disabilities".

"With sports at the core of our movement, we are amplifying our impact in health, leadership, youth, and school engagement," St. Germain told **The Daily**. "The continued development of productive partnerships with International, Continental and National Sports Federations, as well as National Olympic Committees, remains a priority."

# IBU WORKING TO REBUILD TRUST

Olle Dahlin has spoken of his determination to build on the International Biathlon Union's recently introduced governance reforms following his election as President in September 2018.

Dahlin told **The Daily** that he is "very proud" of the progress that has been made in the months since he took the helm, although he cautioned that there is plenty more work to do.

"I have been working hard with the IBU Executive Board and our National Federations to rebuild trust in our sport and ensure that we safeguard our sport and our athletes from the problems that occurred in the past," Dahlin said.

"We have introduced a number of institutional reforms; we have adopted an amended Code of Ethics, which included introducing a whistle-blower policy and establishing an independent Ethics Commission; and we have commissioned a review of the IBU Constitution to bring it in line



Olle Dahlin speaks at the 2019 IBU Biathlon World Championships Opening Ceremony in Östersund, Sweden

with international best practice. "We have increased the strength of the athlete voice by making our Athletes Committee Chair a voting member of the Executive Board to ensure athletes' interests are represented in the decision-making processes of the IBU. We have also appointed an External Review Commission to conduct a full investigation into all anti-doping, compliance, ethical and disciplinary matters."

The IBU has also struck a

partnership with the International Testing Agency, which will support the delivery of the governing body's anti-doping programme, and has introduced anti-doping education as a requirement for entering junior events.

"We are confident we will emerge stronger than ever this year and we are committed to making a positive contribution to the wider Olympic Movement," Dahlin said.

■ The World Flying Disc Federation (WFDF) is hoping to achieve the ambitious target of surpassing 100 Member countries by the end of 2020, according to President Robert Rauch.

The Federation has increased its Membership by welcoming several new countries while also strengthening its Continental Associations.

Now countries in Africa and the Balkans are among the markets being earmarked for growth through the strategic use of the WFDF's development programme budget. "We have been growing at all levels of competition around

the world and it is a challenge to fully meet the demands of our athletes with their diverse needs," Rauch told **The Daily**.

"With our youth appeal and gender equality, we continue to do our best to showcase our sport in our own championships, the World Games, and other multi-sports events. Flying disc sports are currently played in several dozen countries where we do not yet have established members, and so we are working to help institutionalise new National Associations and expand our global presence."

## MED GAMES BUILDS ON INAUGURAL EVENT

Iakovos Filippousis, Secretary General of the International Committee of the Mediterranean Games (CIJM), is confident that the second edition of the organisation's Beach Games in Greece later this year will live up to the inaugural event.

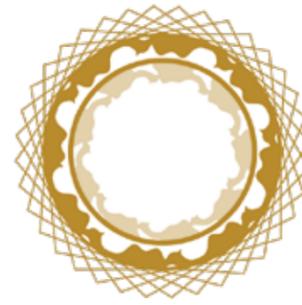
The 2019 Mediterranean Beach Games will be held in Patras from 25-31 August, with 11 sports set to be contested

across 10 facilities. The inaugural Games were held in 2015 to great acclaim in Pescara, Italy.

"The Mediterranean Beach Games is a new project which we focus on as it is the embodiment of a beautiful idea and includes competitions that are very popular," Filippousis told **The Daily**. "The first edition was held with great success which encourages us for the

future and we believe that the event in Patras will be just as successful."

Filippousis added that preparations are progressing smoothly for the next edition of the CIJM's flagship Mediterranean Games in 2021 in Oran, Algeria. "Our next edition will be a milestone not only for Mediterranean countries but also for the whole world," Filippousis said.



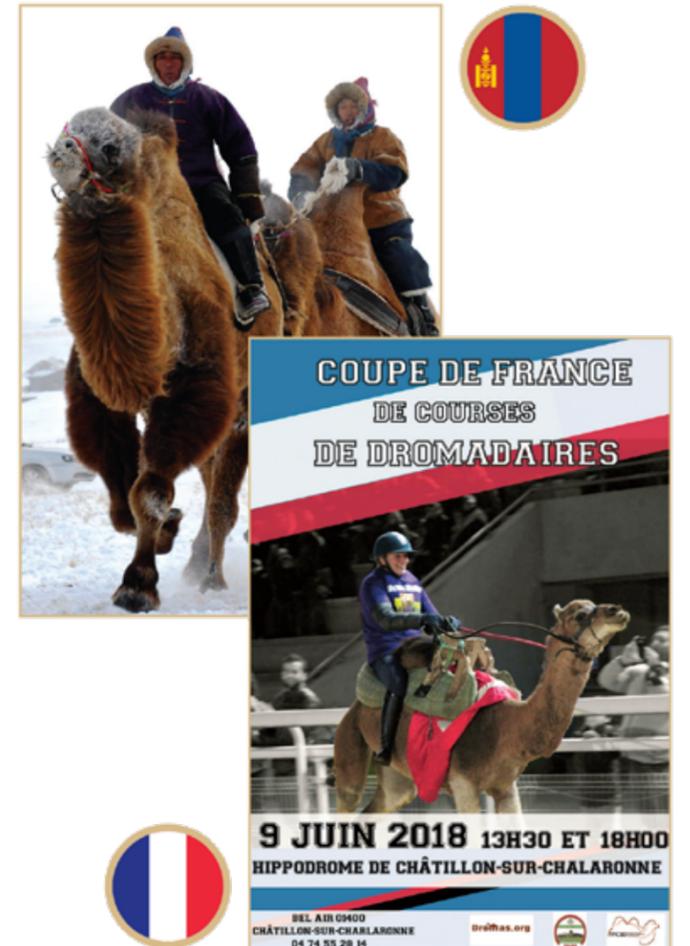
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ICRF was founded on **September 21 2018**, bringing together 14 founding member nations and over 30 member nations, from 3 different continents. The ICRF is the global representative body of camel racing, who is responsible for regulating, governing and promoting the sport globally. Today, the sport is practiced by many countries, holding multiple annual festivals and events on regional and international levels. With increasing complexity in the sport, professionalization and competitiveness, the foundation of ICRF was essential to unifying this sport and promoting it globally. The federation is working towards four main objectives:

-  Govern and regulate sport matters
-  Promote the sport internationally
-  Enforce jockey safety
-  Effectuate camel welfare



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We would like to thank and congratulate AIMS for its "United Through Sport" Initiative.

# FIL EQUALITY AIM

The FIL, the global governing body for luge sports, is hoping to boost its drive towards gender equality by establishing a new women's doubles artificial track discipline.

FIL Secretary General Einars Fogelis highlighted the Federation's ongoing progress in this area, with the final competition day of the 2018 Olympic Winter Games in PyeongChang comprising an equal number of women's and men's events.

"The IOC recommendation to ensure gender equality at the Olympic Games is both a new opportunity and a challenge for all International Federations, including the FIL," Fogelis told **The Daily**.

"We are currently developing and working on the inclusion of women's doubles as a new discipline. This is proceeding extremely well, with a lot of positive feedback from participating athletes. Women's doubles will be part of the 2020 Winter Youth Olympic Games in Lausanne. This is a great opportunity to grow and at the same time for the sport of luge to achieve our common goal – greater gender equality in sports."



Other areas of focus for the FIL include the outsourcing of the majority of its anti-doping workload to the Independent Testing Agency, developing its 'Good Governance Policy' and promoting the sport to become more attractive to prospective media partners, sponsors and spectators.

"We will also continue to optimise our FIL Development Programme with the focus of giving targeted support to the athletes from Member Federations who do not have a track for training and competitions in their home country," Fogelis added. "The goal is to offer more training opportunities."

■ UIPM, the global governing body of modern pentathlon, is testing out a new format this year ahead of its possible inclusion at the Dakar 2022 Youth Olympic Games.



As part of its Sporting Pyramid initiative, which encourages multiple pathways into modern pentathlon, it is hoped that tetrathlon will engage youngsters worldwide.

"Tetrathlon comprises fencing and the popular development sport of Triathlon, which involves swimming, running and laser shooting," UIPM Secretary General Shiny Fang (pictured) told **The Daily**.

"With shorter distances and durations, it is fast and dynamic and is already proving very popular with spectators and athletes alike."

■ The IFA, fistball's global governing body, has reported increasing interest in the sport from new regions ahead of the 2019 Men's World Championships in Winterthur (Switzerland) and the 2019 World Tour Final in Salzburg (Austria).

The growth follows major IFA events in Germany, the USA, Argentina, Austria and Australia in recent months.

## The Digital Daily



## Penceo

# How to build a Creative Digital Campaign

The best way to find ideas for campaigns is to establish a coherent structure. This strategic vision will be the foundation to your campaign. Contrary to popular belief, creative people also use excel!

You will first have to establish an audit on your current digital ecosystem to bring out a balance sheet. Following this assessment, you will define your objectives and your editorial line.

When it comes to the editorial line, you need to think about your fans first. Remember that institutional communication does not necessarily mean conventional. You have to think about

what your audience is looking for and how this links to your brand and strategy. Your online presence will shape the image the industry has of your organization.

To succeed, you just have to be curious and not be afraid to innovate, the digital world allows us to test activations. There are no bad ideas, take your pen and paper, and create your mood board to get out of the main content axes. Your content must be thoughtful and organized. Create your excel table with your content, don't just post on a daily basis, you have to follow a strategy and above all adapt your content to the media and audiences.

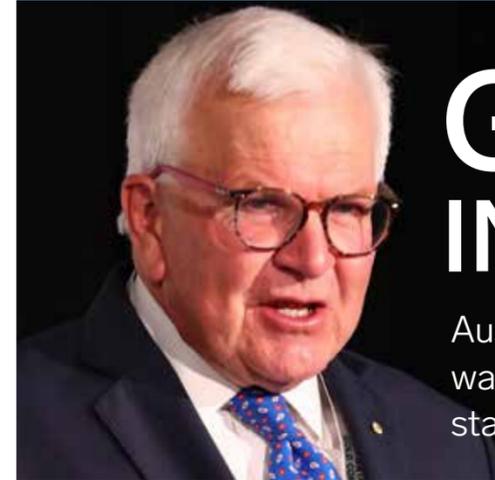
If I could summarize a performant creative strategy is an organized strategy that innovates and thinks branding!

**Laurence Wedrychowski**  
Creative Strategy Director



Laurence is Director of Creative Strategy at Penceo, she leads the Digital Strategy Department and has over 10 years of experience in Digital Marketing and has worked with many sports organizations and international federations.

## THE BIG INTERVIEW



# GREATNESS IN GOVERNANCE

Australian sports administrator **Malcolm Speed** wants International Federations to seek higher standards of leadership in sport

**Sports organisations have had little option but to prioritise governance issues in recent years, with damaging revelations having thrown some governing bodies into high-profile crises.**

Progress has unquestionably been made, although, Malcolm Speed, the former ICC/ Cricket Australia CEO believes that the time has come to raise the bar.

"Governance is now a high priority for federations," he told **The Daily**. "There is an expectation that sporting bodies will be governed and managed at a very high level.

"Several sports have suffered reputational damage as a result of governance-based crises that have significantly damaged those sports. They have lost respect. It is very hard to regain respect from key stakeholders and the public.

"It is time, however, for sport to fight back and try to regain loyalty, trust and respect. It is time for sport to seek a higher level of governance. 'Good' governance is no longer enough – we need to move to 'great' governance."

Speed pointed out that International Federations have been adopting good governance principles that primarily relate to structure, framework and personnel.

"It is essential that the best possible framework is in place for a federation," he said. "The next step is to turn that framework into a highly tuned, hard-working, lateral-thinking, cohesive and effective governing body that adds great value to the federation."

Speed is the first to admit that there is "no easy way to resolve difficult governance challenges".

He added: "Ultimately it involves making sound, evidence-based decisions that comply with carefully constructed constituent documents and then communicating them widely and clearly. It is never as simple as that, because difficult governance decisions usually

involve difficult people and differing agendas. They also attract wide media and public interest. In too many cases, the rules are not clear and the consequences for breaching the rules are not adequate.

"Resolution of these issues usually starts with correspondence and dialogue to identify the issues and where they fit within the remit of the sport. There is usually a dispute resolution mechanism that might be adopted.

**'It is time for sport to seek a higher level of governance. 'Good' governance is no longer enough – we need to move to 'great' governance'**

"The disputed issue may be referred to the federation's board for decision. As a last resort, it may end up in court. Where a constituent behaves in a rogue manner it may face expulsion or suspension and there may be significant financial consequences of such decisions."

**Speed, reflecting on his own experience, added: "Consensus can often be achieved through compromise, but beware of the consequences. Sometimes we have to fight to the end, but don't make threats you are not prepared to act on."**

As a young League President, Speed was confronted by a new team owner with a very powerful backer who insisted on signing an airline as its major sponsor when one of the league's major sponsors was a rival operator.

With no resolution in sight, the dispute escalated to Federal Court, where "on day five of a very bitter hearing" the team sought to settle the case after having been "battered into submission".

Speed added: "Our QC was very keen to continue to verdict as he was confident we

would win. After difficult deliberations, we decided to accept the offer.

"We had proved our point and we knew we had to co-exist as we needed a team in that city and there was no one else. After a very frosty beginning, we were able to repair the relationship."

According to Speed, whose current roles include Executive Director of the Coalition of Major Professional and Participation Sports (COMPPS), he has learned a number of key lessons during his time as a sports administrator.

"It is important to raise the profile of the governance function within the organisation," Speed said. "This includes ensuring that all directors are aware of the obligations that arise from their commitment to take part in the governance of the sport. It is important that there is a commitment by each individual to the joint enterprise.

"Additionally, be demanding of directors and management. Directors should be willing and eager participants. Meetings need to be enjoyable. Directors should want to attend meetings rather than see them as a burden."

Speed also stresses the importance of leadership and avoiding over-governance. "Do not have meetings just for the sake of having them," he explained. "Work out the essential ingredients of the governance process and put a governance structure around this.

"The objective should be for directors to leave meetings thinking, 'what a great meeting – we added value to the organisation today'. At the end of the year they should look back on their work with pride, satisfaction and enthusiasm."

Above all, there should be a "focus on decision making", according to Speed.

"Boards make surprisingly few decisions," he said. "When they do make a decision, make a fuss of it."

# CHIULLI UNVEILS VISION

Raffaele Chiulli is running unopposed for the Presidency of the Global Association of International Sports Federations (GAISF) at the organisation's General Assembly in Gold Coast today.

The meeting will bring together GAISF's 125 Members, Associate Members and Observers for a packed agenda. Chiulli, who has released his proposed work programme to GAISF Members, outlining his vision for the Association, is standing to succeed the late Patrick Baumann.

During the meeting, the International Basketball Federation (FIBA) and the Olympic Channel will give special presentations, while the International Testing Agency will also deliver an update one year after adopting GAISF's Doping-Free Sports Unit as the operational nucleus of its activities.

The results of GAISF's Good Governance Survey, which was issued to Members of the Association of IOC Recognised International Sports Federations (ARISF) and Alliance of Independent Recognised Members of Sport (AIMS) in November 2018, will also be shared.

Additionally, GAISF will provide an update on



■ Youngsters take part in a demonstration of taekwondo at the Sport Festival Opening Ceremony at Kurrawa Park during SportAccord 2019

its plans for the future of multi-sports games, including a progress report on the highly anticipated World Urban Games Budapest 2019.

Ahead of the Games, which will take place from 13-15 September, Ivan Rózsa, Communications Director of the World Urban Games Budapest 2019, told **The Daily** that preparations are progressing smoothly.

"We are on track and now defining the narrative of the Games," Rózsa said. "We are working closely with the participating

International Federations. We also have the great privilege of working with the GAISF team. They are very experienced and they have helped us a lot.

"We heard this week from International Olympic Committee President Dr Thomas Bach that the future is bringing sport to the people and not people to the sport. This is exactly what the World Urban Games is about.

"The Games are all about dynamism, innovation, vibrancy and the youth, and this is exactly what Budapest is about."

Budapest is a Gold Partner of SportAccord 2019 here in Gold Coast.

## TODAY AT A GLANCE

Friday, 10 May, 2019

### MEETINGS:

- GAISF General Assembly (09:00-13:30)

### CONFERENCE:

- United Through Sports Closing Conference (14:00-16:00)

### SOCIAL:

- Morning Activity: Beachside Boxing (06:30-07:30)
- Lunch (13:30-15:00)



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