

First Quarter Review

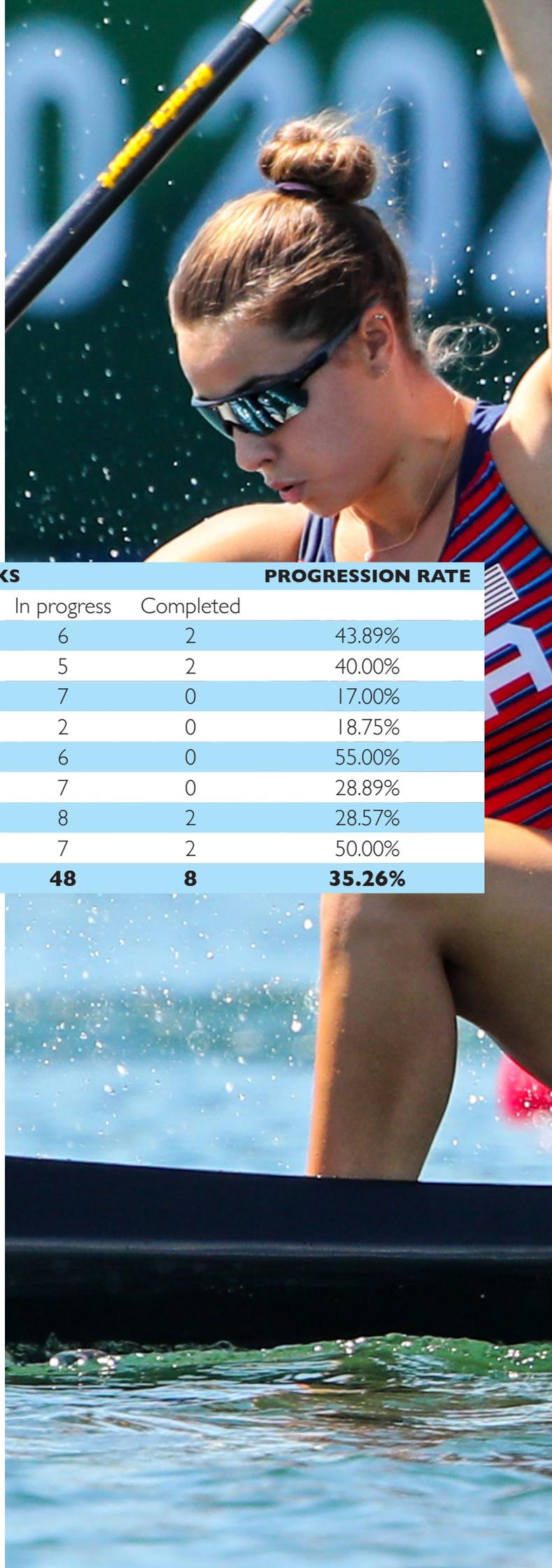
Our ambitious “Fit for Future” strategic road map for 2022-2024 signifies a holistic approach to revolutionising global paddle sports. As we delve into the first quarter’s accomplishments, it’s evident that substantial strides have been made towards achieving the objectives across eight pivotal focus areas:

RECOMMENDATION	TASKS				PROGRESSION RATE
	Total	Not started	In progress	Completed	
1. Support athletes	9	1	6	2	43.89%
2. Strengthen governance	9	2	5	2	40.00%
3. Maximise synergies	10	3	7	0	17.00%
4. Develop globally	4	2	2	0	18.75%
5. Climate positive	7	1	6	0	55.00%
6. Celebrate emotions	9	2	7	0	28.89%
7. Elevate competitions	14	4	8	2	28.57%
8. Generate revenue	10	1	7	2	50.00%
Overall progression	72	16	48	8	35.26%

METHODOLOGY OF REVIEW

Each focus area has been broken down into specific objectives, facilitating comprehensive tracking and ensuring measurable progress. Among the 72 objectives established, eight have been successfully accomplished, while 16 have been prioritised for later stages of the delivery plan. Currently, 48 objectives are actively being pursued, all of which run parallel to our commitments in event delivery and stakeholder management.

In line with our staff restructure, distinct primary and secondary teams have been entrusted with overseeing each of the deliverables, ensuring clear accountability. Enclosed within this report is a succinct executive summary detailing our achievements during the inaugural quarter, spanning from January to July 2023. During this period we’ve attained a completion rate of 35.26%, surpassing our set milestone of 25% for the quarterly review.



1. Supporting Athletes: Continental Strengthening

- The adoption of the Athlete Charter of Rights and Responsibilities during our congress in Thailand, showcased our dedication to athletes' well-being and support.
- Our partnership with the International Testing Agency (ITA) has heightened the autonomy and professionalism of our anti-doping programme.
- Over 50 athlete collaborations across our social media platforms during the first wave of ICF Major events this season have not only deepened our ties with the elite athlete community but also expanded the outreach and appeal of ICF's digital platforms.
- Further refinements to the athlete takeover strategy are in the pipeline for the world championships in August and September. This is complemented by our continually growing athlete social media handles database, enhances our ability to efficiently share and respond to content generated from action on and off the water.

2. Strengthening Governance: Transparency and Diversity

- Financial systems have undergone a comprehensive digital transformation, enhancing efficiency and effectiveness in managing our financial position.
- Governance and statutes are currently under review, aligning with the ASOIF Governance Review Criteria. Immediate and long-term steps are being outlined.
- An updated event evaluation process has been established, with each event systematically evaluated by the events team and supporting staff following its conclusion.
- To expand our influence beyond the canoeing community, a whitewater report has been finalised. This report is strategically designed to impact city planners and elevate the status of whitewater centres.
- Also to promote beyond our community work with film and content creators is ongoing to curate premium hero content that offers insights into the vibrant lifestyle associated with our sport.
- Our commitment to advocating for gender equality in paddle sports remains steadfast. A significant focus is placed on increasing the representation of female coaches and women in decision-making roles.
- A notable achievement is Myriam Fox winning the IOC Female Coach Award, recognising and inspiring the contributions of female coaches in the field.
- Four athletes participated in the IOC Wish Programme.
- Preparations for a Women's Symposium are in progress for this September in Dublin. This event will bring together over 50 participants to discuss pertinent issues and advance women's leadership and participation in our sport.





3. Maximising Synergies: Global Growth and Collaboration

- Established a comprehensive database of national federation and key stakeholder contacts, enhancing communication efficiency. Continued research into data strategy and CRM systems, with final proposals set for Q4 2024.
- Conducted a thorough review of national federations, assessing membership status.
- Ensured consistent distribution of the President's newsletter to national federations, fostering transparency and connection.
- Collaborated with ASOIF, securing funding for a management research study on innovation with business models working with the Sports Foundry, due to conclude in Q4 2023.
- Selected Iris for TV and Digital research to enhance our TV and Broadcast strategy. This will complement our regular digital analytics reviews, providing insights into engaged audience demographics and guiding brand persona creation for more effective sport promotion.
- Explored Strava engagement to connect with the active community and encourage paddler interaction.
- Planning to rerun the "Top 100 Places to Paddle" initiative, inspiring nature connection and paddling exploration is underway.

4. Global Development: Empowering Athletes, Coaches, and Officials

- Refined delivery objectives following pilot phase with development manager in Nigeria and Egypt. The following specific objectives in Africa, America, and Asia are set:
 - Africa: Prioritise coach education and enhance coaching knowledge to develop high-performance culture.
 - America: Foster sport development in Central American nations, supporting their sports systems and identifying Canoe talent.
 - Asia: Strengthen high performance through Slalom development in Thailand and bolstering India's high-performance structure.
- Continued to strengthen collaboration with continental and national federations for focused development projects.
- Strategically selected projects and countries with high potential for Olympic Solidarity funding.
- Ran successful TIP Camps for Slalom, Sprint Para, Wildwater, and Marathon disciplines this year and improved recruitment and coach contracting.
- There are now over 2,000 ITOs registered in ICF Database; 48 new officials passed exams in CAM, COR, CSP, DBR, CSL, SUP this season. Additional ITO assessments planned at World Championships.

5. Climate Positive: Sustainability in Action

- Secured additional funding from Canton du Vaud, Switzerland to refine sustainability strategy.
- Appointed external agency for activating sustainability initiatives.
- Conducted sustainability workshop during ICF 2022 Ordinary Congress, engaging national federation leaders in actionable steps toward a sustainable models.
- Created sustainability toolkit, to be included in revised host agreement.
- In-depth sustainability workshop planned for 2023 ICF Canoe Slalom World Championships; UK Sport Grant secured for keynote speakers and workshop.
- Introduced Travel Perk to track carbon emissions and ensure efficient travel across the ICF staff.
- Entered the IOC climate action awards.
- Created a whitewater report showcasing sustainable nature of canoe sport venues to be published in Q3/4.
- Sustainability has also been a core area of research in ICF's rebrand and repositioning strategy.



6. Celebrate Emotions: Engaging Fans and Athletes

- Actively emphasised Olympic and Paralympic narratives across event reporting and social media channels, engaging with Champions and emerging talents through interviews.
- Successfully partnered with prominent broadcasters, such as CCTV, FOX Australia, Sky New Zealand, and Multiple European Broadcasters, to ensure comprehensive coverage of the Olympic Journey.
- Progressed the implementation of a Social Media advertising plan dedicated to Olympic Qualification events, while also producing targeted content for the upcoming Olympic and Paralympic Games Paris 2024.
- Engaged in productive discussions with the International Olympic Committee (IOC) regarding the utilisation of the Paris 2024 Logo and comprehensive event coverage on the official IOC @olympics handles.
- Established a solid foundation for brand development by conducting a thorough review of the current brand, conducting competitor analysis, studying market trends, and creating detailed audience profiles.
- Initiated the development of a licensing scheme aimed at granting access to a future digital education platform at the point of purchase for paddle sport equipment.
- Launched the Universal Boat Tender initiative and successfully collaborated with multiple manufacturers to diversify the available designs.
- Enhanced accessibility in wildwater world championships by introducing a new plastic boat category, thereby broadening participation.





7. Elevate Competitions: Sustainable and Inclusive

- Established Sport Commission meetings and proposed a paddle summit and aligning discussions with the Olympic Qualification process.
- Conducted thorough review of global ranking systems in preparation for the Olympic Qualification System working group.
- Appointed Global Director for International Events.
- Reviewed bidding process and preparing a proposal for the 2024 ICF Congress, supported by the Sport Commission and Olympic Qualification System Working Group.
- Successfully organised and hosted innovative events, including a Virtual Event in December 2022 and participation in the IOC Esports Week in Singapore (June 2023).
- Advanced equipment and safety measures, launching the tender process for the universal boat and implemented kayak cross start system/ramp.
- Advocated for canoe sport inclusion in multi-sport events, such as the Commonwealth Games, and ensured the European Games served as a Paris 2024 Olympic Games qualifier.

8. Generate Revenue: Unleashing Commercial Potential

- Conducted research and initiated Digital Asset Management project after discussions with ITN and the Olympic Channel.
- Improved news creation service with comprehensive coverage, including race and performance clipping, along with enhanced features such as English commentary, international sound options, B-roll footage, and interviews.
- Appointed Global Director of Growth and Communications.
- Expanded TV distribution and rights sales, broadening the opportunity for more broadcasters to share athletes' inspiring stories during the Paris 2024 Olympic Games qualification.
- Reviewed and aligned contracts to adhere to the latest regulations.
- Developed sponsorship packages and researched the recreational paddle sport market.
- Launched Recast initiative to bolster revenue streams from broadcast content, including implementation of Google Ads for improved online visibility.
- Engaged in ongoing efforts to secure meaningful sponsorship partnerships, involving monetisation strategies for Facebook and YouTube presence.
- Conducting research on international federation licensing models while exploring potential partnerships for equipment testing.

