

World Rowing Key Performance Indicators 2018

(at 080219)



World Rowing's Strategic Framework

World Rowing's Strategic Framework

Fédération Internationale des Sociétés d'Aviron (FISA) Guiding Principles

FISA was formed in 1892 and is the first international sport federation; it was established to create a standard set of rules of the sport, standardise the equipment used in the sport and create international competitions for the rowers in the sport. It has the following guiding principles:

Priority to Rowers and Rowing	The interests, well-being and health of the rowers are always at the centre of our sport. FISA directs its work in the interests of rowers and rowing.
Rowing in all its Forms	FISA recognises the value of the different forms of rowing that exist globally and that enable the sport to be practised by people of differing ages, abilities and training objectives. FISA seeks to both represent and develop all of these different forms of rowing.
Equality of Opportunity & Fairness	FISA seeks to ensure fairness and equality of opportunity, both in competition and across all levels of the organisation.
Inclusion & Non-Discrimination	FISA is committed to inclusion and accessibility, strives for gender equality and does not tolerate any form of discrimination.
Integrity	FISA is committed to the highest ethical standards, is a recognised leader in the fight against doping and is dedicated to preventing the manipulation of competitions.
Sustainability	FISA carefully assesses sustainability in all its actions and decisions. FISA endorses a responsible and sustainable approach to the planning and staging of its events so as to maximise positive impacts and minimise negative impacts on the environment and surrounding communities.
Autonomy & Independence	FISA undertakes to preserve the independence and autonomy of international sport.
Integral Part of World Sport	FISA seeks to ensure a leading position for rowing in the world of sport. FISA is an integral member of the Olympic and Paralympic movements and other leading world sports organisations.



FISA's Vision

To encourage the development of the sport of rowing and strengthen the bonds that unite all who enjoy this sport.

FISA's Mission

To make rowing a universally practised and globally relevant sport in all its forms.

To effectively and efficiently govern, develop, showcase and promote the sport of Rowing and respect and protect the environment when practicing the sport.

Core Values of Rowing

Fairness	In a spirit of fair play, rowers learn self-discipline, the need for commitment and respect for their opponents.
Teamwork	Rowers learn that by working together to achieve a common goal everyone achieves more.
Inclusiveness	Rowers combine into a single and cooperative community, irrespective of race, gender, orientation, creed, age or ability.
Timeless	Rowers pass on time-honoured values and shared experiences from past to future generations.
Environmental awareness	Rowers respect and safeguard the water and its surroundings.

Objectives and Actions for each Goal of World Rowing's Strategic Plan

- Goal I Govern and Administer Rowing
- Goal II Develop Rowing
- Goal III Showcase Rowing through Events
- Goal IV Promote Rowing
- Goal V Respect and Preserve the Environment through Rowing

World Rowing's Strategic Plan

Goal I Govern and Administer Rowing

Objective 1

Transparency – Govern with clarity and transparency.

Objective 2

Democracy – Ensure key stakeholders are represented in decision making processes.

Objective 3

Integrity – Promote strong ethical principles across the organisation.

Objective 4

Efficient Management – Manage effectively, efficiently and sustainably.

Objective 5

Control Mechanisms – Ensure resources are safeguarded and managed effectively.

Goal II Develop Rowing

Objective 1

Participation – Increase the participation of member national federations (NFs) in leading events.

Objective 2

Integration – Integrate and expand all forms of rowing.

Objective 3

Opportunities – Increase the number of rowing opportunities through clubs, schools, universities and other entities.

Objective 4

Quality & Education – Improve the quality of rowing and coaching worldwide.

Objective 5

Universality – Increase the number of countries that practise rowing and ensure their ongoing growth.

Goal III Showcase Rowing through Events

Objective 1

Quality – Deliver rowing events of a standard appropriate to status and category, in terms of competition level, facilities & event operations.

Objective 2

Attractiveness – Provide an event programme that includes high quality events in formats that are attractive and relevant to our target audiences, showcasing the best aspects of the sport.

Objective 3

Legacy – Support the sustainable development and maintenance of world class rowing venues around the world and collaborate with venue owners and event organising committees to help deliver their strategic legacy-related objectives.

Objective 4

Diversity – Showcase all disciplines of the sport of rowing through rowing events on all continents and at multi-sport games.

Goal IV Promote Rowing

Objective 1

Television – Support and increase traditional television coverage while expanding digital-based, social media-based and second screen video opportunities.

Objective 2

Communications – Be the main source of rowing information across all World Rowing's channels.

Objective 3

Progressive Communications – Promote and develop the sport of rowing

Objective 4

Marketing – Promote rowing, its values and rowers in all FISA activities.

Objective 5

Partnerships – Attract and retain partners that complement rowing's values and the World Rowing brand and activate their partnership globally and locally.

Goal V – Respect and Preserve the Environment through Rowing

Objective 1

Sustainable Events – Stage events using leading environmental and sustainability standards, policies and practices.

Objective 2

Education – Engage and educate the world's rowing audience in the clean water mission.

Objective 3

Activities – Engage with NFs in order to increase their activities and those of their member clubs in the environmental protection and clean water mission.

Objective 4

Leadership – Lead by example ensuring that, as far as possible, all of FISA's activities, including events and daily operations, are conducted in an environmentally sustainable way.

Key Performance Indicators 2018

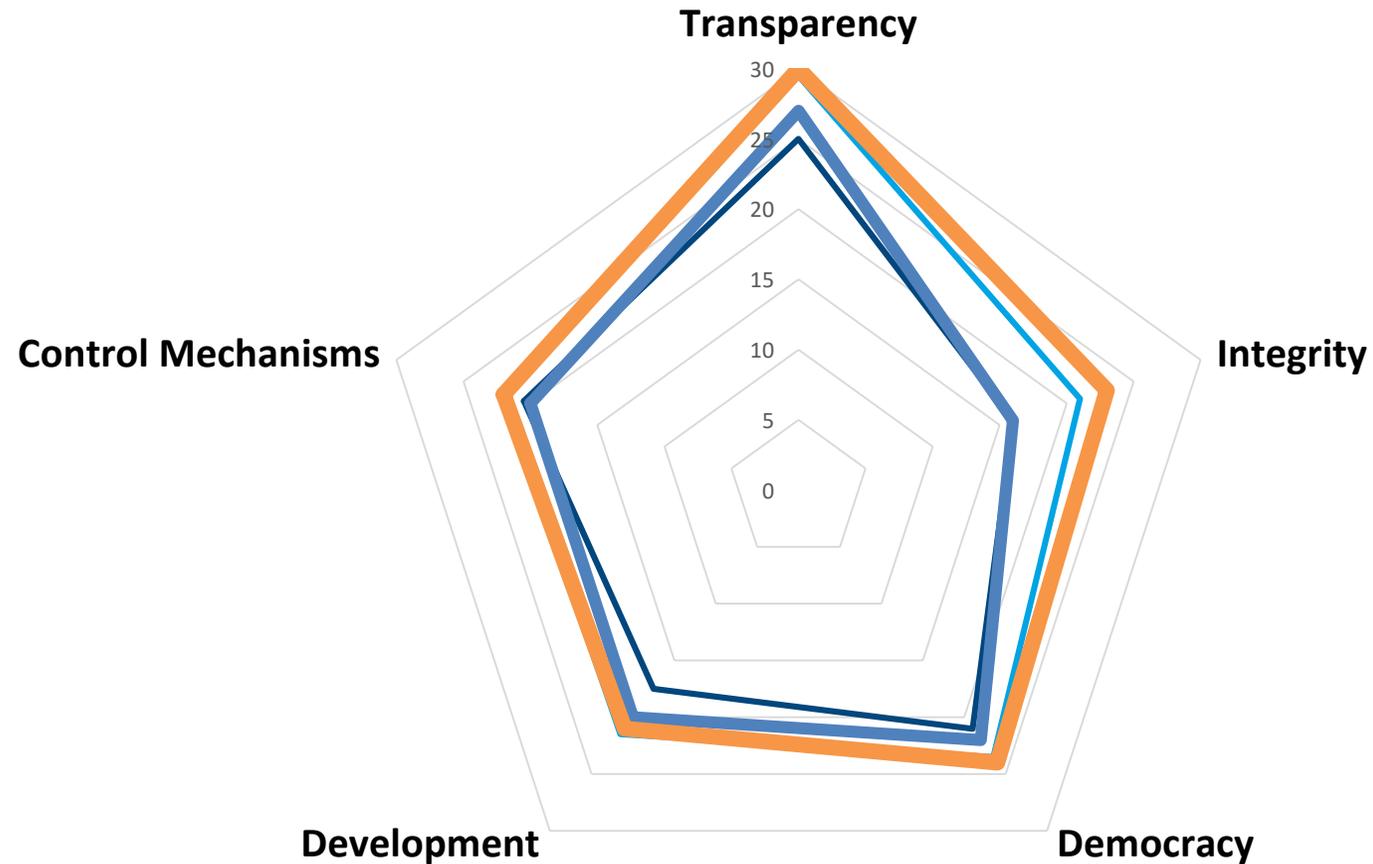
1. Govern and Administer Rowing
2. Develop Rowing
3. Showcase Rowing through Events
4. Promote Rowing
5. Respect and Preserve the Environment through Rowing

Key Performance Indicators 2018

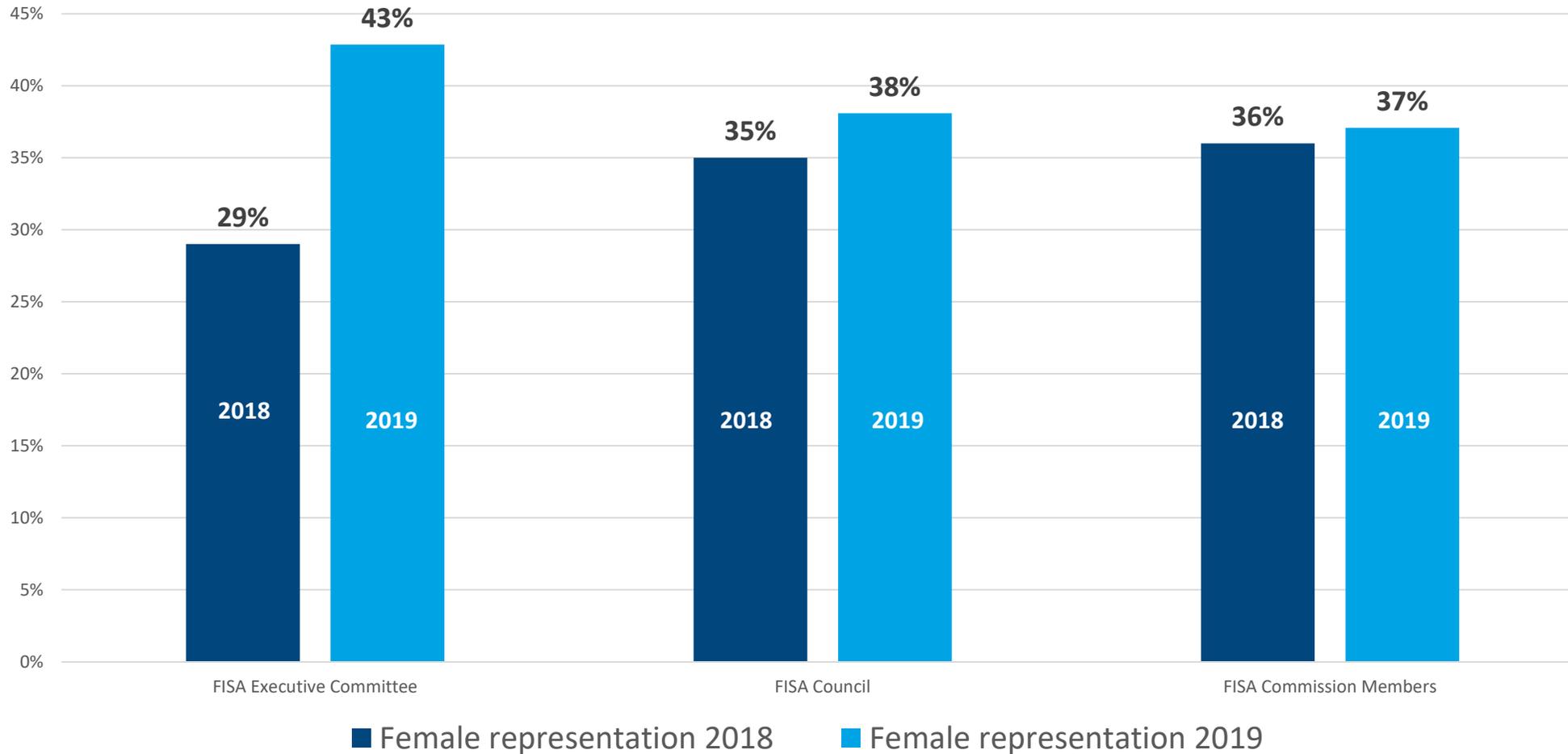
1. Govern and Administer Rowing

Results 2016/17, 2017/18

— 2017 Summer IFs — 2018 Summer IFs — 2017 FISA — 2018 FISA



Representation of women on FISA Council, Executive Committee & Commissions



Governance - What should the KPIs be?



- What should the Governance Key Performance Indicators be?
- Governance work is mainly encouraging NFs

- Executive Committee and Council members are mainly elected positions by the NFs
- Commission members are nominated by NFs, but selected by the Council
- Staff are hired positions
- Delegates at the Congress are decisions of the NFs
- This is mainly a qualitative area....

Key Performance Indicators

2. Develop Rowing

A1 - Development - Training Camps



Athletes Training Camps (2013-16) 43% female participation 855 athletes in total

Year	Country	Men	Women	Total	% Women	Nr NFs	Purpose
2013	UZBEKISTAN	13	3	16	19%	10	for YOG qualification
	TUNISIA	14	11	25	44%	16	for YOG qualification
	EL SALVADOR	9	5	14	36%	7	for YOG qualification
	PERU	9	7	16	44%	9	for YOG qualification
	SEVILLE	16	15	31	48%	12	for OG preparation
2014	PIEDILUCO	16	6	22	27%	7	Dev Teams
	URUGUAY	16	14	30	47%	18	for YOG qualification
	HAMBURG	12	9	21	43%	7	Dev Teams
	ROTTERDAM	22	3	25	12%	10	Dev Teams
	CHINESE TAIPEI	27	21	48	44%	15	for YOG/OG preparation
	ALGERIA	22	14	36	39%	19	for YOG/OG preparation
	SEVILLE	15	11	26	42%	8	For YOG preparation
	PIEDILUCO	7	2	9	22%	6	Dev Teams
2015	BLED	0	14	14	100%	8	Women's Camp
	EL SALVADOR	14	14	28	50%	13	for OG Qualification
	PAN AM CANADA	18	8	26	31%	6	Dev Teams
	VOIRON	5	2	7	29%	3	Dev Teams
	TUNIS	29	19	48	40%	23	for OG Qualification

2016	SEVILLE	1	15	16	94%	8	Women's Camp
	PIEDILUCO	17	7	24	29%	8	Dev Teams
	CHILE	28	27	55	49%	21	for OG Qualification
	CHUNGJU	17	13	30	43%	18	for OG Qualification
2018	VANUATU	4	4	8	50%	5	for YOG Qualification
	SEVILLE	5	4	9	56%	3	Dev Teams
	JAMAICA	18	7	25	72%	1	Dev Teams
	CHILE	20	13	33	61%	18	for YOG Qualification
	BOLIVIA	15	11	26	58%	1	for ODESUR prep
	GHENT	9	6	15	60%	2	Dev Teams
	FRANCE	11	9	20	55%	7	for YOG Qualification
	BLED	11	15	26	42%	4	Dev Teams
	GREECE	15	9	24	63%	4	Mediterranean Games prep
	ZIMBAWE	14	9	23	61%	4	Dev Teams
	RACICE	25	12	37	68%	16	Dev Teams
	SCOTLAND	1	3	4	25%	2	for Commonwealth Coastal
	KASTORIA	5	3	8	63%	9	for WCH prep
	IVORY COAST	8	8	16	50%	5	for West Africa Regatta
BRAZIL	9	16	25	36%	17	for West Africa Regatta	
TOTALS		497	369	855	43%		

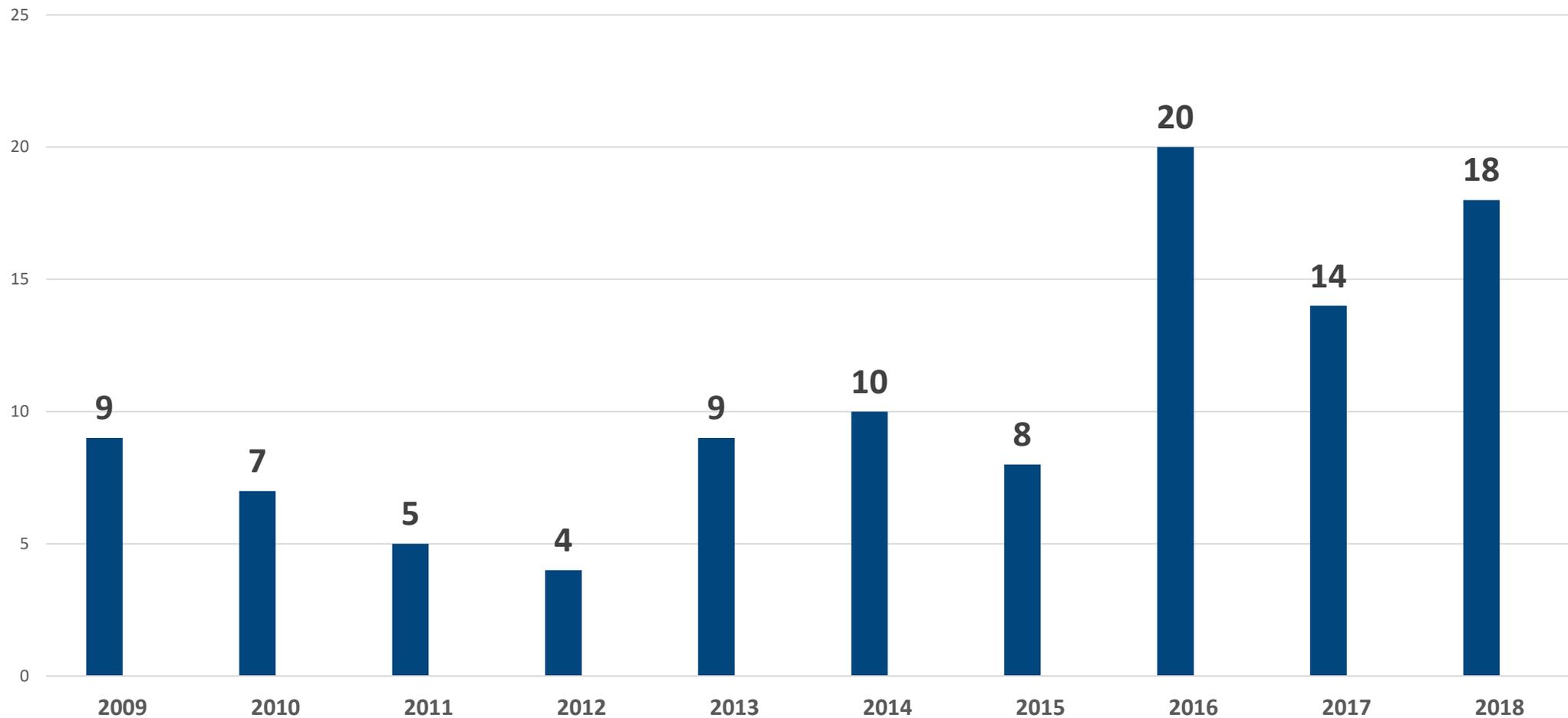
Impact: Higher level athletes and coaches - Universality: more NF's at events - Gender equality: guideline
 Minimum guidelines: National champs - Raced competitively - Selection document

A1 - Development - Coaching Courses



Year	NF/NOC TCC	DNSS	Total	OS Support
2009	CHI, IND, INA, LBA, MEX, MAR, MYA, QAT, UGA		9	USD 73,592
2010	ARG, BLR, HKG, KEN, MAD, TUN	CUB	7	USD 59,006
2011	CRC*, GUA*, CMR, EGY, MDA		5	USD 57,216
2012	ALG, ESA, GUA, KEN		4	USD 50,072
2013	BEN, CYP, LTU, MAD, POL, SUD, UGA, UZB	SRI	9	USD 116,299
2014	ALG, BLR, TPE, CUB, ESA, LTU, MAR, NGR, SIN	BRA	10	USD 77,477
2015	GEO, GRE, LAT, LTU, NAM, NCA, PAR, SVG		8	USD 86,778
2016	ANG, ARG, BAH, BEN, BER, CHI, ESA, LAT, MAL, MRI, MYA, NGR, PAK, SVG, URU*, ZIM*	SUD, MDV, BOL, LTU	20	USD 200'000
2017	BAR, CHI, COL, DOM, DJI, GRE, NCA, TOG	GEO, GUA, MAW, MKD, SLO, UGA	14	USD240'000
2018	ALG, SRB,BRA, GBR, COL, CIV, LIB, MDA, MAR,	ANG, ECU, MKD, GEO*, IRI, LTU, MAW*, SLO*, UGA* (*Continued from 2017)	18	USD 260'000

Number of Olympic Solidarity Courses Per Year



A1 - Development - Subsidised Boat Donations



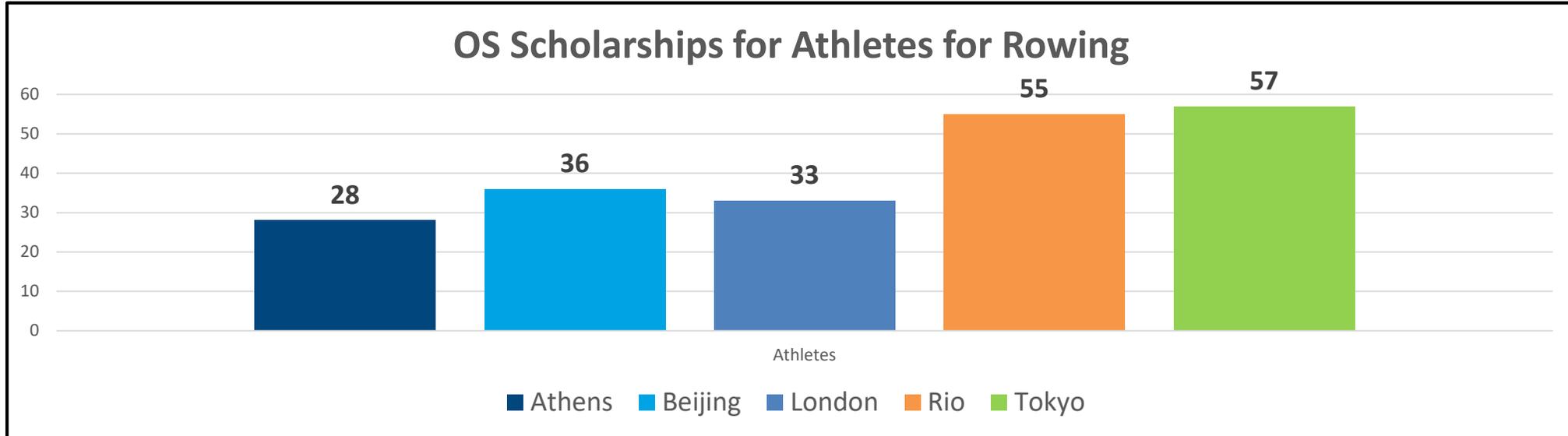
# Donated Boat Shipments		From FISA							From NFs			
2001	4	TUN	ESA	DOM						ALG (SUI)		
2002	10	NGR	KEN	ECU	PER	PAR	GUA	CHI	SEN (SUI)	GEO (GER)	MDA (GER)	
2003	4	CMR	SEN	URU					HON (USA)			
2004	1	LIB										
2005	8	KEN	MAR	RSA	TUN	SUD	IRQ	MDA	JAM (GER)			
2006	5	BUR	CMR	CIV	TOG	ZAM						
2007	5	RSA	ZIM	MKD	ARM	GEO						
2008	2	UGA	LBY									
2009	0											
2010	0								VAN (AUS)			
2011	0											
2012	4	NIG	BEN	TOG	GHA							
2013	2	BOT(Used RSA)	UGA (Mould GB)									
2014	5	LBA (NOC/GOV)	MRI	JAM	NAM	SVG (Hudson)						
2015	2	GEO (NF/GOV)	MDA (NF/GOV)									
2016	3	BEN (OS/NOC)	SUD (OS/NOC)	NGR (GBR Parts)								
2017	7	GEO (OS/NOC)	MAW (OS/NOC)	BAR	DJI	ZAM	MAW	NCA				
2018	8	MKD (OS/NOC)	TUN (Para for Region)	URU with Hudson for Region	MDA	BAR (with GBR and UK Sport)	BEN		NAM (GER)	TTO (with CRI)		

A1 - Development - Subsidised Equipment Donations

Due to generous support by Concept 2 we have donated to all FISA Members in need 2-3 ergs, as of 2018 we have a VIK of 100 ergs for development and 24 sculls to distribute as needed until 2020.



A1 - Development - Olympic Solidarity Scholarships



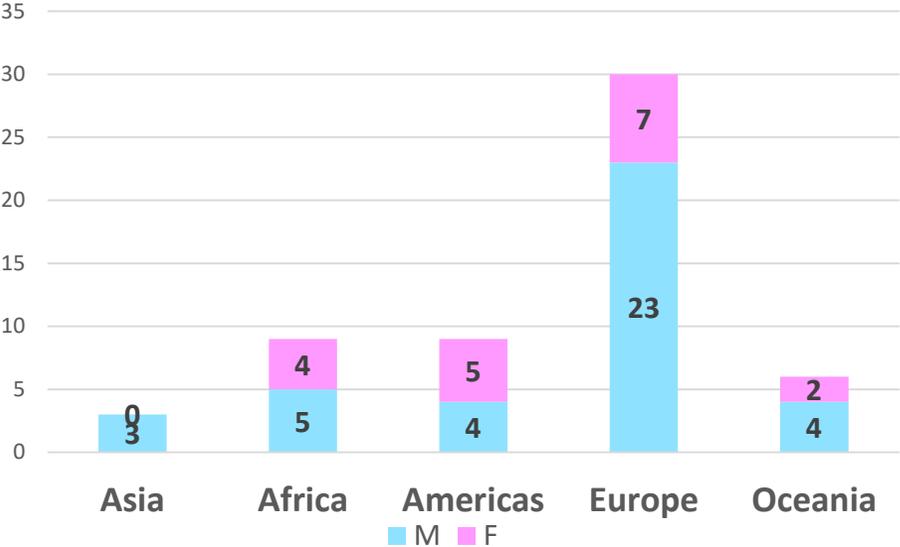
Period	Total OS Scholarship Subsidy PER YEAR in USD	Scholarship holders participating at the Olympic Games of that cycle	Number of countries represented by scholarship holders
2004 - 2008	432,000	12 of 36 (33%)	20
2009 - 2012	396,000	12 of 33 (36%)	17
2013 - 2016	612,000	38 of 55 (69%)	29
2017-2020	684,000	TBC	37

A1 - Development - Olympic Solidarity Scholarships

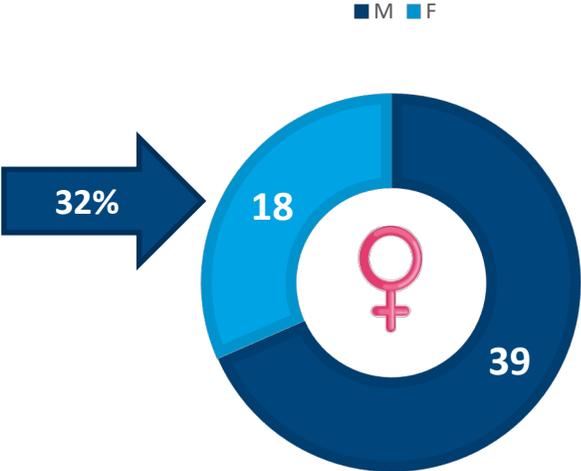


# of scholarship holders Per continent	Africa	Americas	Asia	Europe	Oceania
2008	2	9	6	19	0
2012	1	9	3	20	0
2016	10	5	5	31	4
2020	9	9	3	30	6

Tokyo Scholarships- Continental Split



% OF WOMEN SCHOLARSHIPS



Governance

NF Survey (2013 ⇒ 2015 ⇒ **2018**)

% women - positive trend

Rowers 40% ⇒ 43% ⇒ **45%** ↑

Coaches 2013 – 26% ⇒ 2015 - 27% ⇒ 2018 **23%** ↓

National Team Coaches 13% ⇒ ↑ 17% ⇒ **17%** =

National Umpires 29% ⇒ 30% ⇒ ↑ **31%**

International Umpires 23% ⇒ 26% ⇒ ↑ **27%**

NF Board Members 17% ⇒ 18% ⇒ ↑ **22%**

FISA Council 2008 (14%) ⇒ ↑2012 (30%) ⇒ ↑2016 (35%) ⇒ ↑ **2018 (45%)** ↑

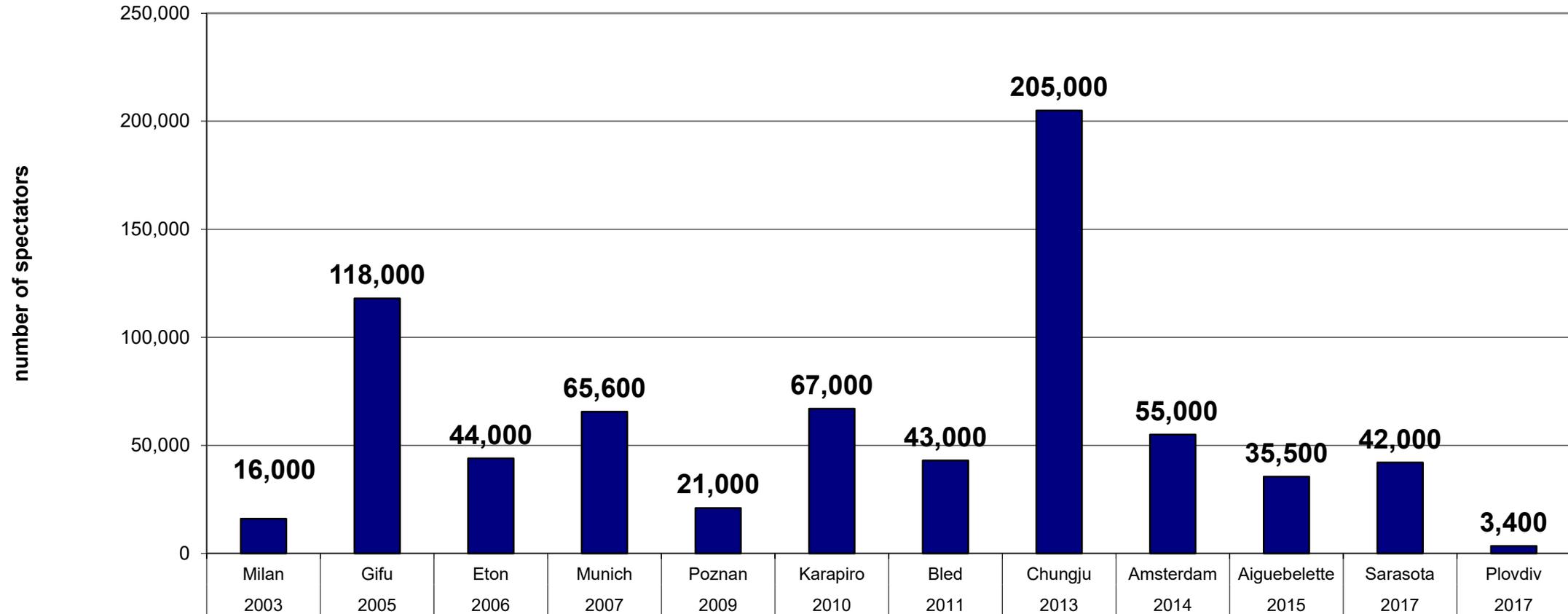
Key Performance Indicators 2018

3. Showcase Rowing through Events

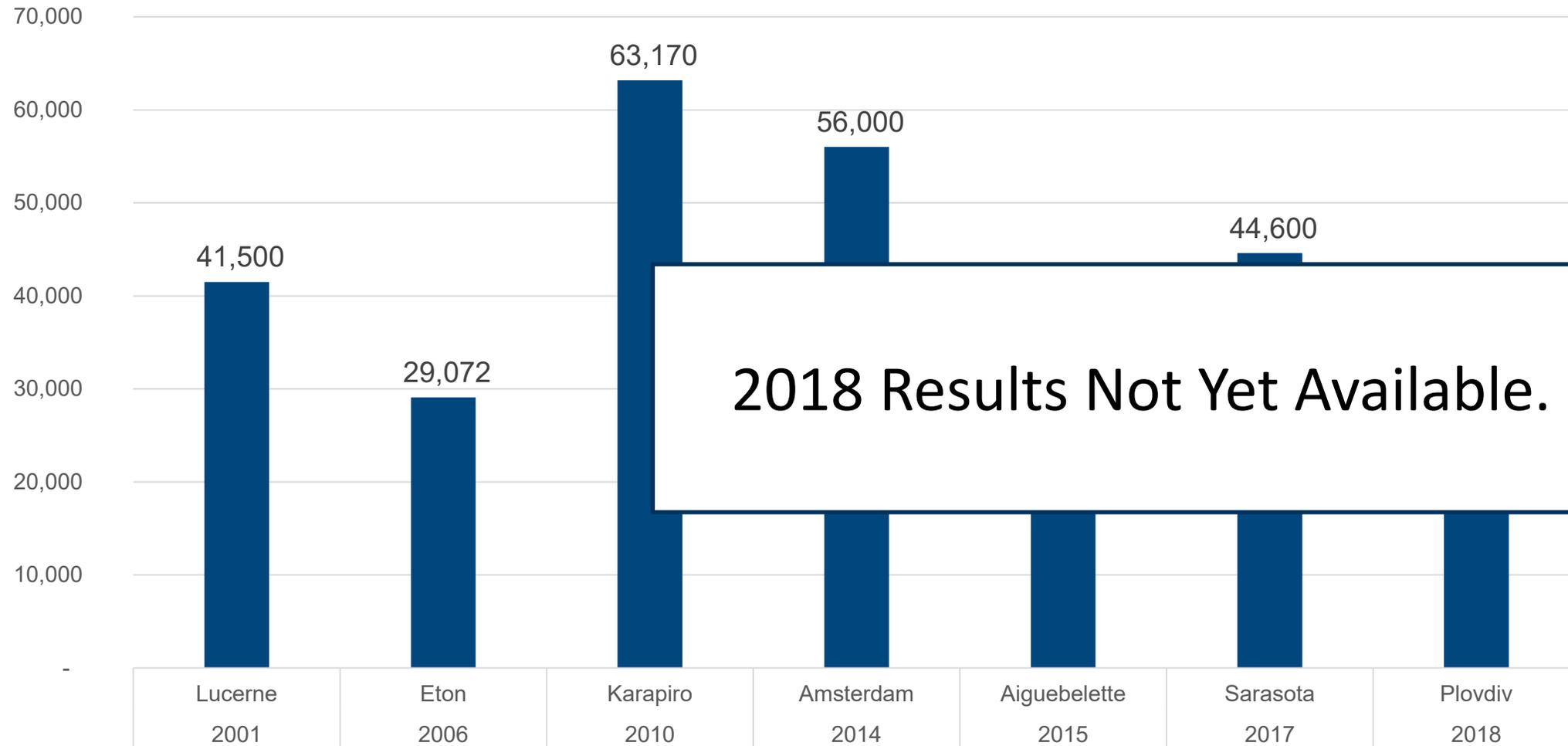
Events - Spectator Attendance



**World Rowing Championships
Spectator attendance 2003-2018**



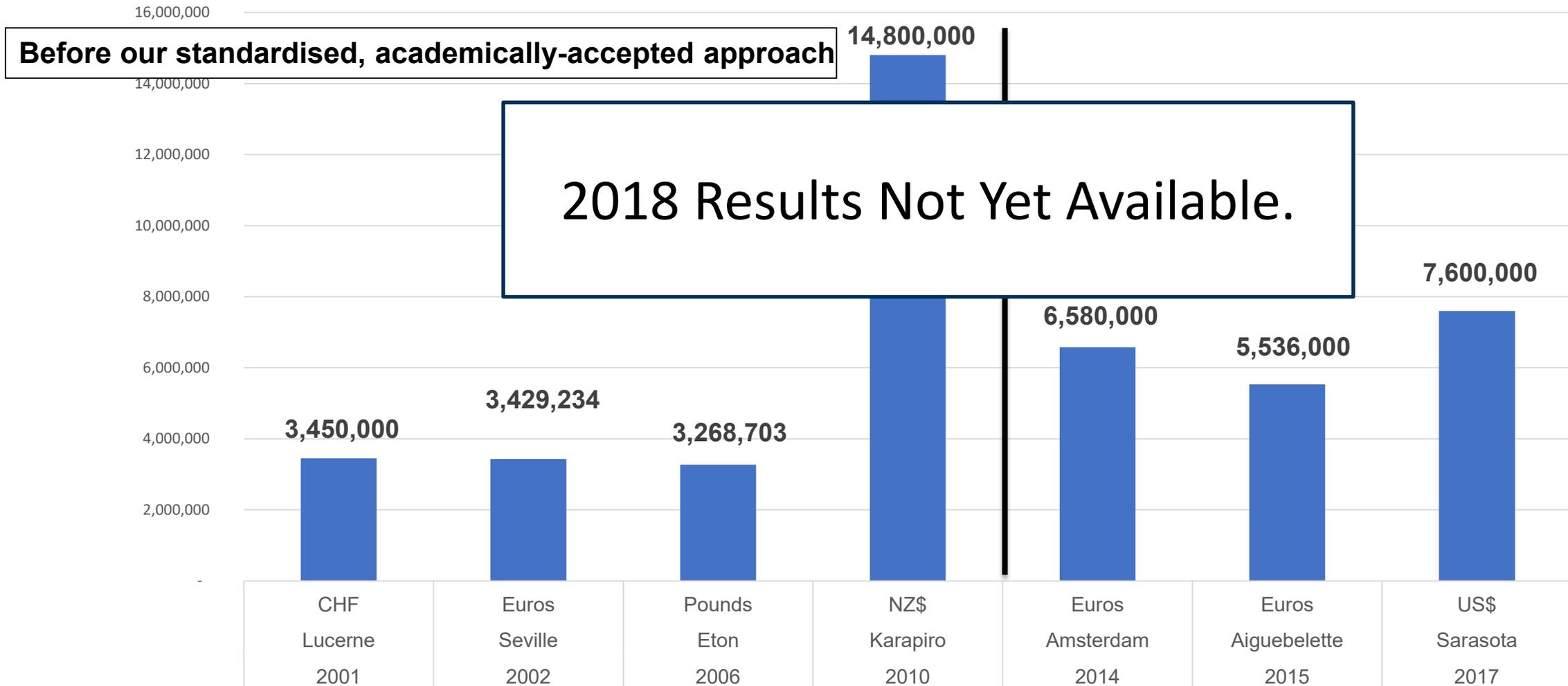
Overnight Hotel Stays World Rowing Championships 2001 to 2018



Events - Total Economic Impact



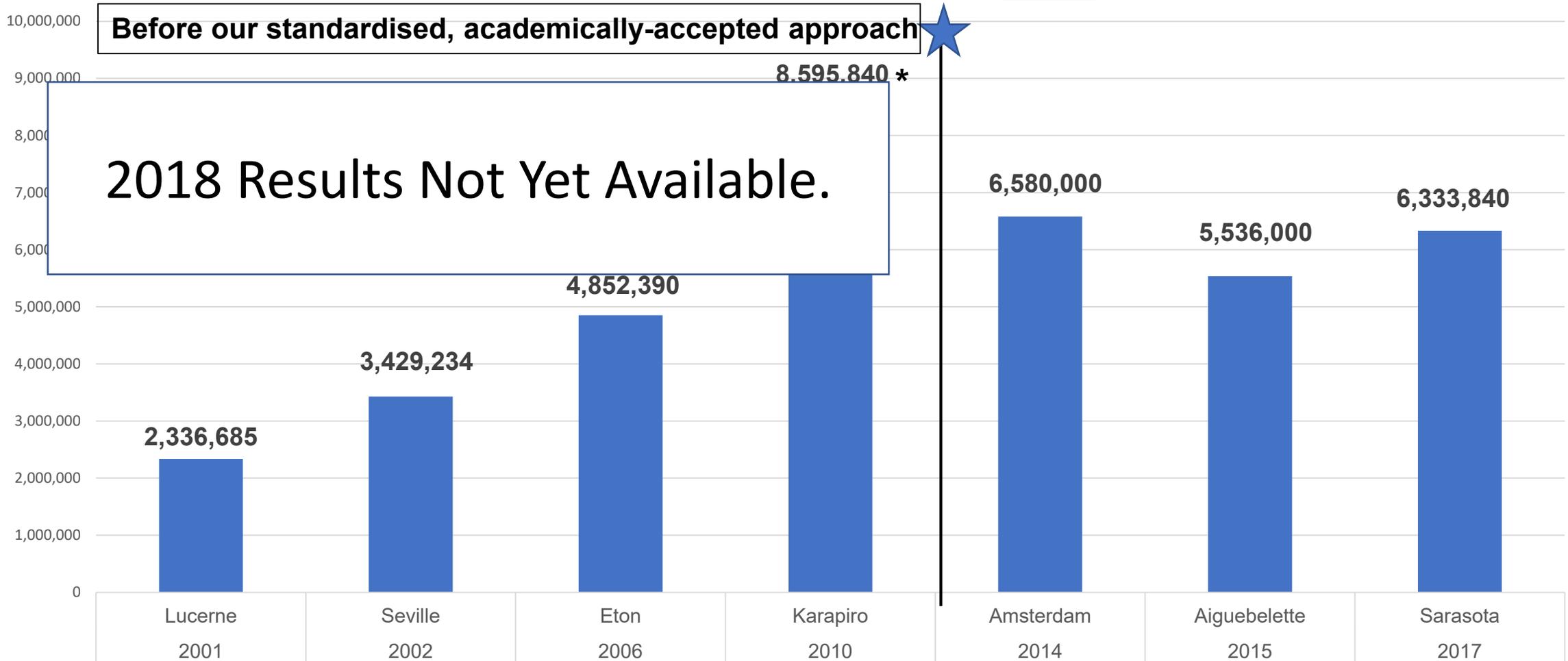
Total Economic Impact World Rowing Championships (in local currency)



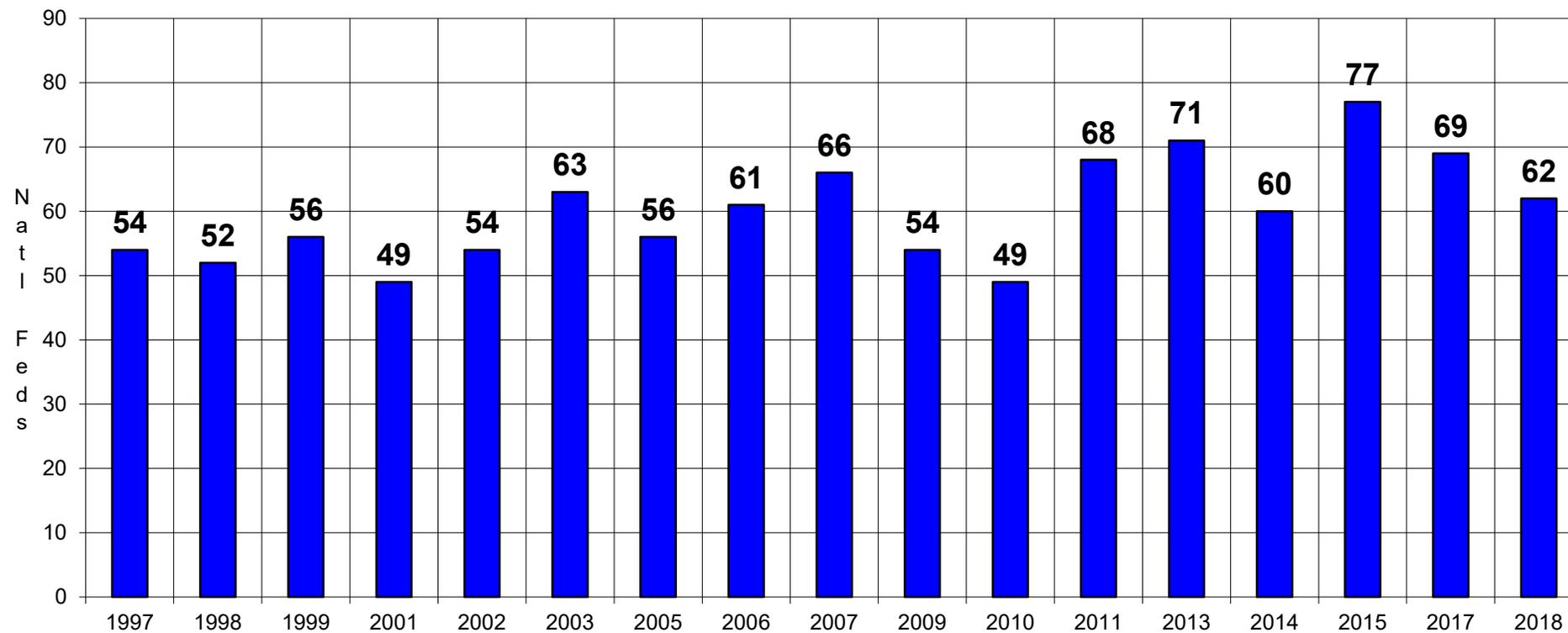
Events - Total Economic Impact



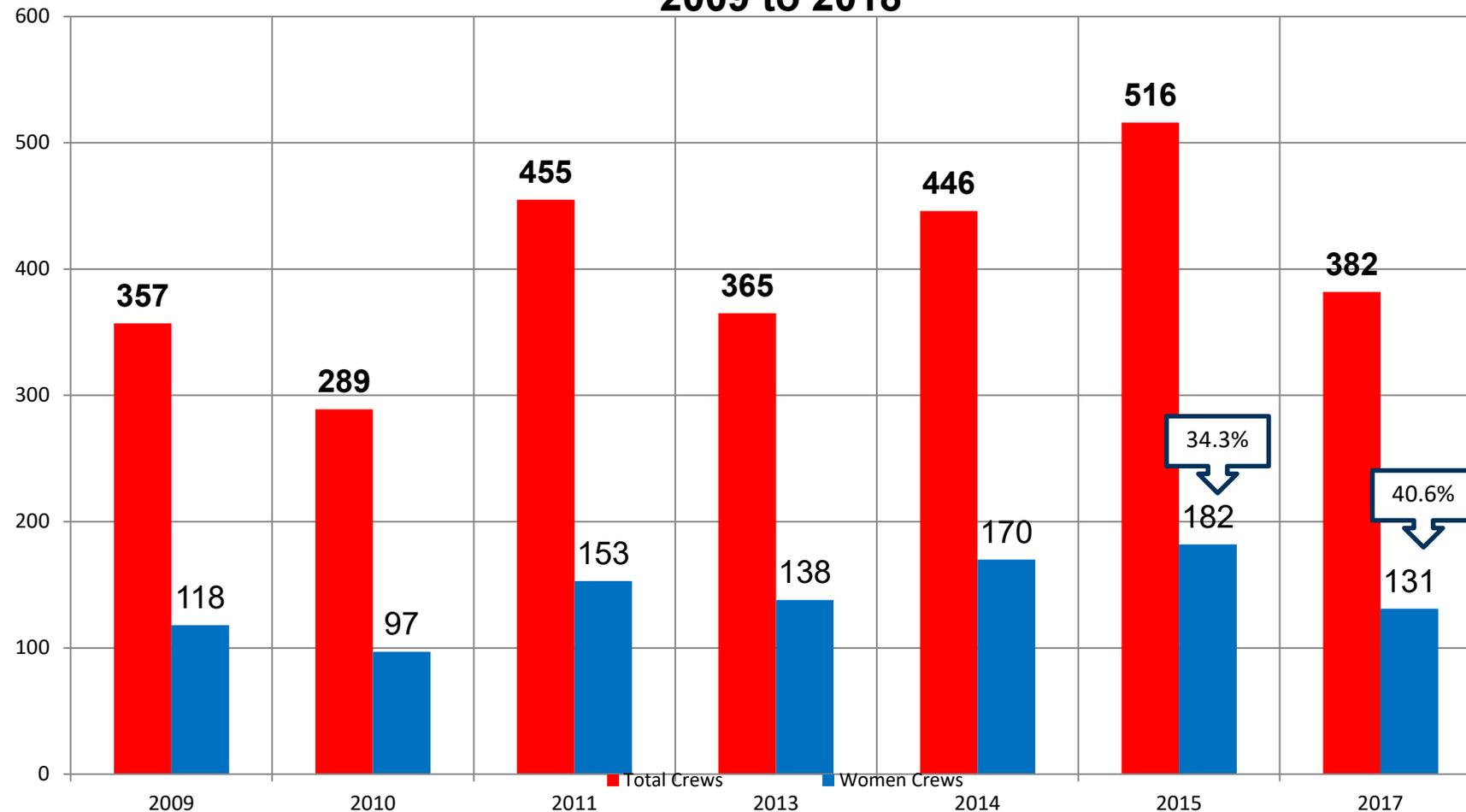
Total Economic Impact
World Rowing Championships (converted to Euros in the year)



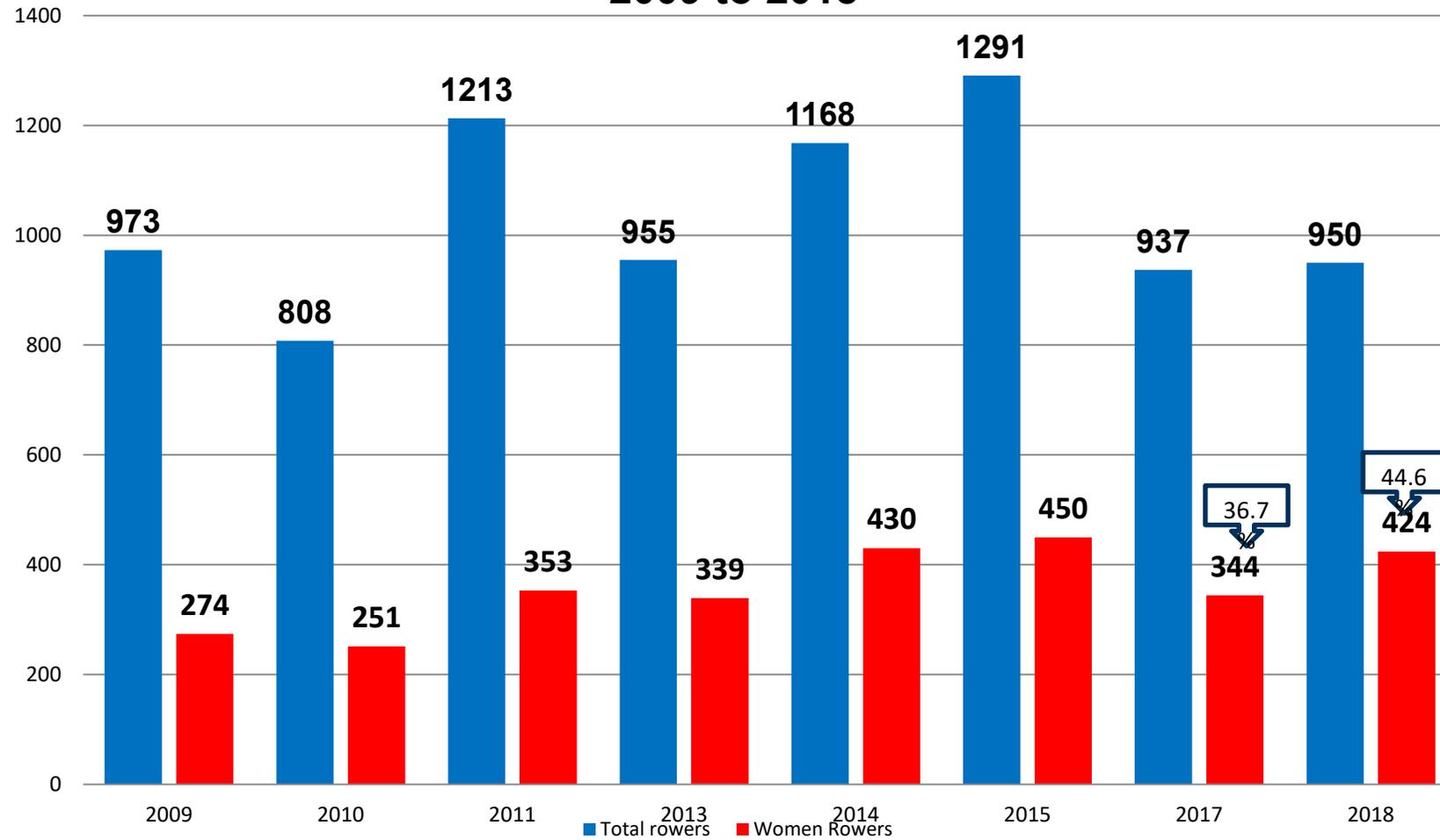
**National Federation Participation at
World Rowing Championships
1997 to 2018**



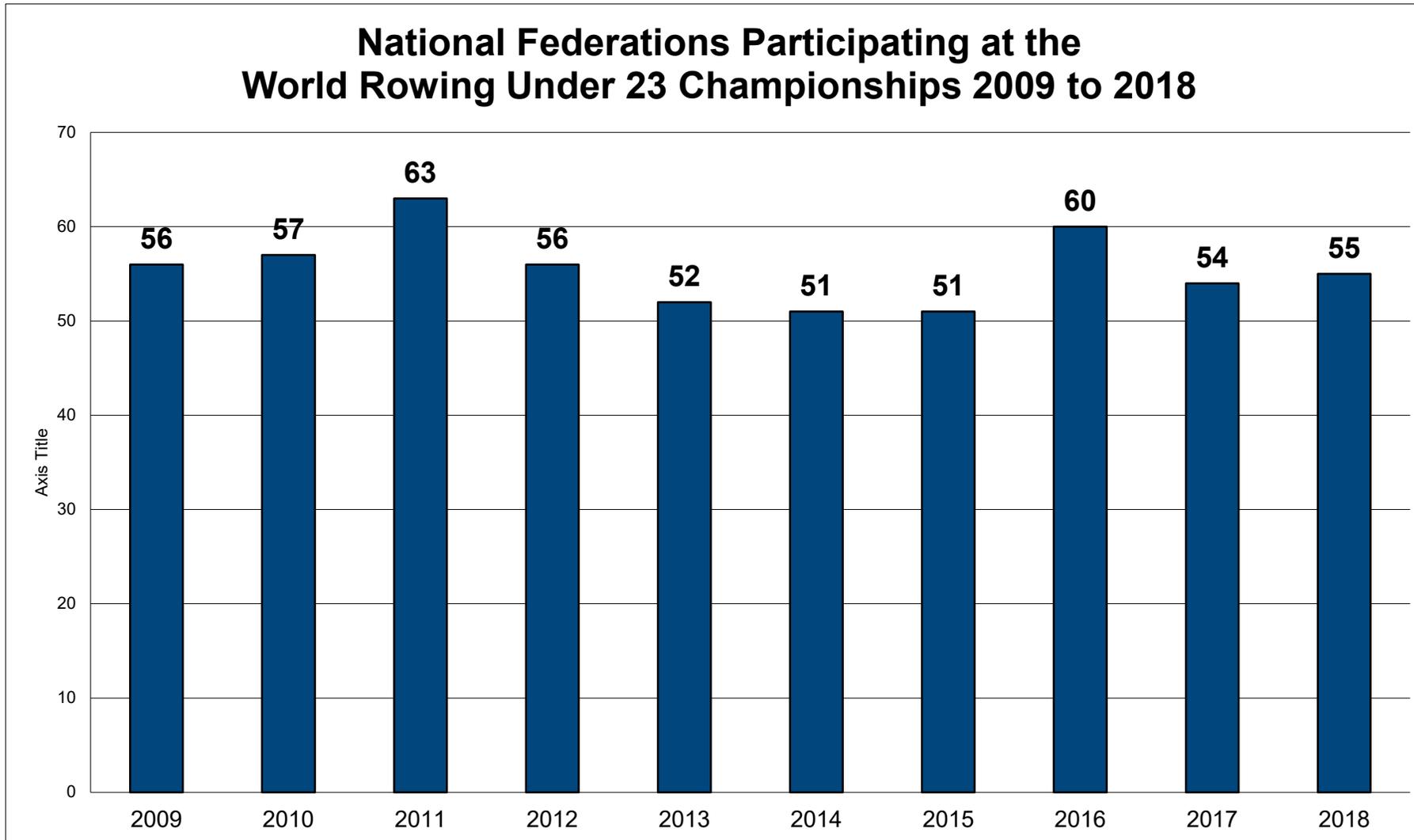
Total Crews at the World Rowing Championships 2009 to 2018

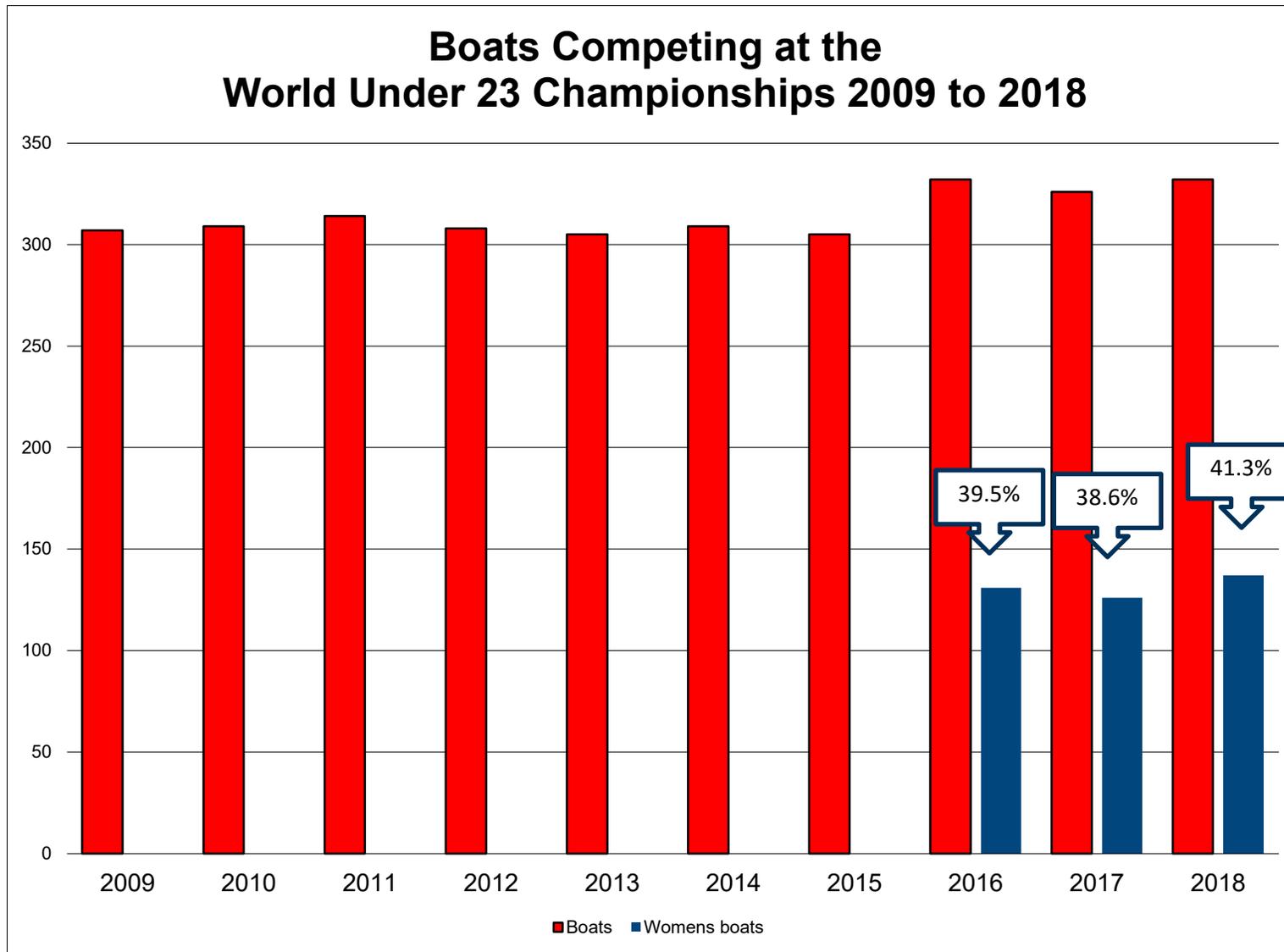


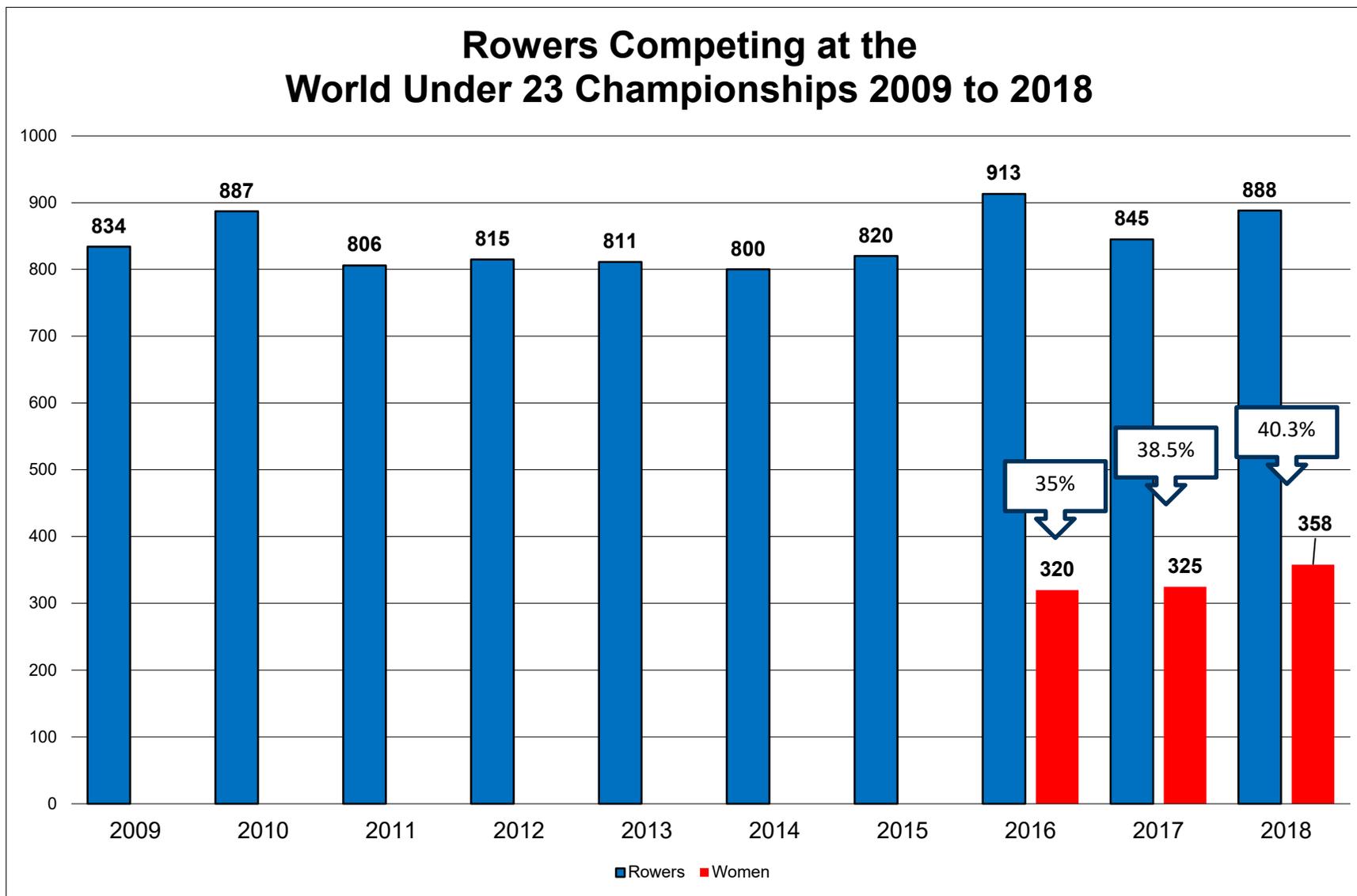
Rowers at the World Rowing Championships 2009 to 2018

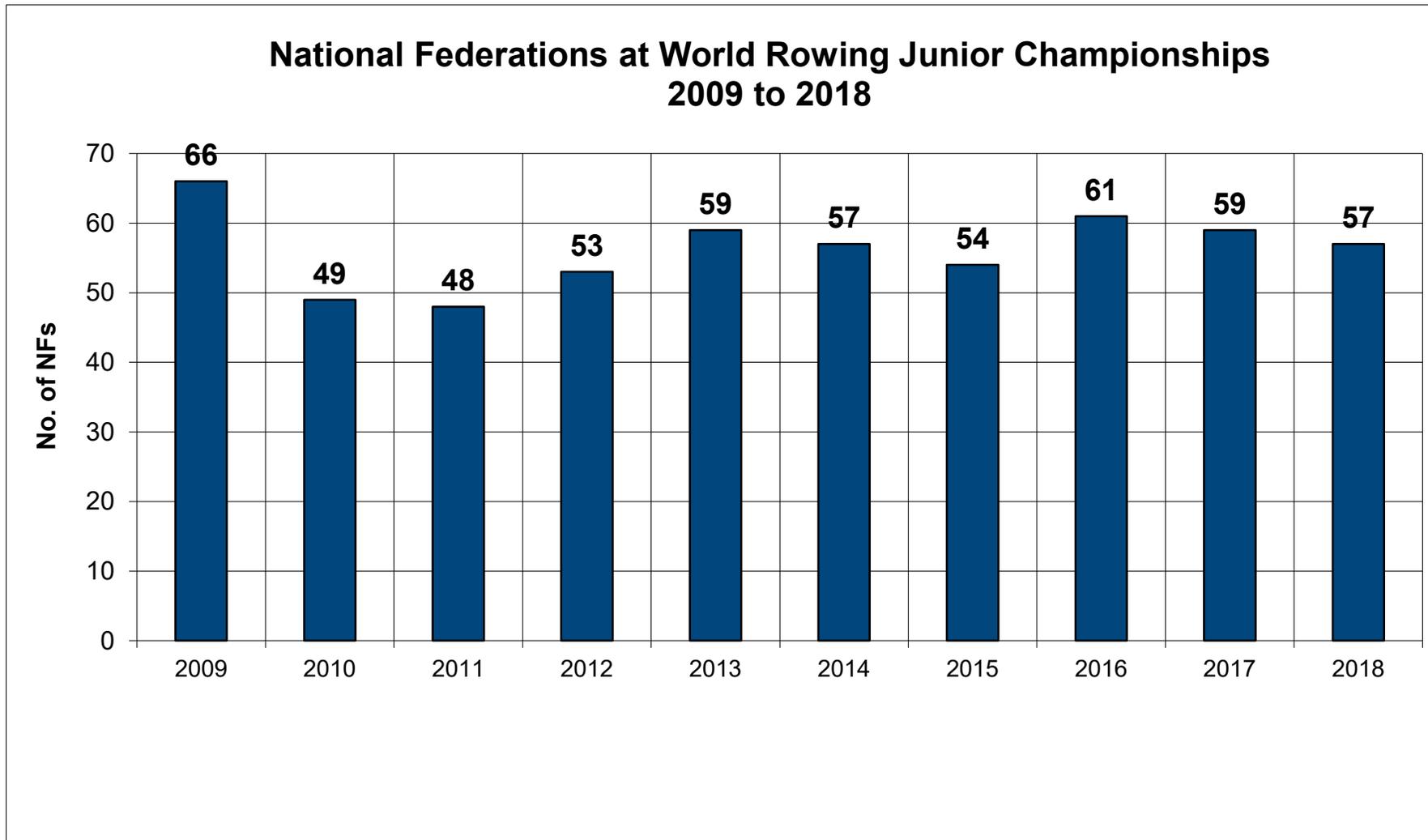


**National Federations Participating at the
World Rowing Under 23 Championships 2009 to 2018**

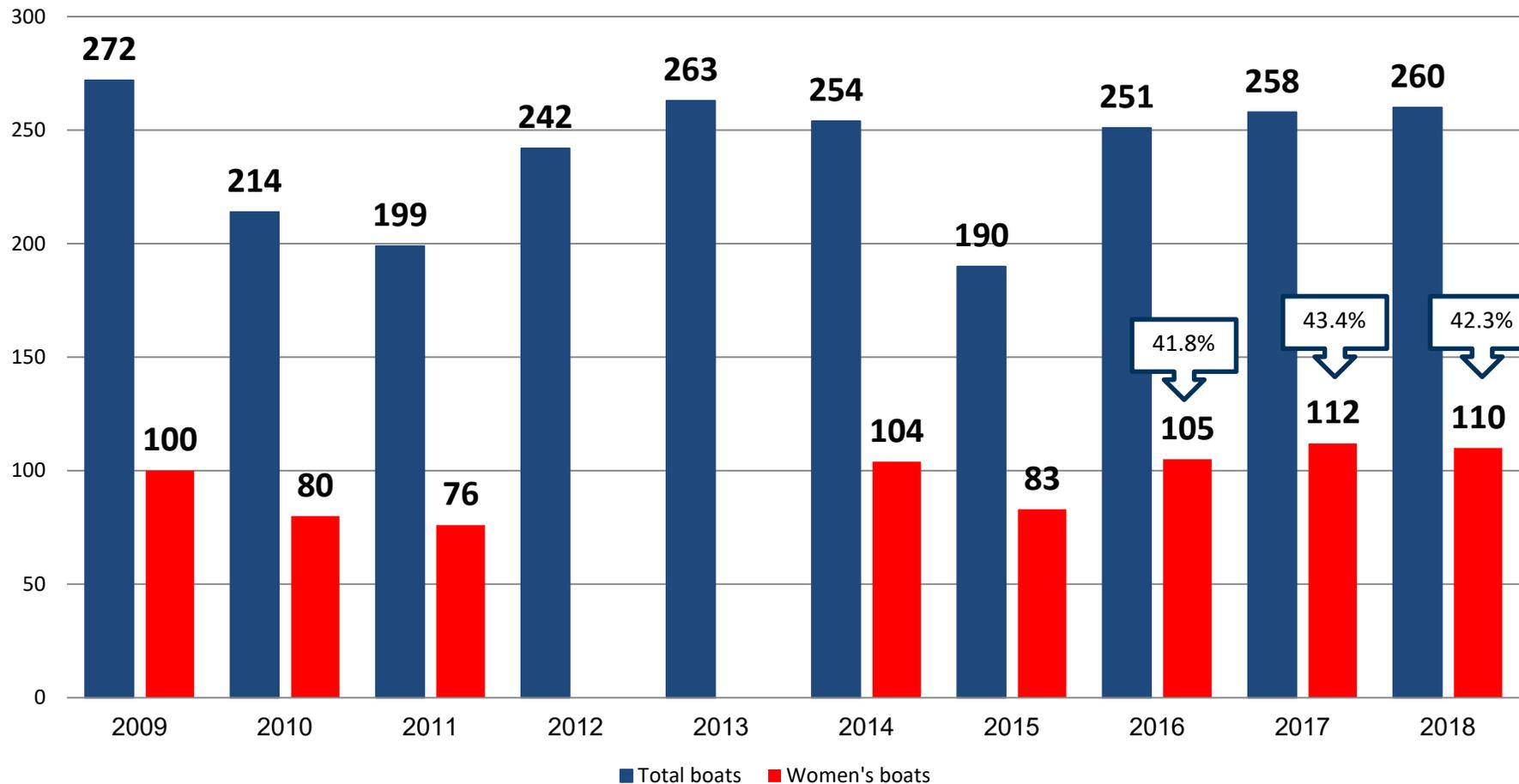




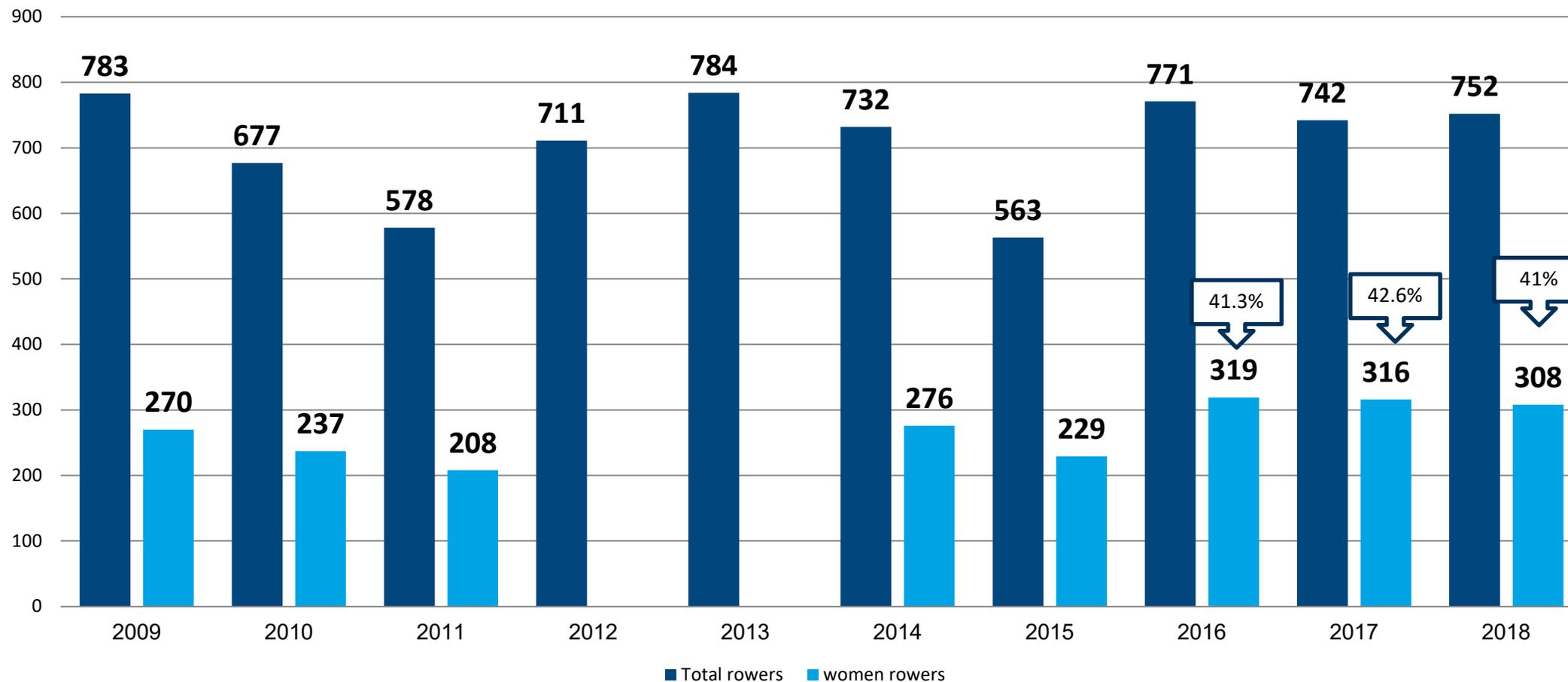




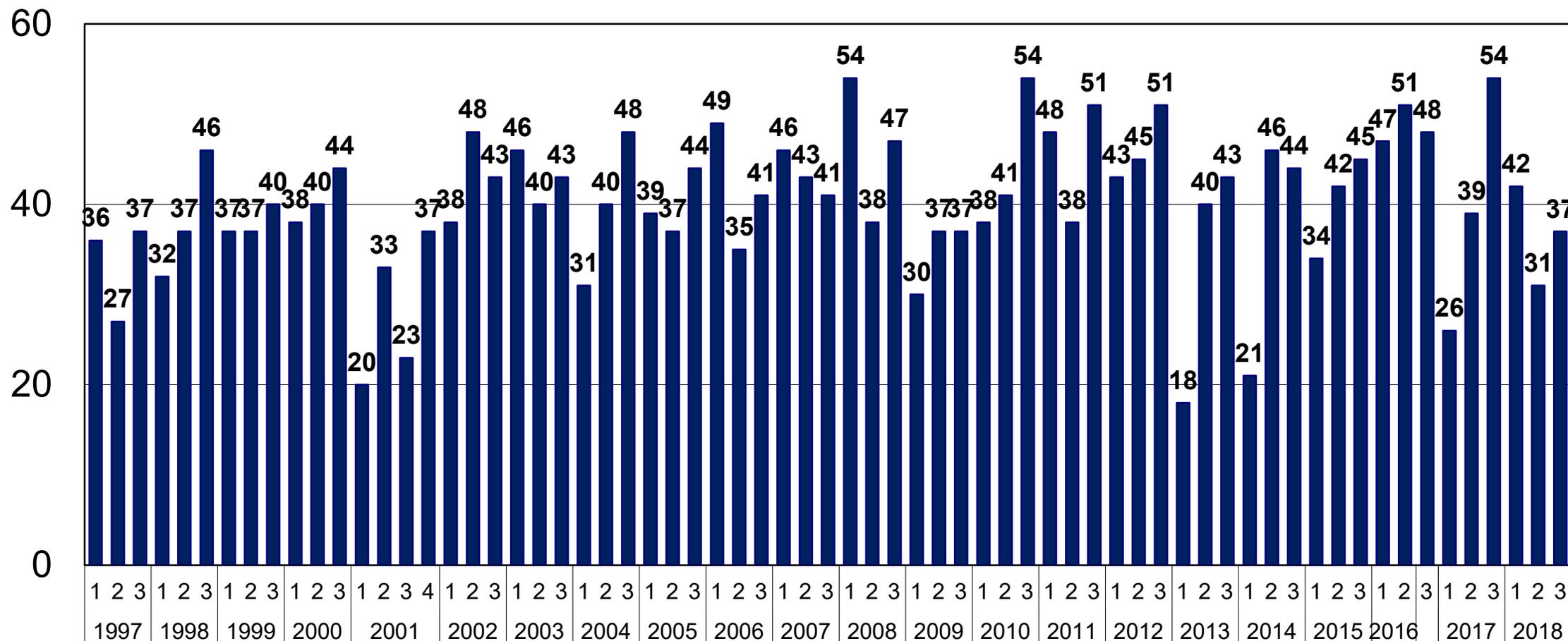
Boats Participating at the World Rowing Junior Championships 2009 to 2018



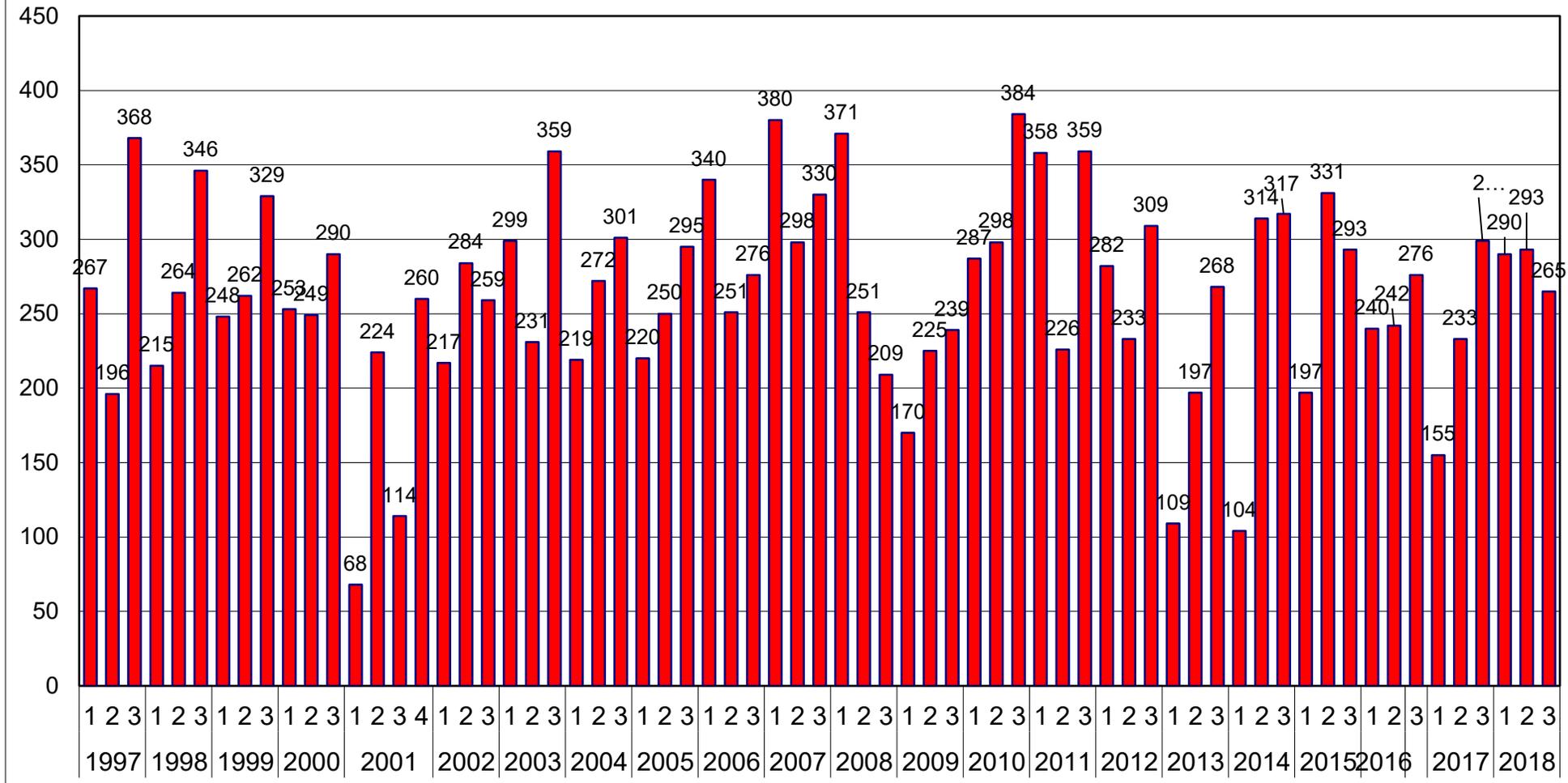
Rowers Participating at the World Rowing Junior Championships 2009 to 2018



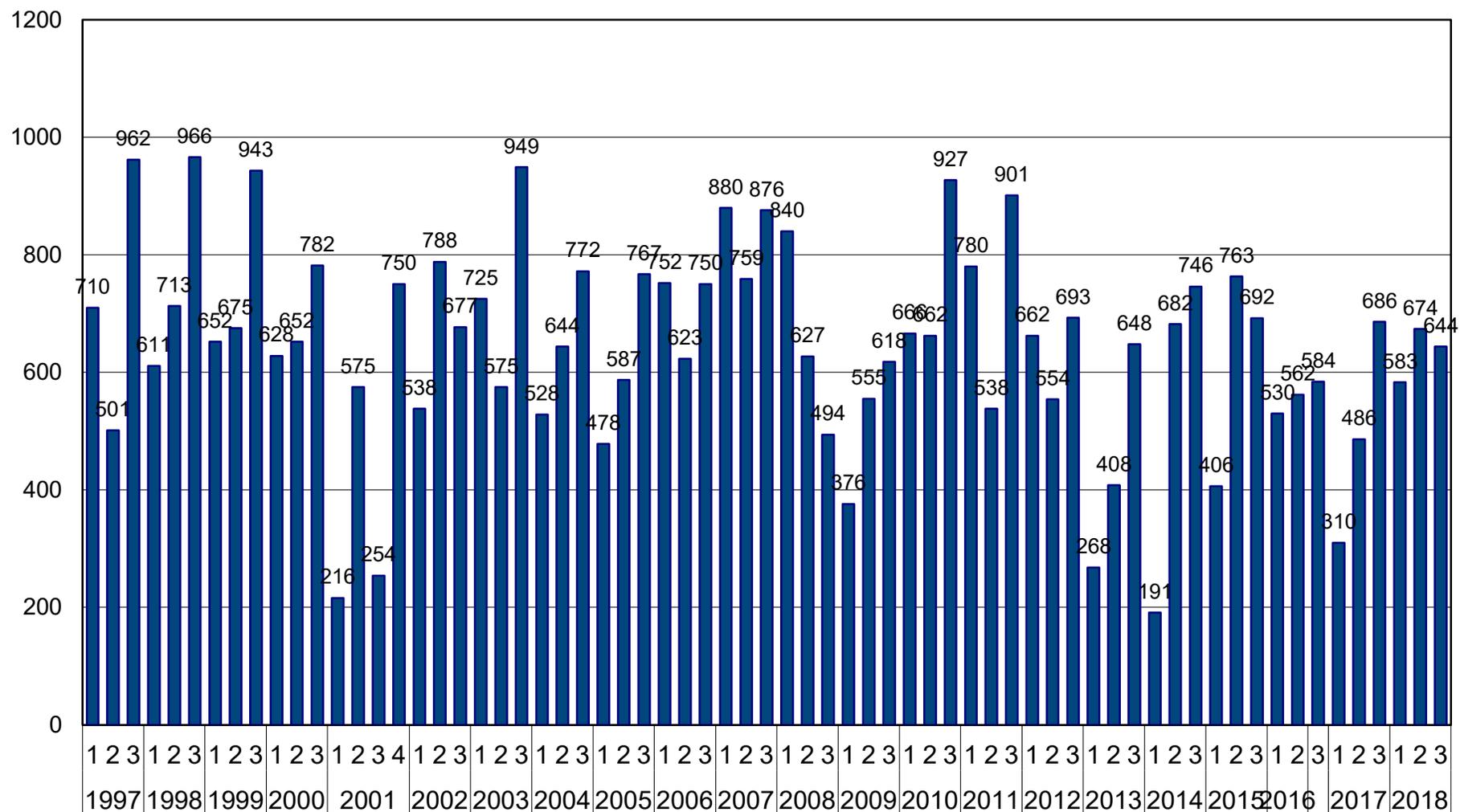
NF Participation at World Rowing Cup Regattas from 1997 to 2018



World Rowing Cup Regattas 1997 to 2018 - Participation by Boats Entered



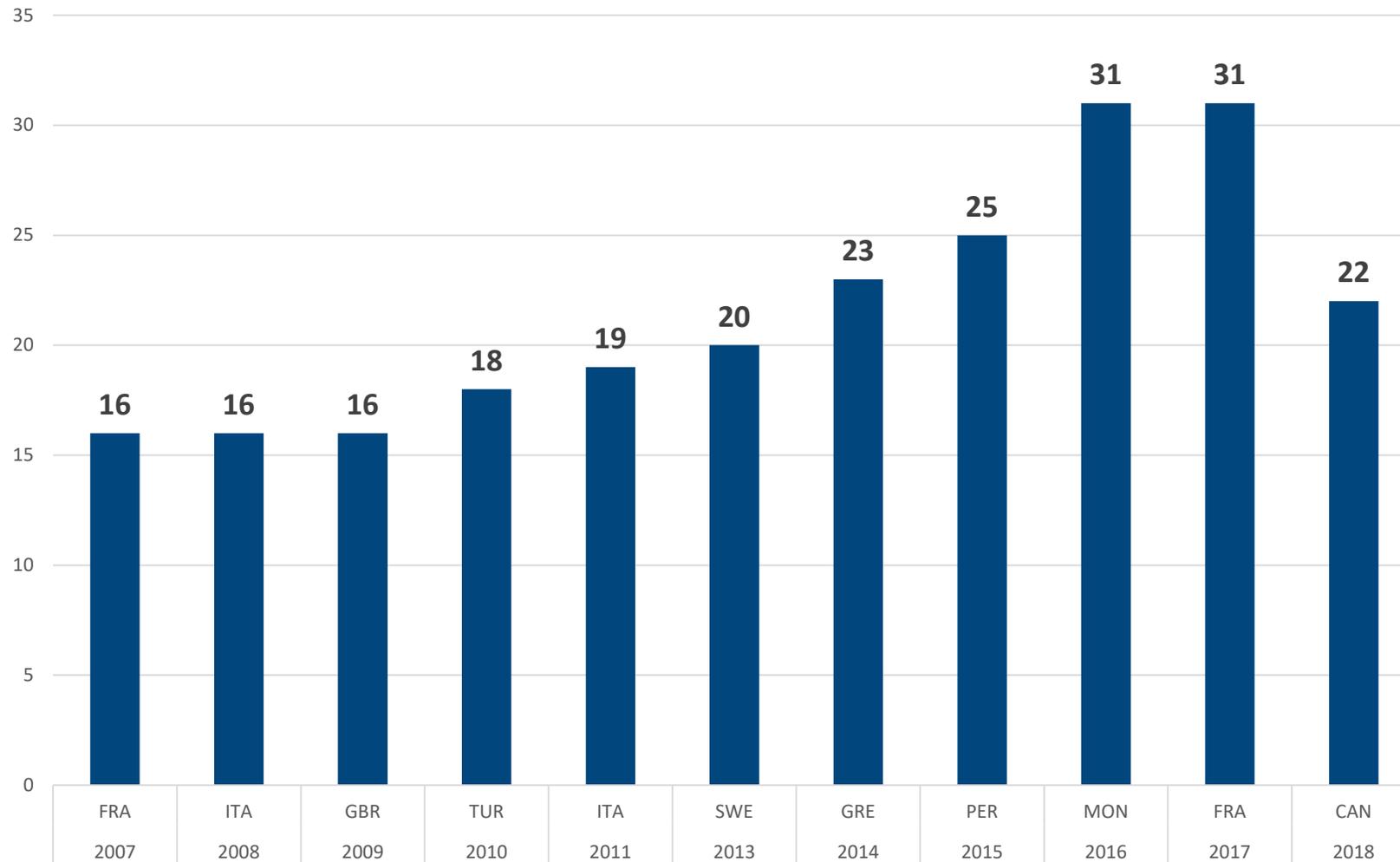
World Rowing Cup Regattas 1997 to 2018 - Participation by Rowers



Events - Participation



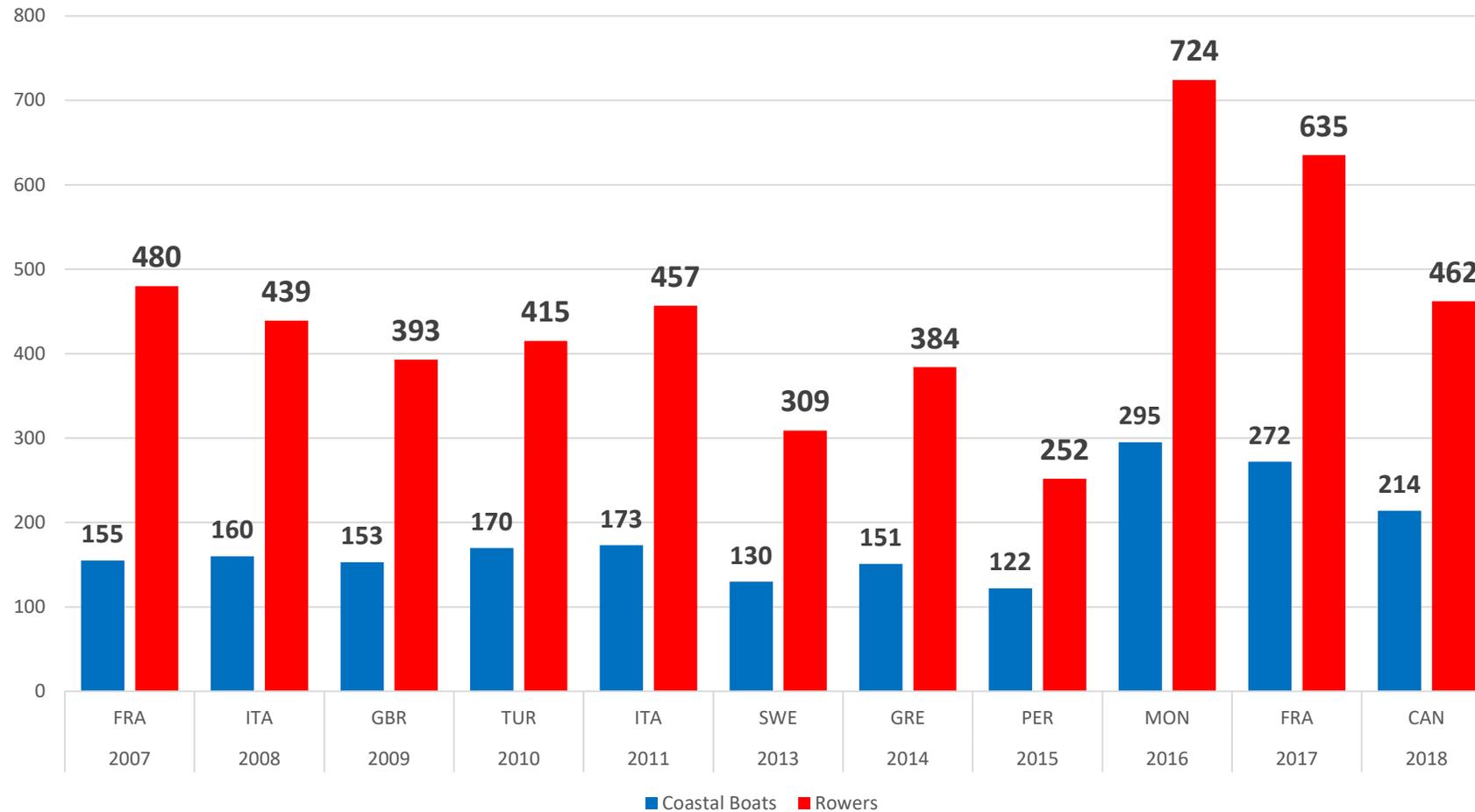
National Federations represented at Coastal Champs 2007 to 2018



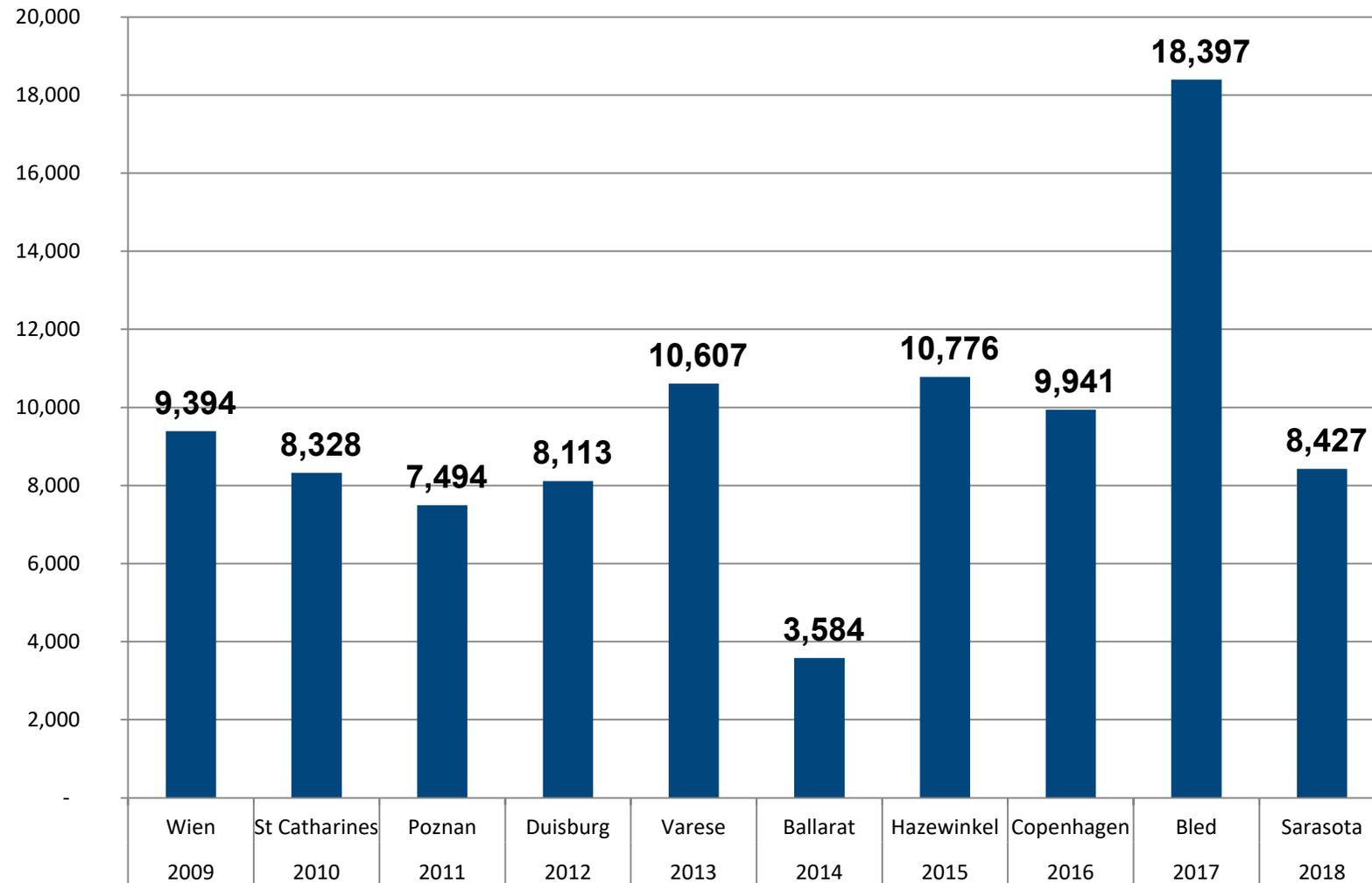
Events - Participation



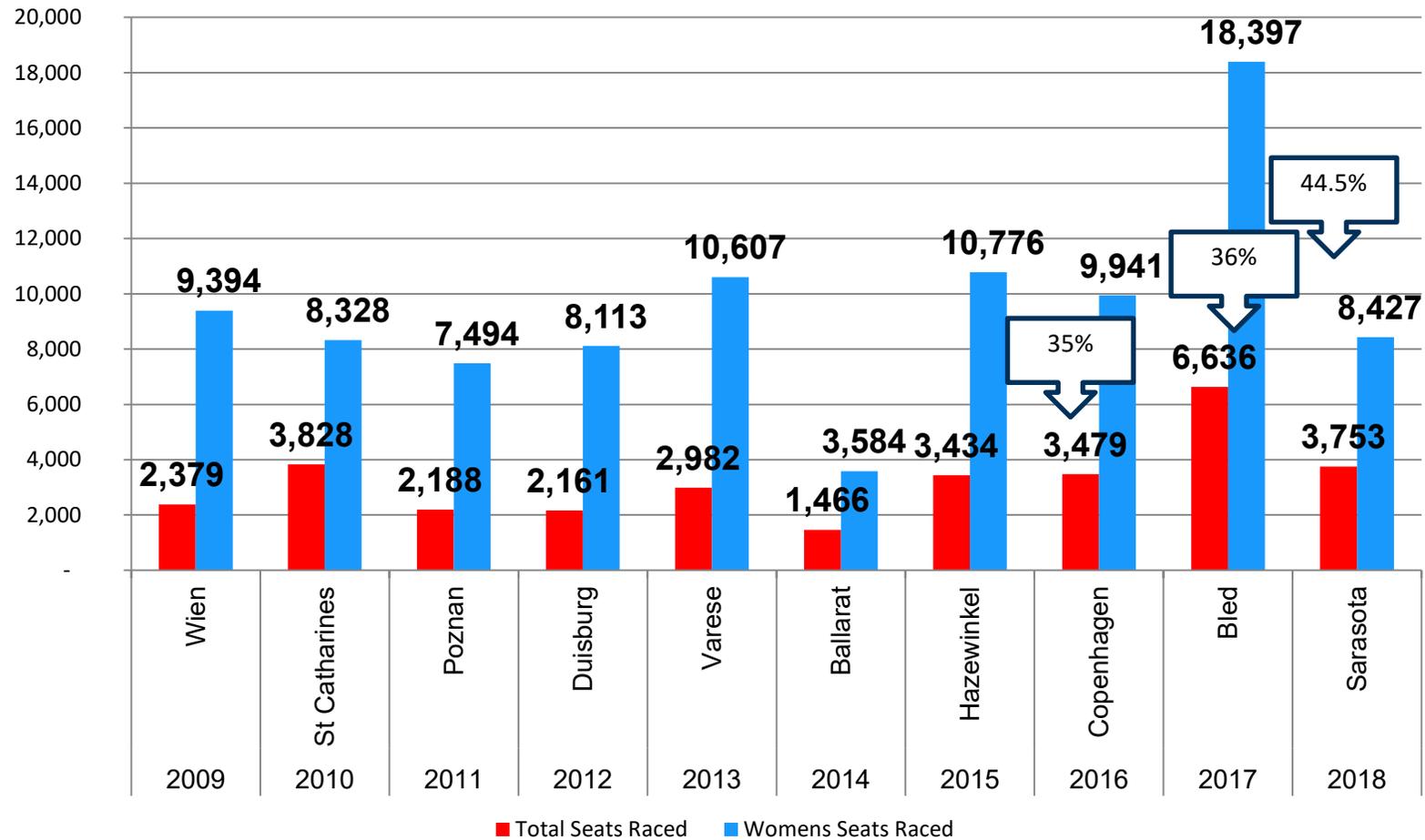
Coastal Championships Participation: Boats and Rowers from 2007 to 2018



**Participation in Masters Regattas -
Seats Raced - 2009 to 2018**



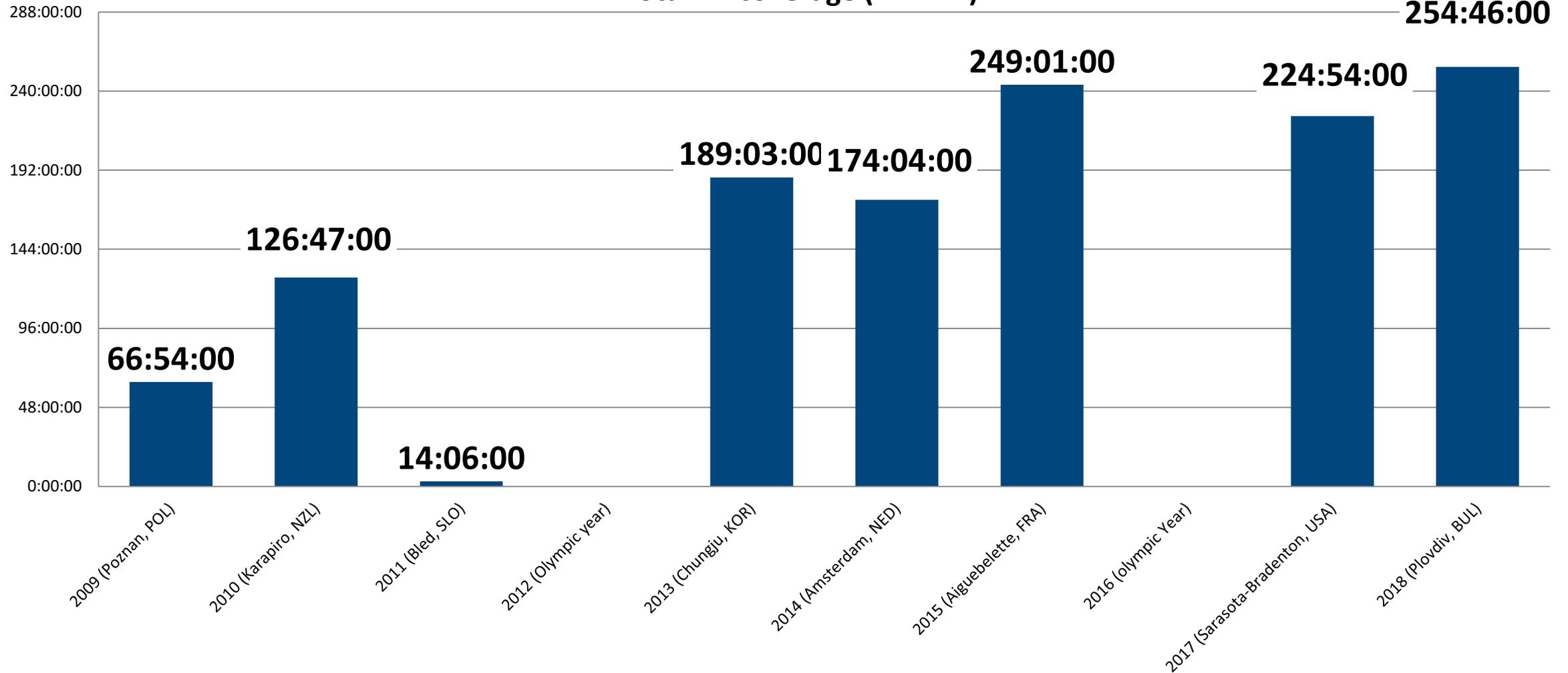
Total Seats / Womens Seats Raced at Masters Regattas 2009 to 2018



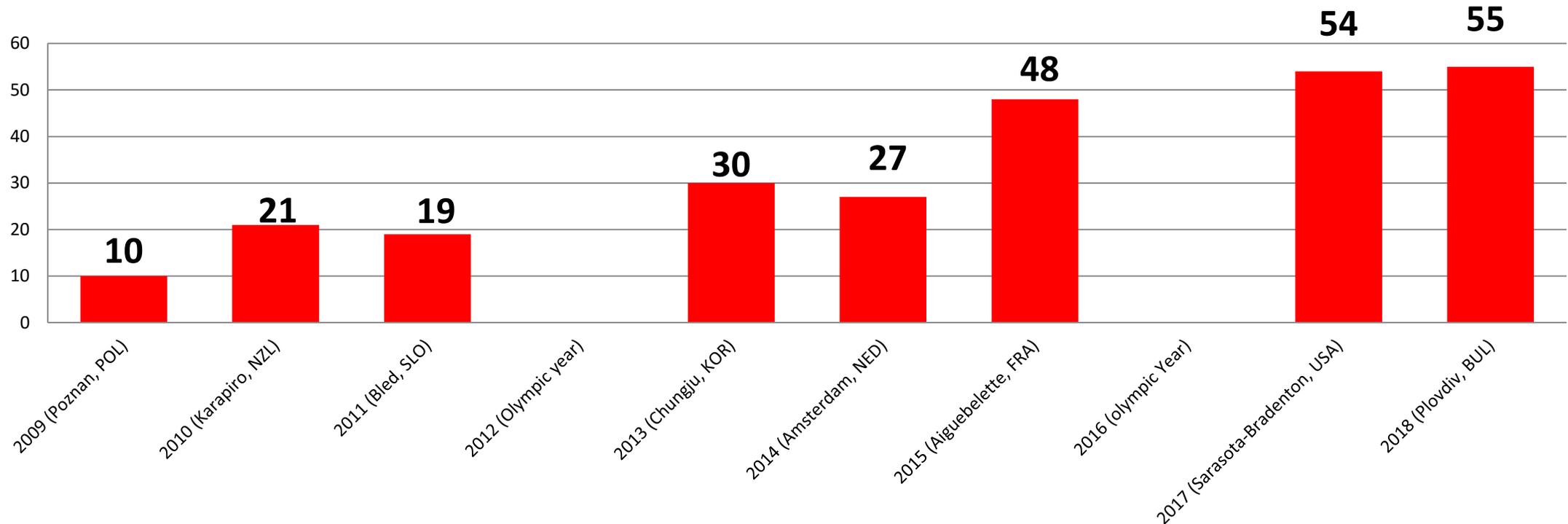
Key Performance Indicators 2018

4. Promote Rowing

World Rowing Championships 2009 - 2018
Total TV coverage (hh:mm)

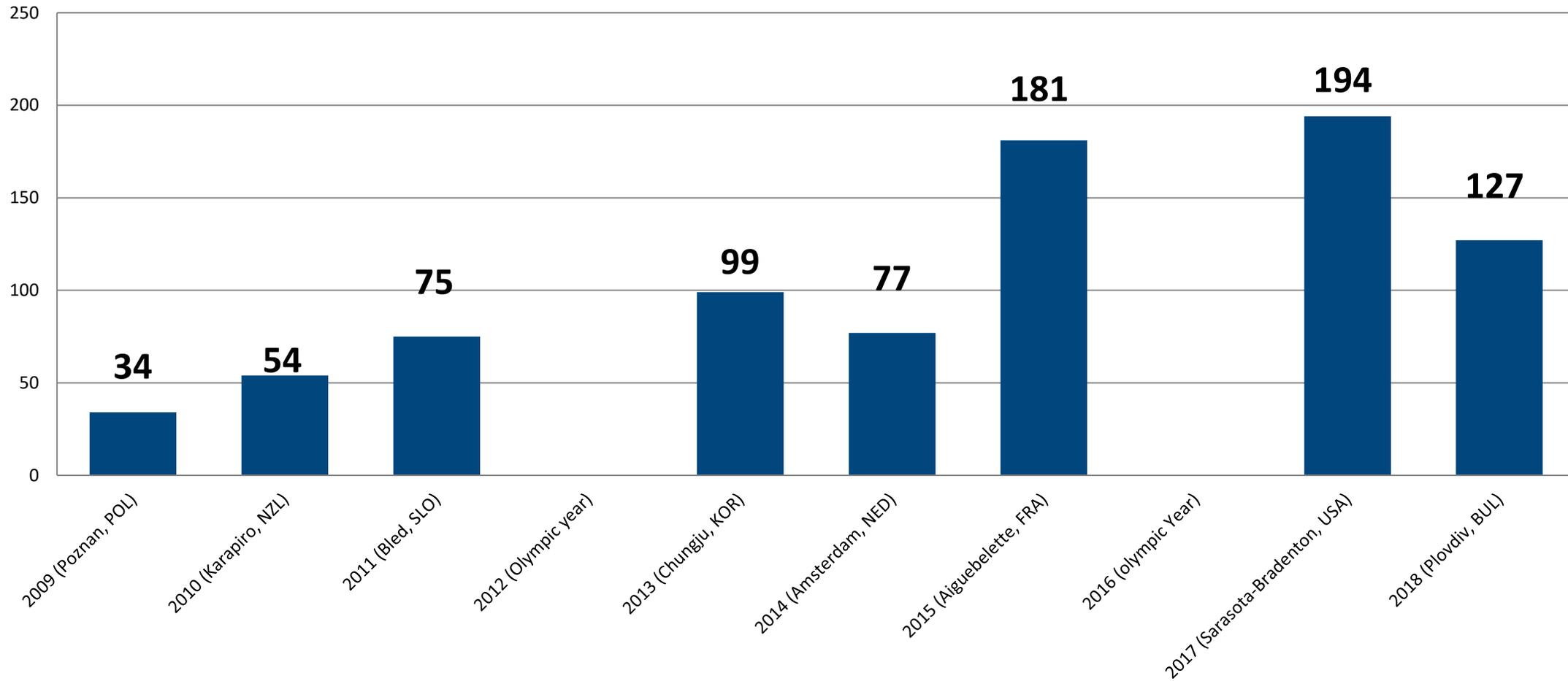


World Rowing Championships 2009 - 2018 Number of broadcasting countries*

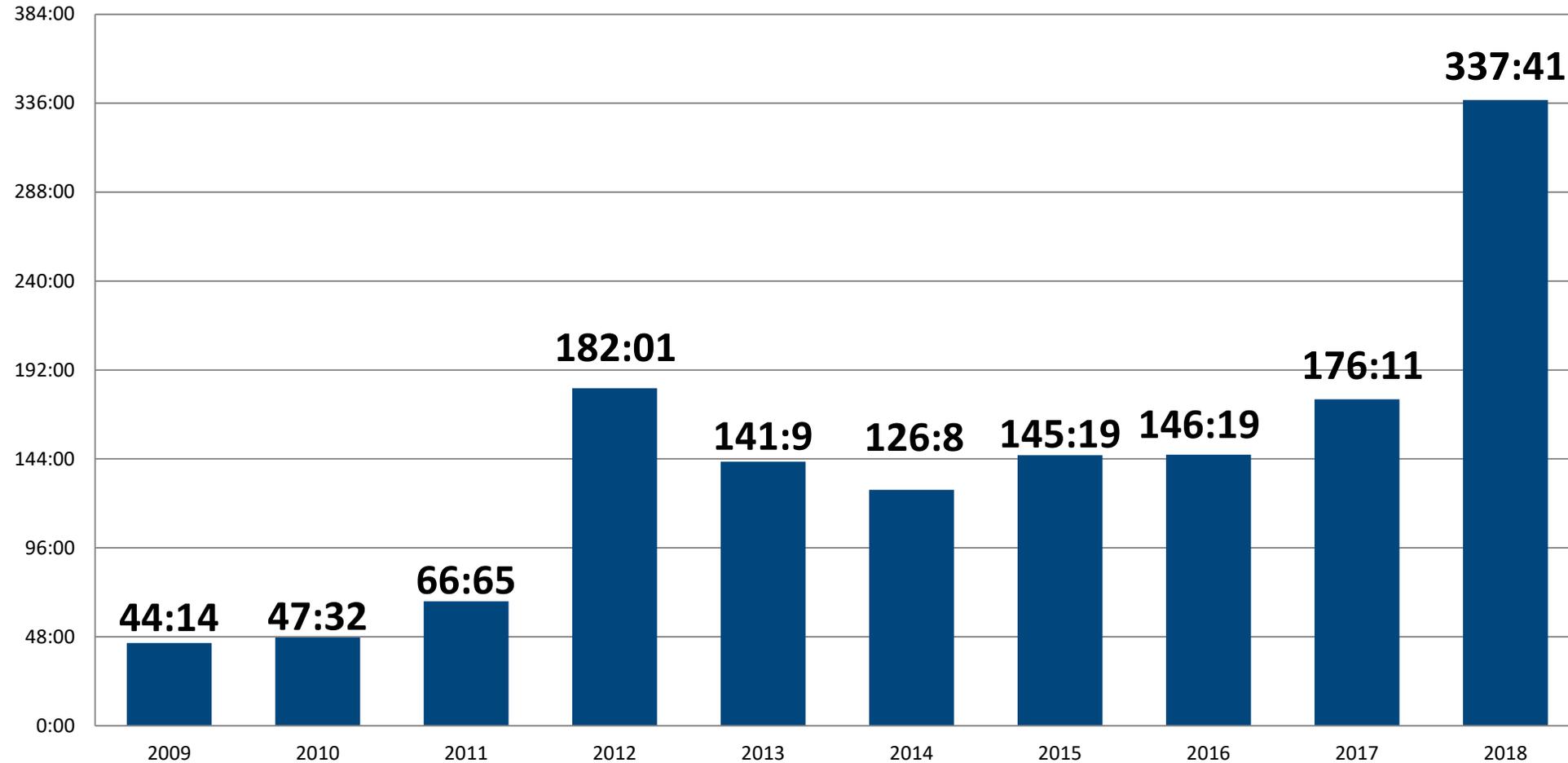


* (excluding Eurosport, which is available in 54 European countries)

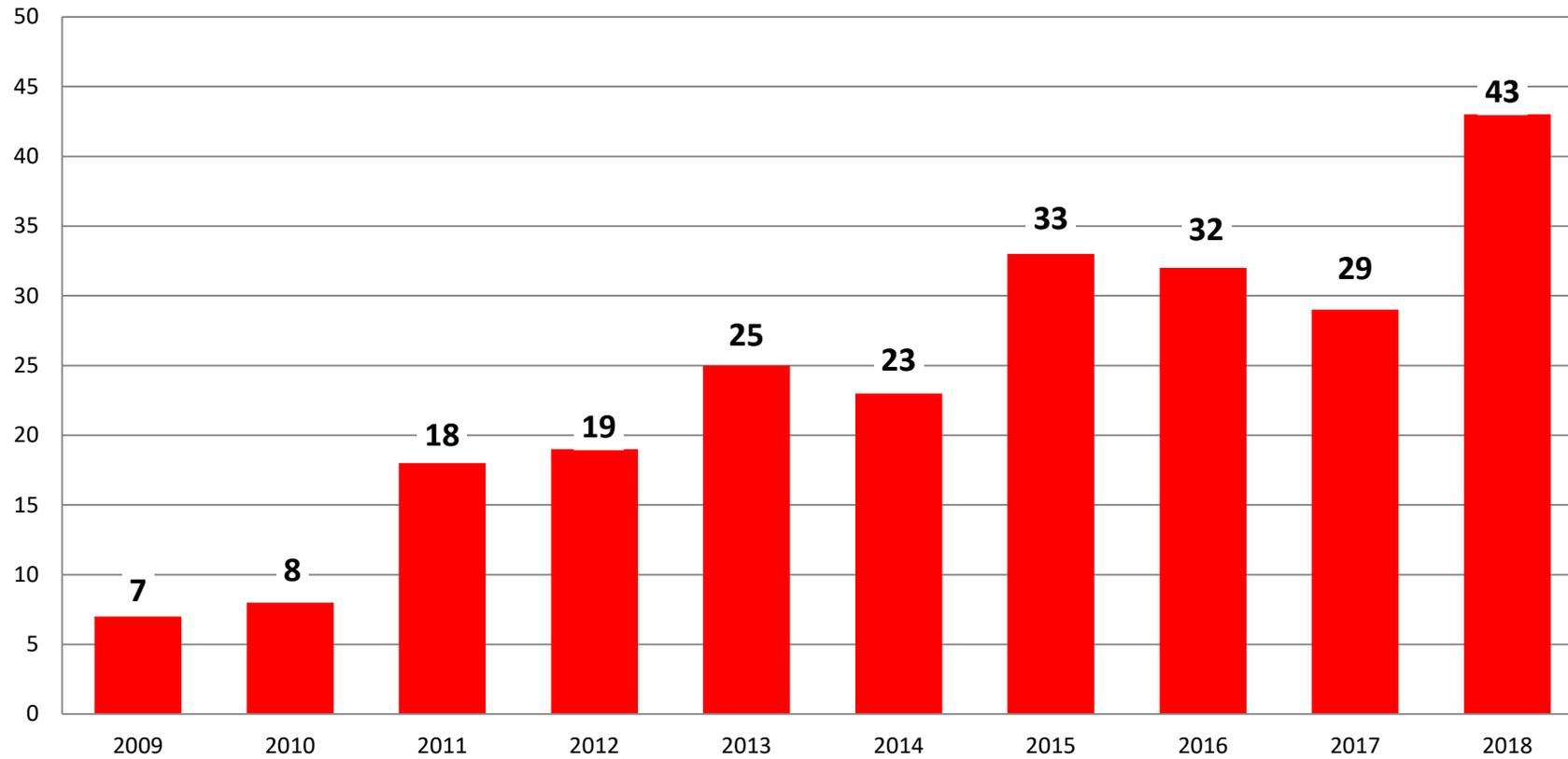
World Rowing Championships 2009 - 2018
Number of broadcasting TV channels



World Rowing Cup 2009 -2018
Total TV Coverage (hh:mm)

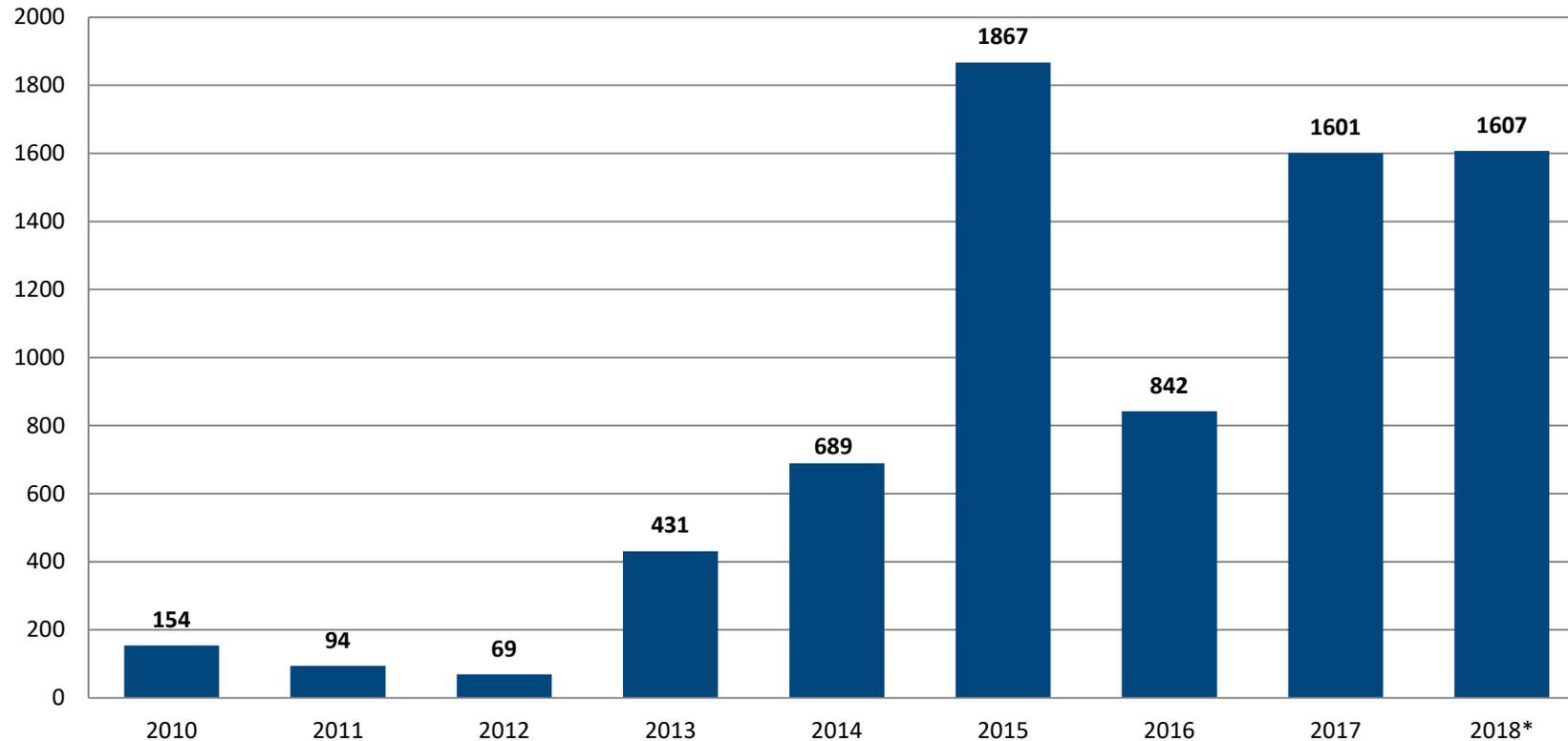


World Rowing Cup 2009 - 2018
Number of broadcasting countries*

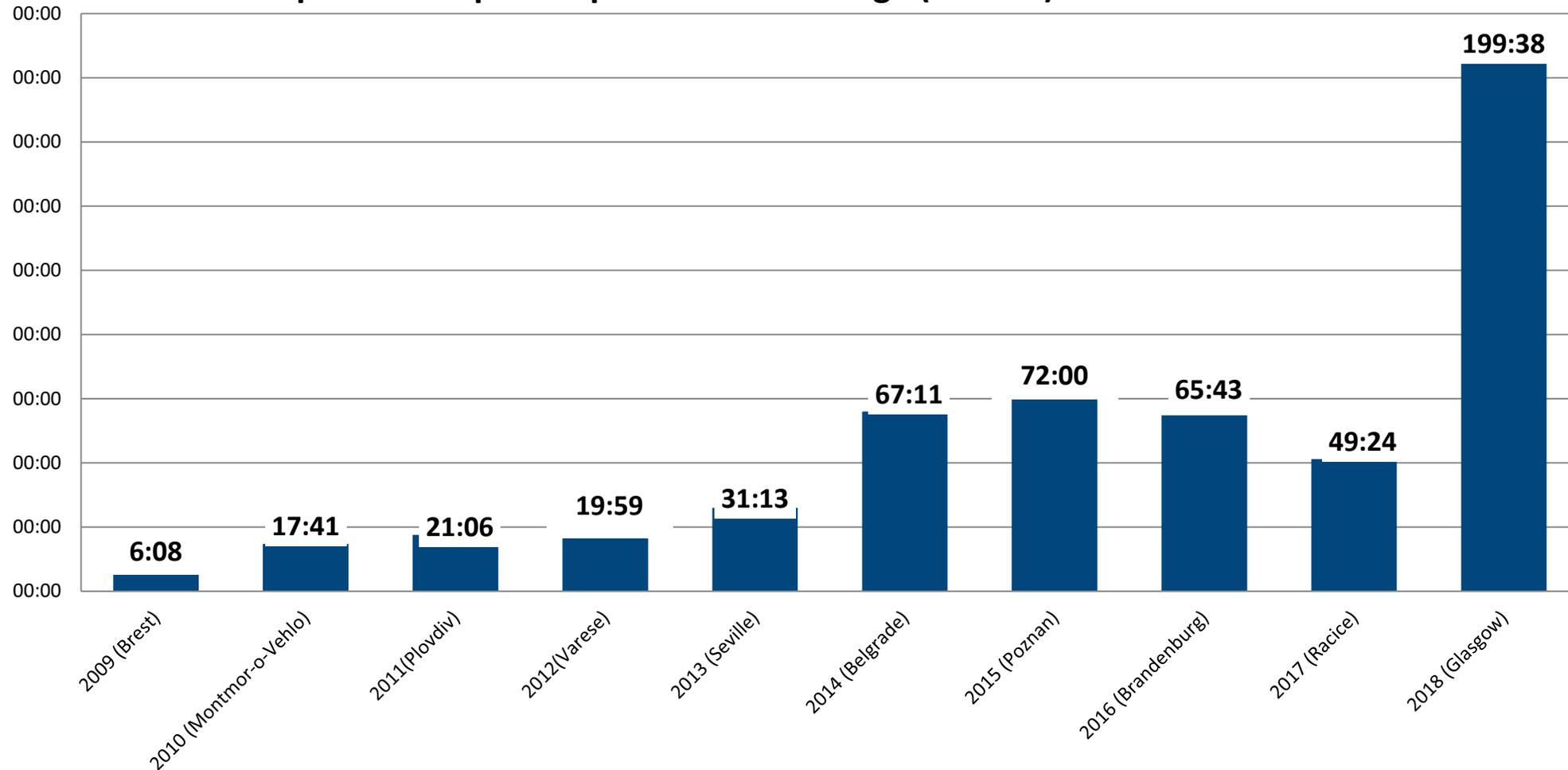


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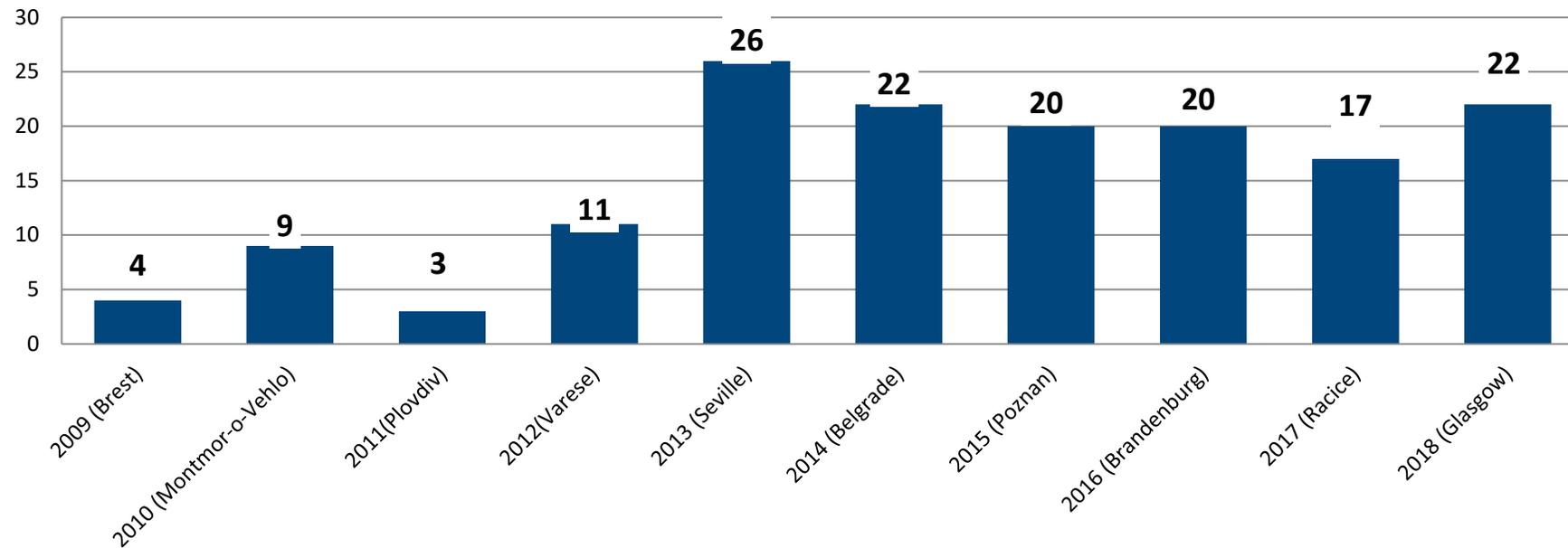
Total News Airings World Cups 1,2,3 & World Championships & European Rowing Championships 2010-2018



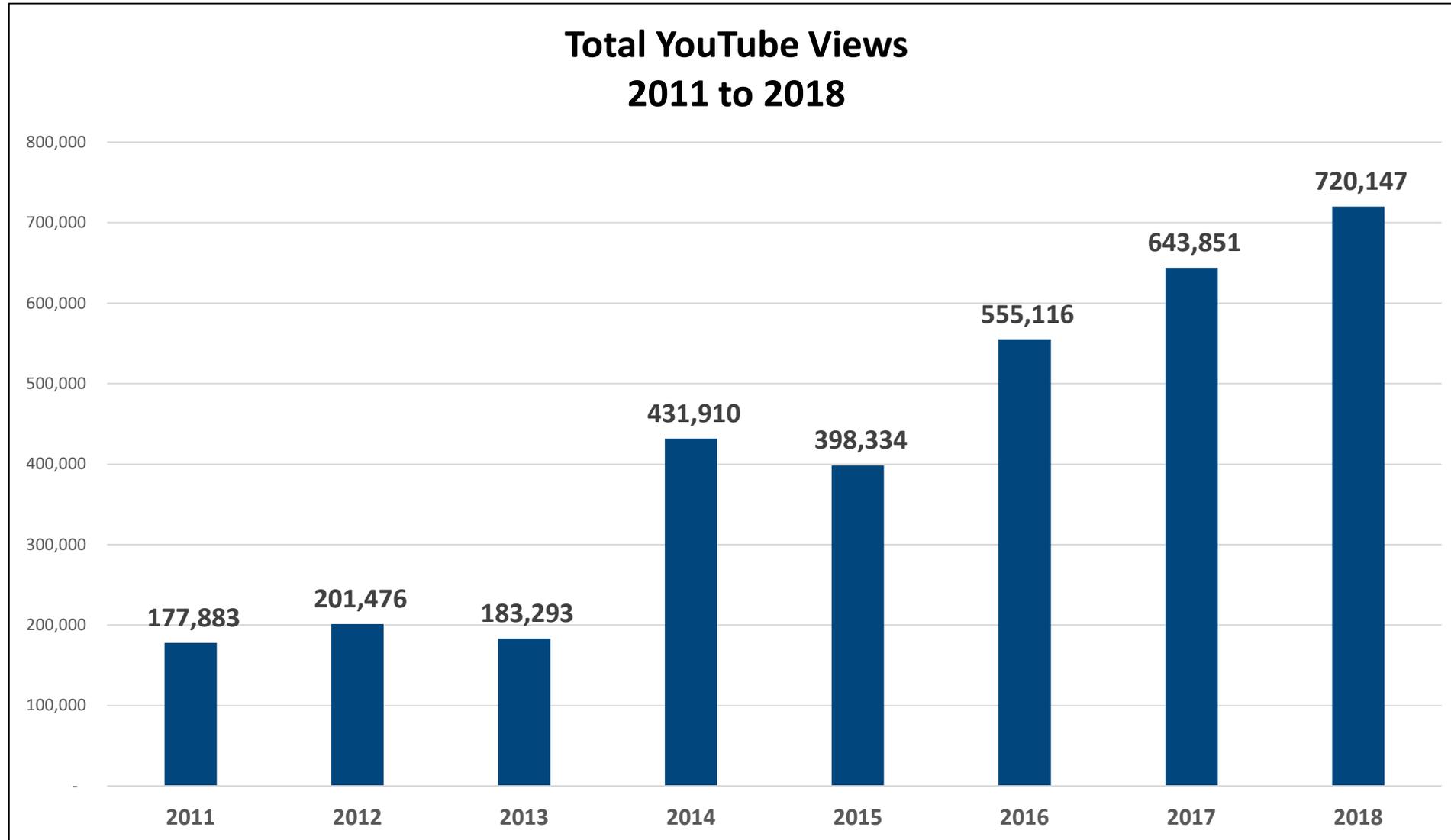
European Championships Total TV coverage (hh:mm)



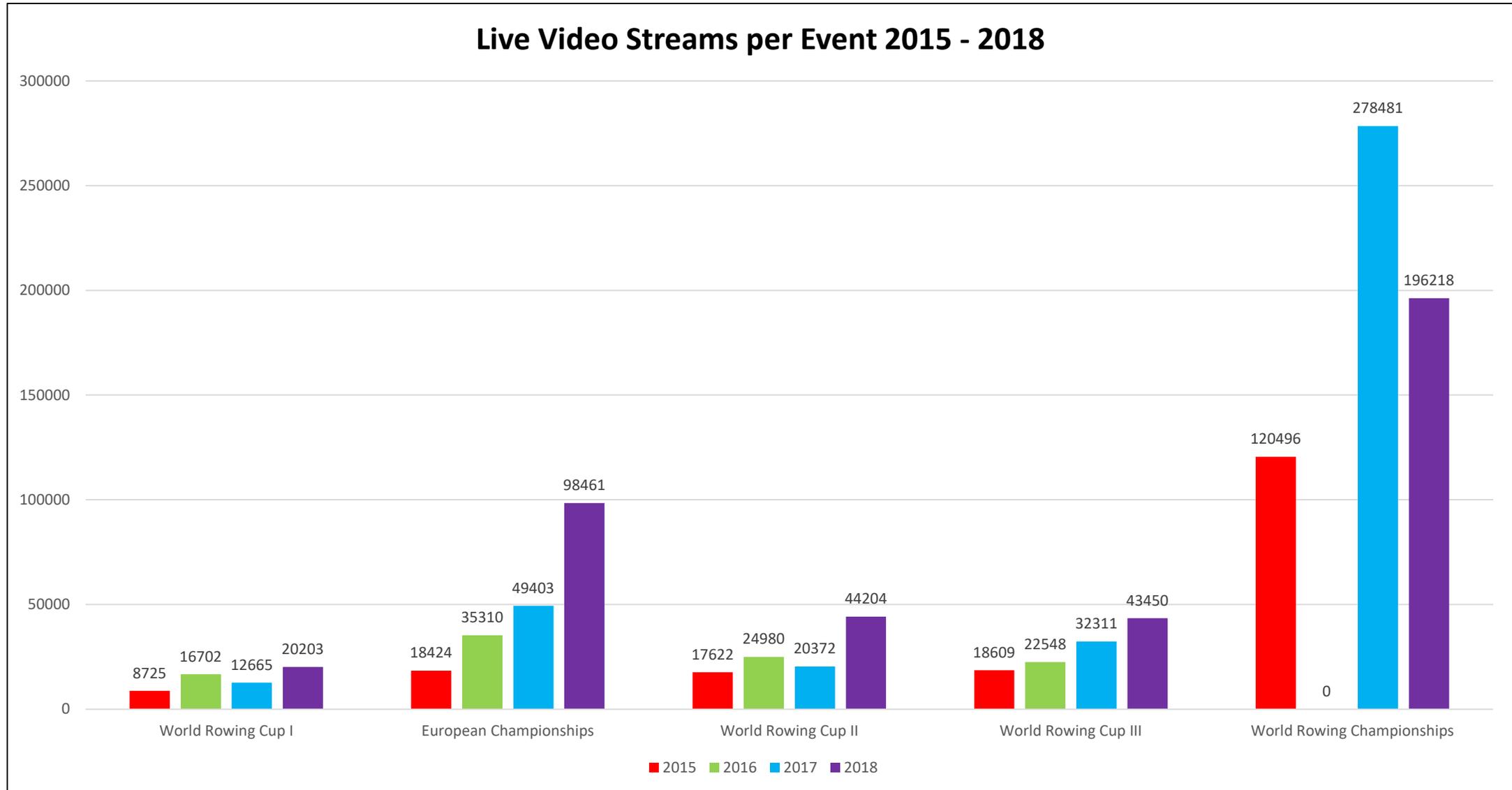
**European Rowing Championships
2009 - 2018**
Number of countries that broadcasted
(excluding Eurosport, which is available in 54 European countries)



Promotion - Streaming Video Stats



Promotion - Streaming Video Stats



Promotion - Digital Media Stats



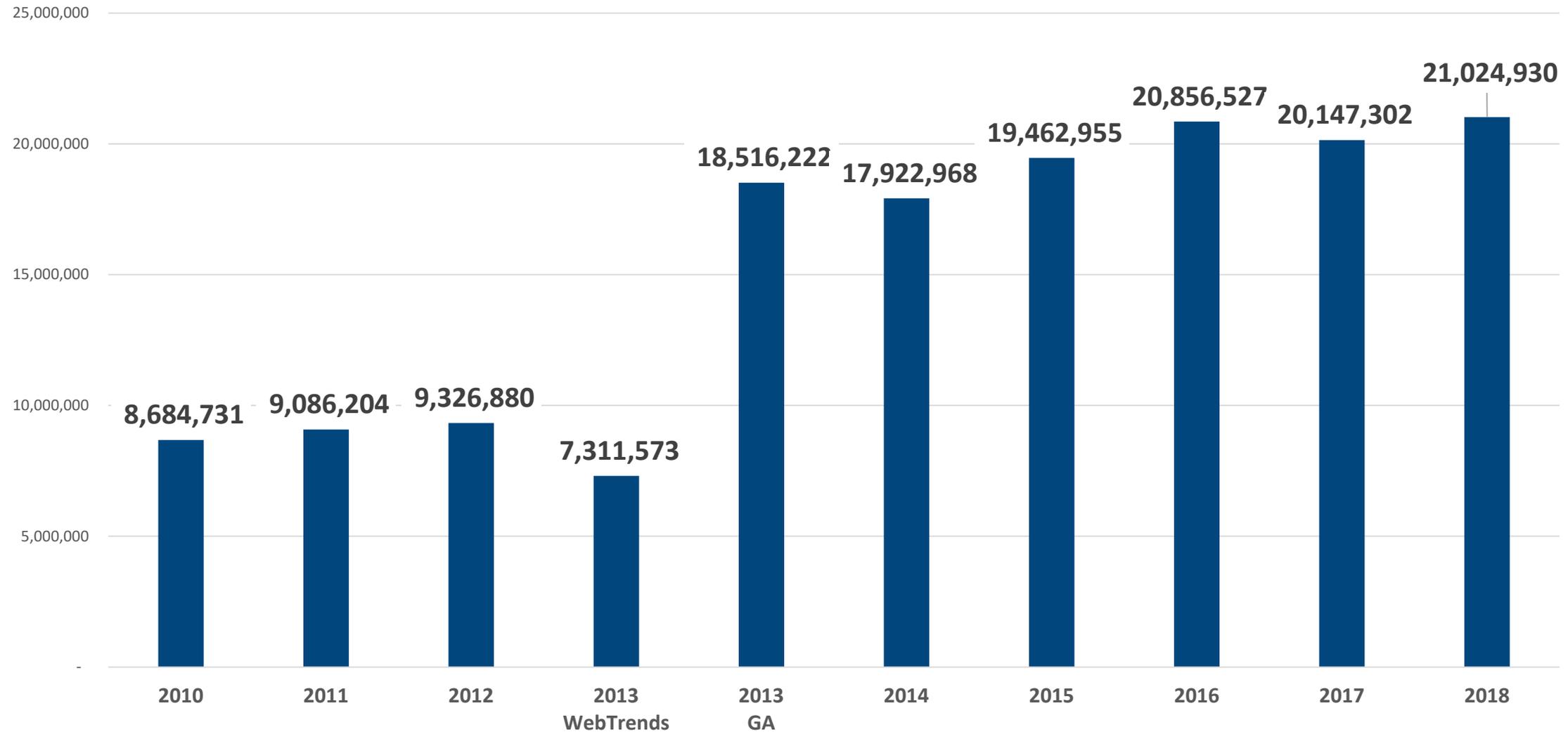
Website Page Views 2010 to 2018

	2010	2011	2012	2013 WebTrends	2013 (GA)	2014 (GA)	2015 (GA)	2016(GA)	2017(GA)	2018(GA)
January	244,686	279,627	294,800	298,327	485,869	630,648	347,989	378,117	340,734	367,882
February	253,797	251,707	290,319	288,101	481,142	576,204	365,695	409,996	376,535	472,457
March	259,511	291,187	326,221	518,611	896,577	998,287	408,758	464,558	412,958	408,104
April	283,378	310,715	412,204	215,840	644,133	782,340	492,681	1,993,859	507,759	430,527
May	737,932	857,298	1,987,094	484,480	1,308,766	1,678,775	2,551,756	5,130,995	2,901,930	883,145
June	822,395	1,195,077	954,468	798,379	2,290,110	2,036,407	2,308,638	1,928,509	1,810,526	3,306,517
July	1,668,027	1,546,891	1,848,940	1,582,659	4,343,945	3,394,468	3,813,413	1,346,499	4,592,590	4,820,284
August	1,058,034	1,845,809	1,683,453	1,681,269	4,658,361	5,783,833	3,446,557	7,399,866	2,150,823	4,004,259
September	706,543	1,631,230	709,725	593,962	1,532,578	915,430	4,514,885	677,753	4,810,805	4,928,902
October	630,049	338,738	308,122	307,324	700,620	466,981	436,909	439,293	1,488,406	638,685
November	1,749,547	290,083	275,050	294,160	649,096	343,477	412,413	372,160	405,249	417,560
December	270,832	247,842	236,484	248,461	525,025	316,118	363,261	314,922	348,987	346,608
Annual Total	8,684,731	9,086,204	9,326,880	7,311,573	18,516,222	17,922,968	19,462,955	20,856,527	20,147,302	21,024,930

Promotion - Digital Media Stats



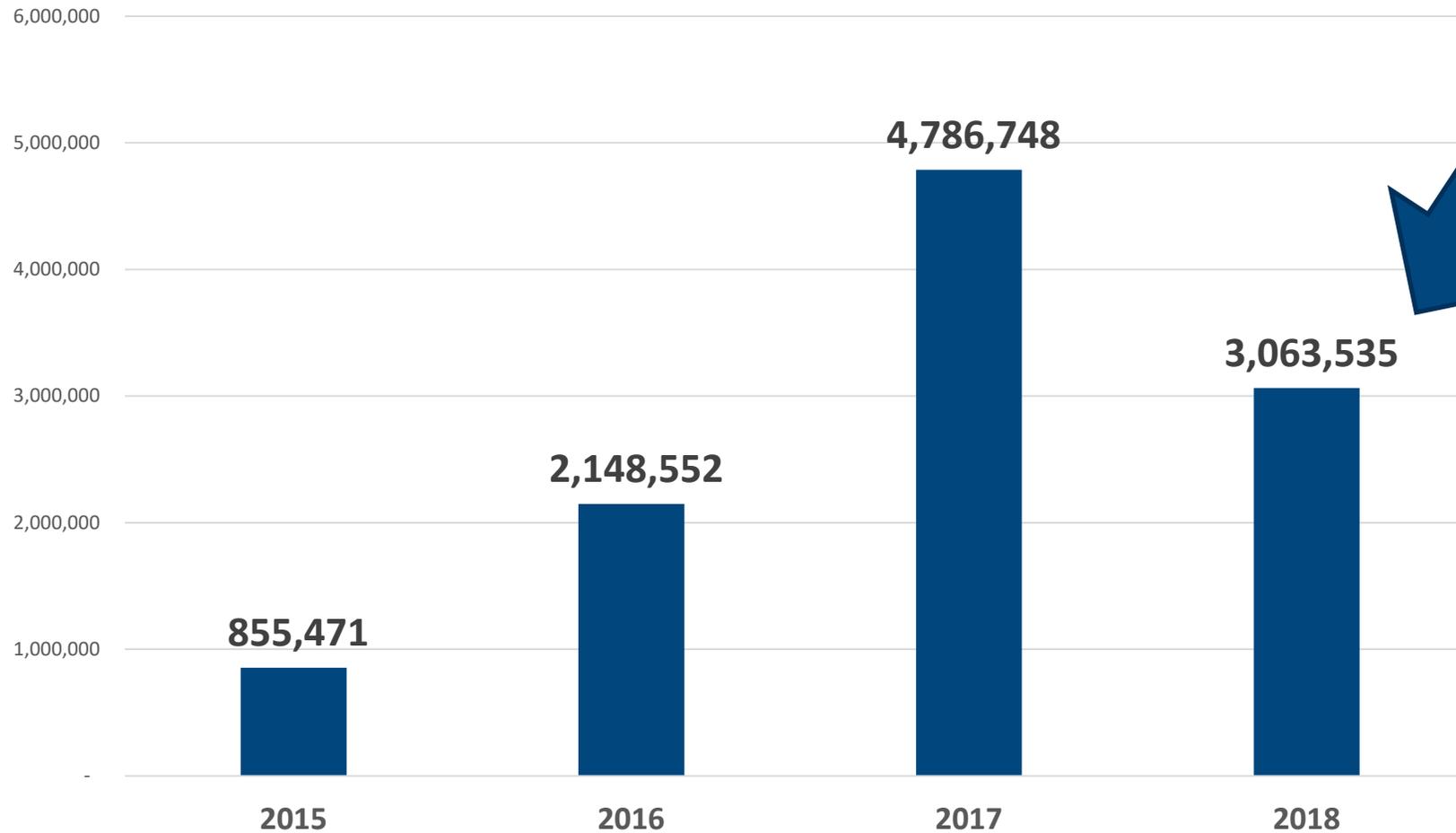
Website Page Views 2010 to 2018



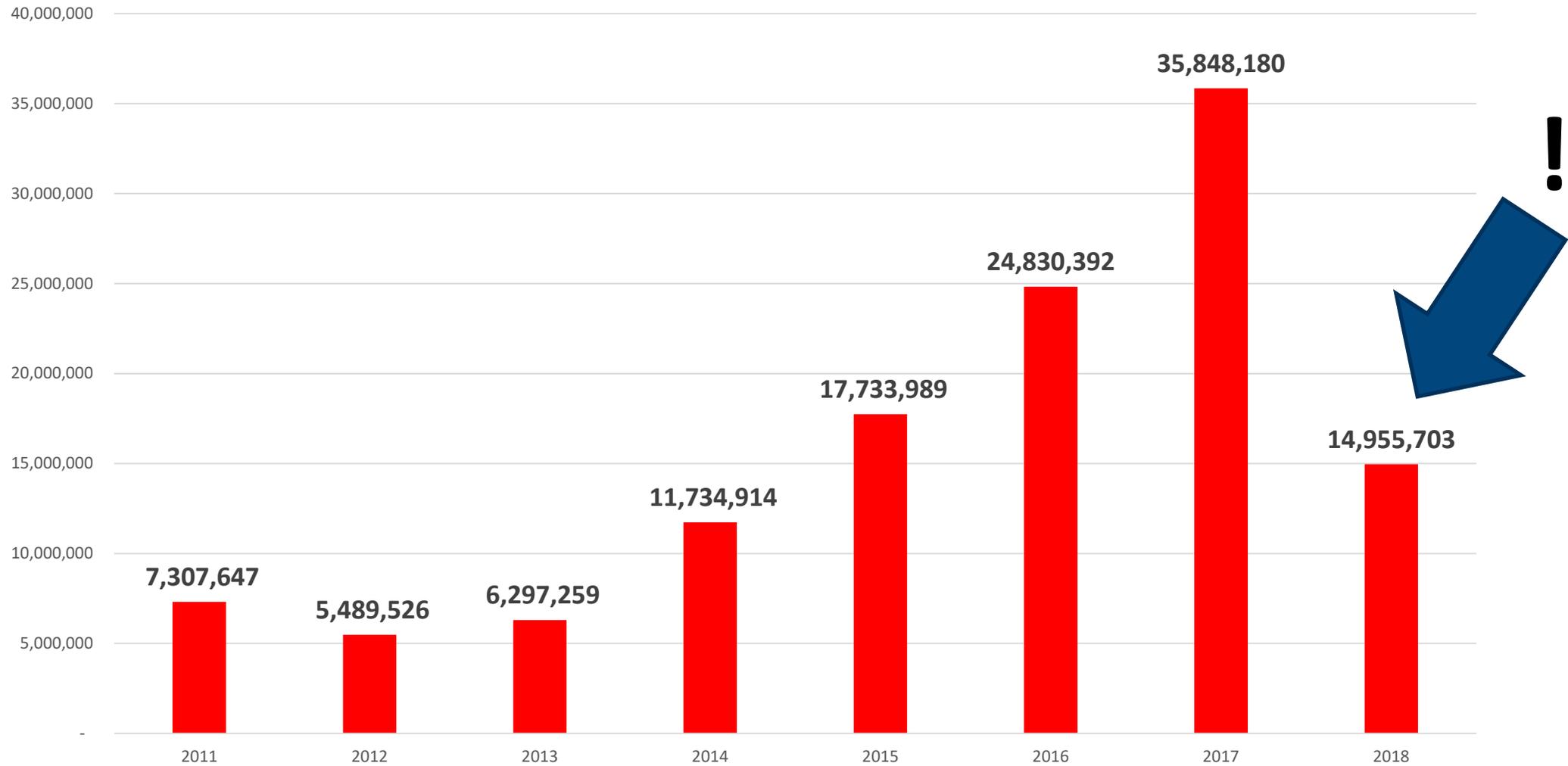
Website Top Ten News Stories 2018

Ranking	News story	URL	Publish Date	Page Impressions
1	How to follow 2018 WRJCH	http://www.worldrowing.com/news/how-follow-2018-world-rowing-junior-championships	07/08/2018	14,181
2	How to follow WRU23CH	http://www.worldrowing.com/news/how-follow-world-rowing-under-championships	24/07/2018	13,394
3	Fastest man in the world Joshua Dunkley-Smith	http://www.worldrowing.com/news/fastest-man-the-world-joshua-dunkley-smith	17/04/2018	11,995
4	How to follow 2018 WRCH	http://www.worldrowing.com/news/how-follow-2018-world-rowing-championships-plovdiv	08/09/2018	11,747
5	Back pain in rowing an update on current understanding	http://www.worldrowing.com/news/back-pain-rowing-update-current-understanding	02/05/2016	9,456
6	Who to watch 2018 WRCH	http://www.worldrowing.com/news/who-watch-the-2018-world-rowing-championships	05/09/2018	8,308
7	Plovdiv ready to welcome rowers to 2018 WRCH	http://www.worldrowing.com/news/plovdiv-ready-welcome-rowers-the-2018-world-rowing-championships	29/08/2018	8,173
8	Mental (ill) health and the rower	http://www.worldrowing.com/news/mental-ill-health-and-the-rower	09/01/2018	7,933
9	Masters rowing modifies age categories	http://www.worldrowing.com/news/masters-rowing-modifies-age-categories	20/02/2018	7,520
10	A look at indoor and outdoor rowing apps	http://www.worldrowing.com/news/look-indoor-and-outdoor-rowing-apps	25/03/2016	7,134

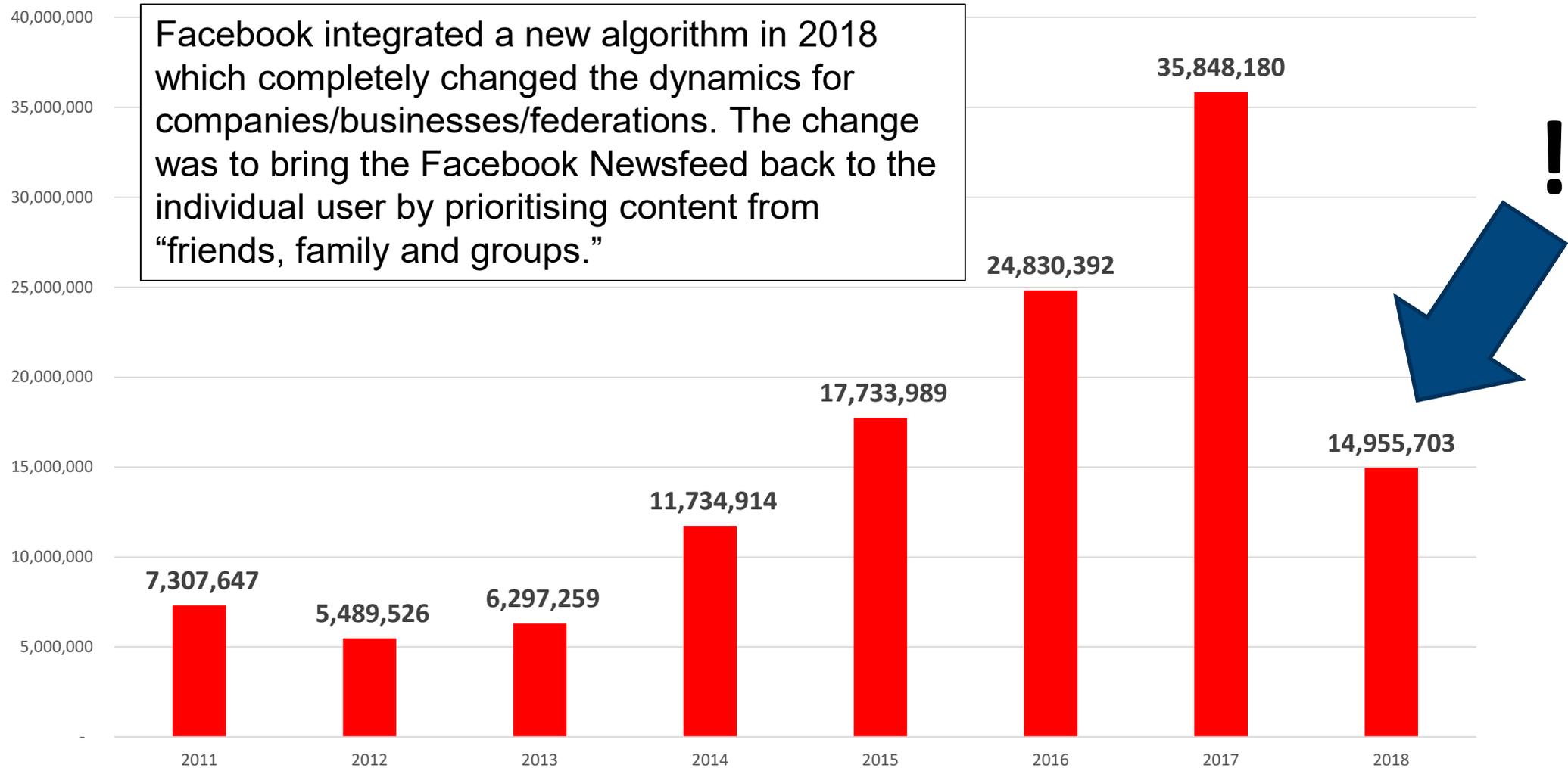
Facebook Video Views 2015 to 2018



Facebook Page Impressions 2011 to 2018

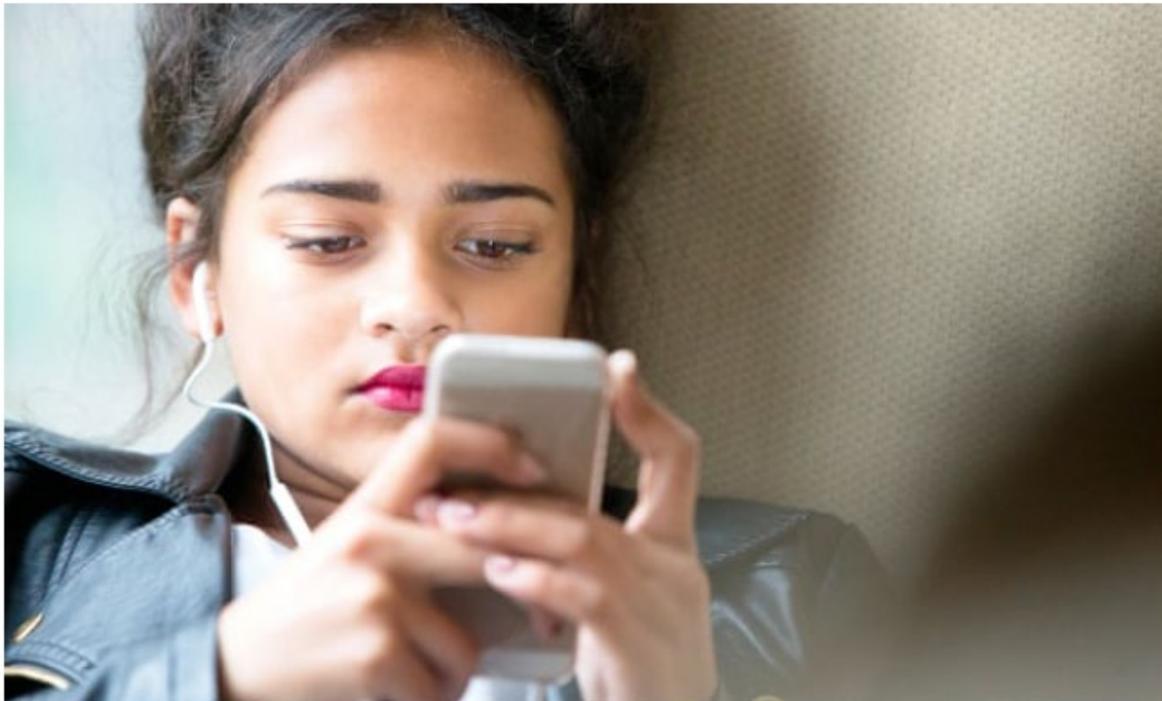


Facebook Page Impressions 2011 to 2018



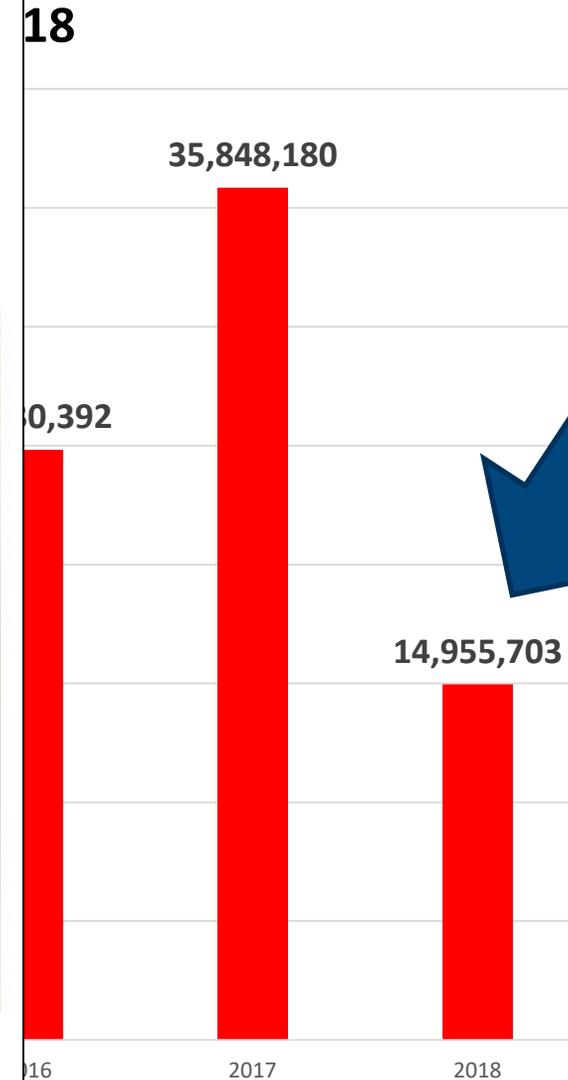
Teens are abandoning Facebook in dramatic numbers, study finds

Numbers using Facebook have dropped significantly since 2015, with YouTube, Instagram and Snapchat more popular



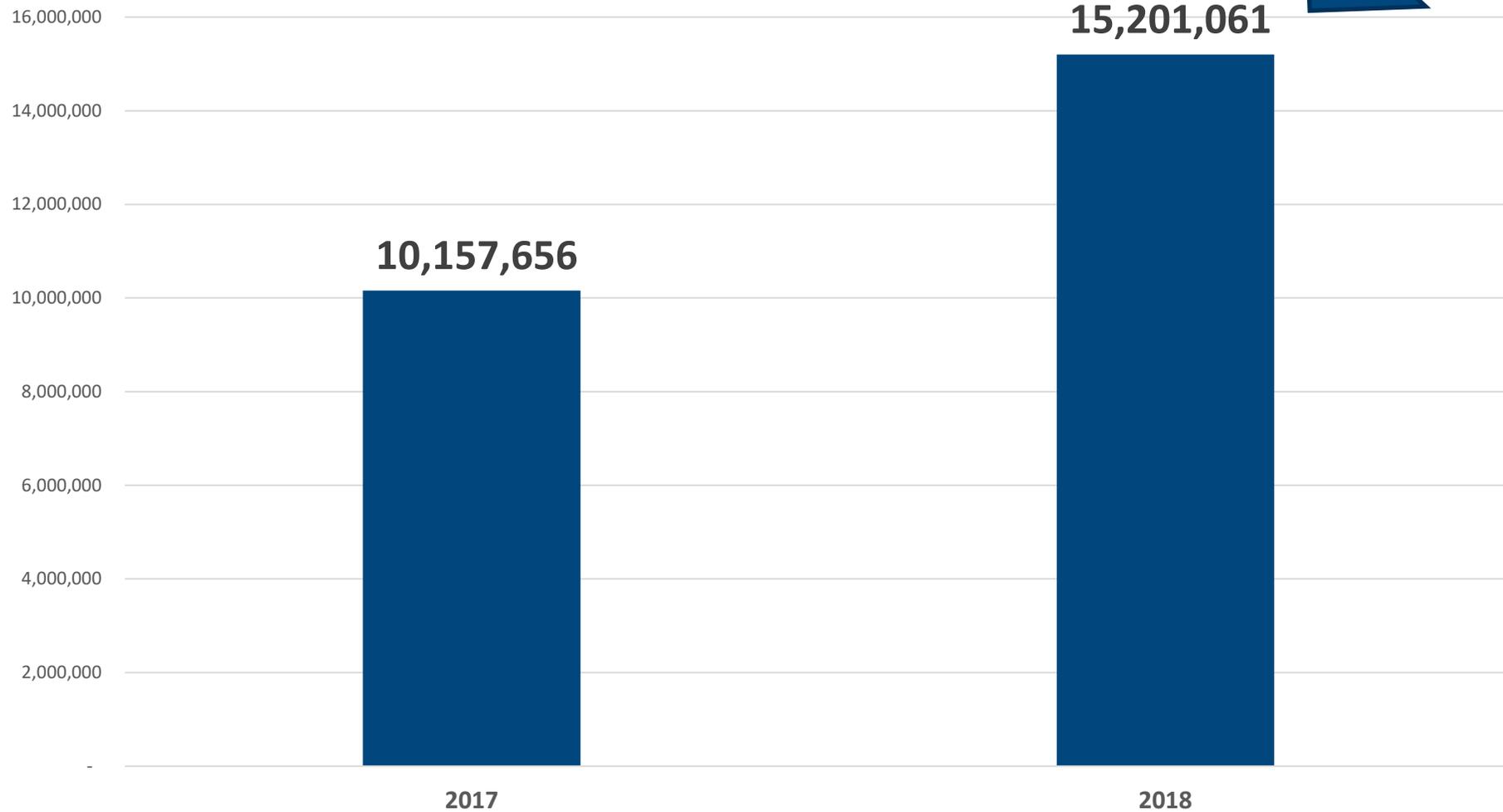
▲ The number of US teens who say they use Facebook has fallen from 71% to 51%. Photograph: SolStock/Getty Images

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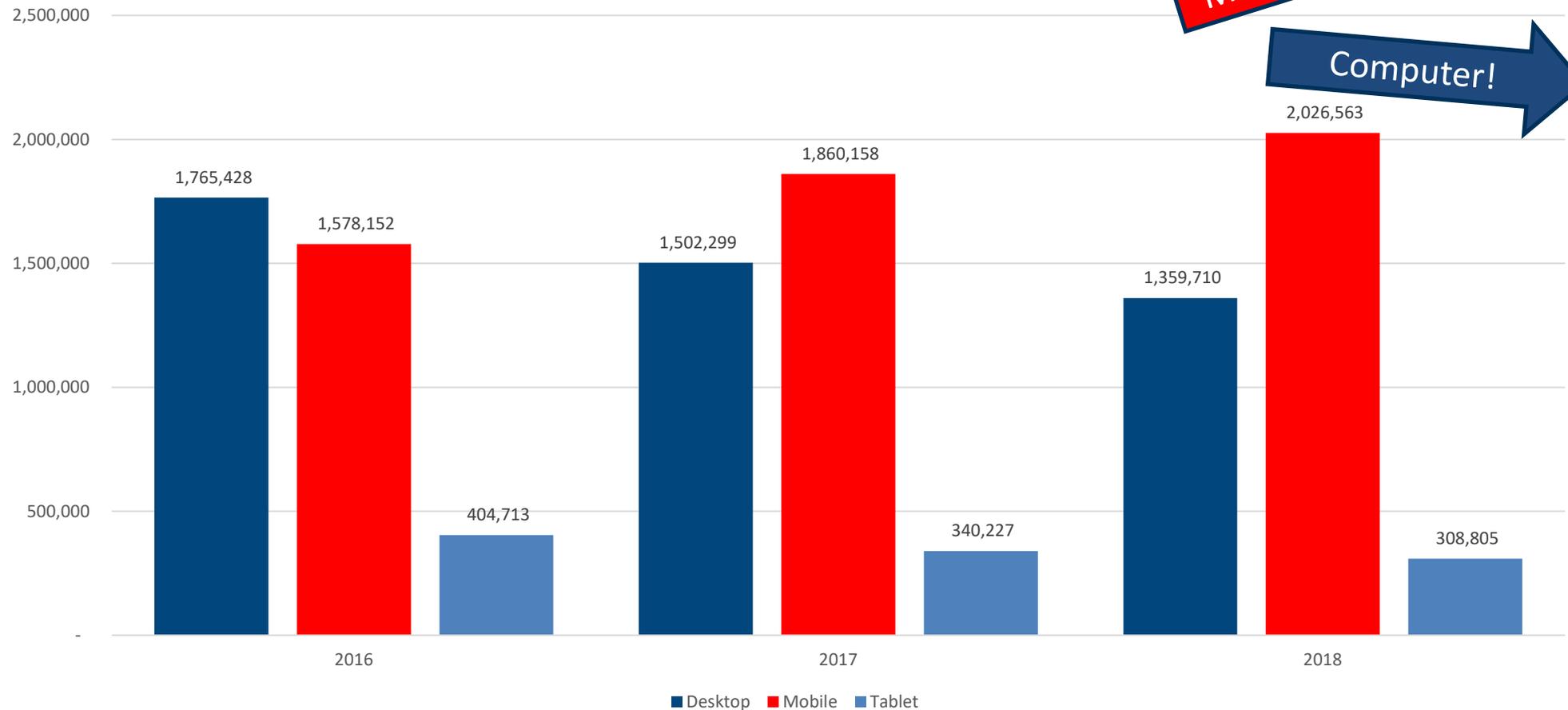
Promotion - Social Media Stats

Instagram Impressions 2017 to 2018

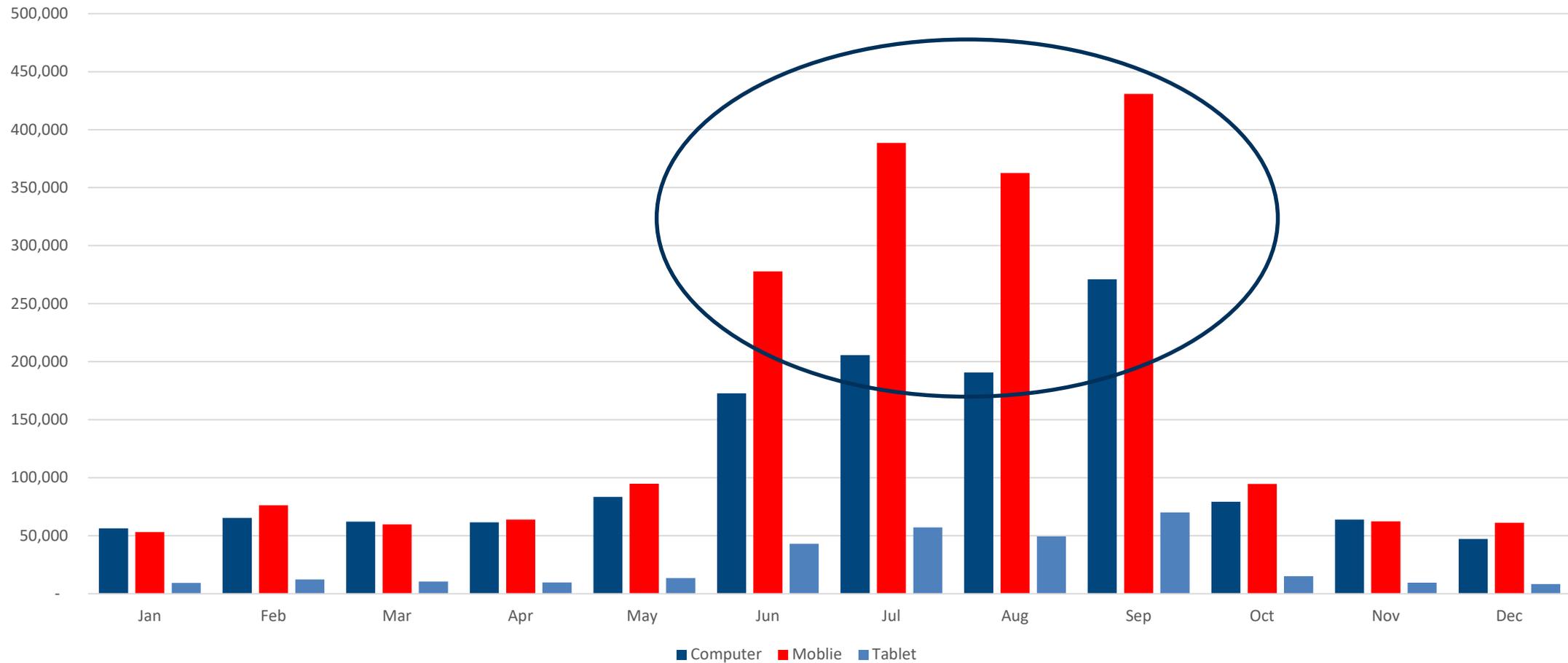


Device Usage 2016 to 2018

Device Usage: Computer, Mobile, Tablet



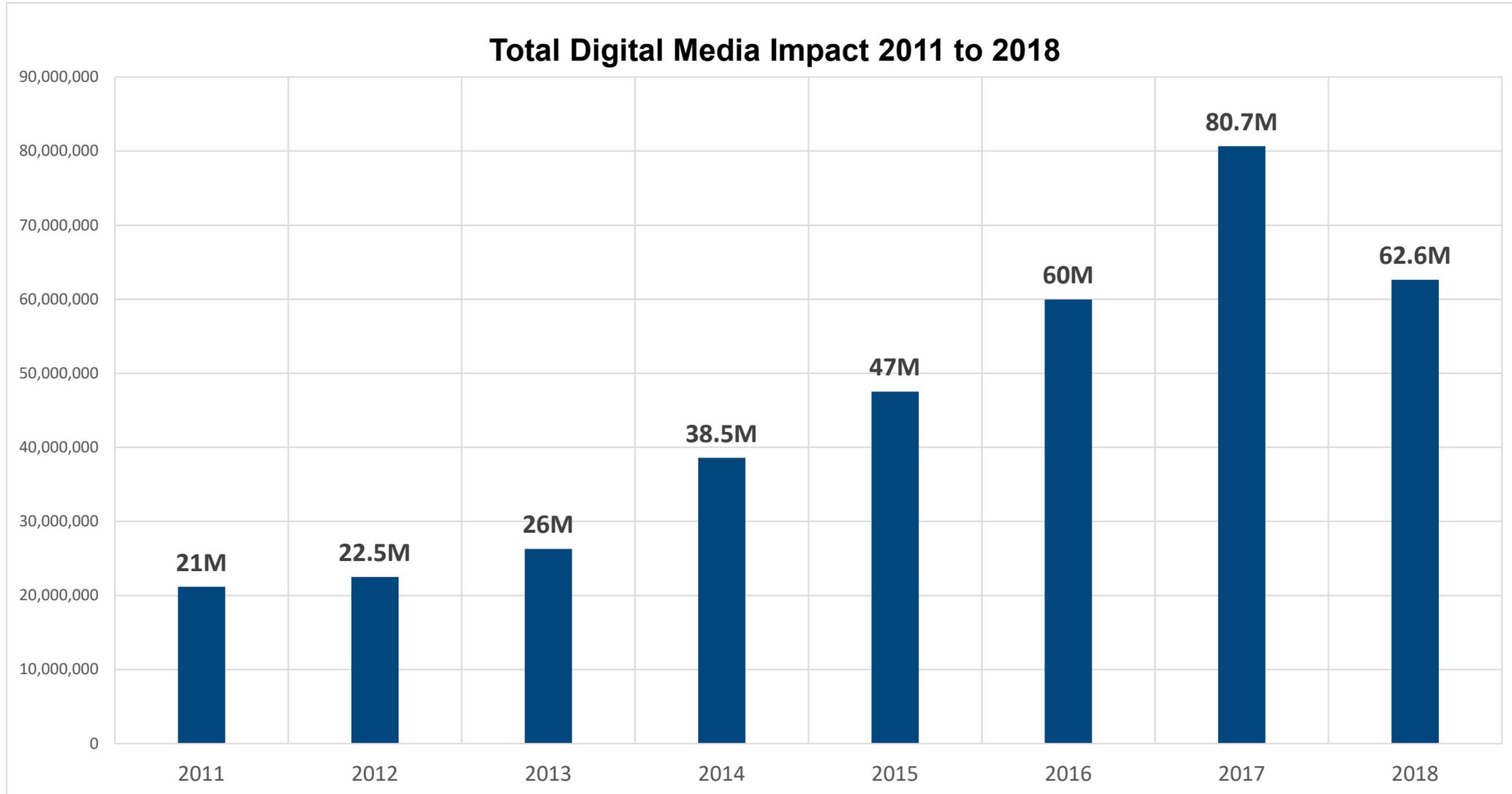
Device Use during the Year 2018



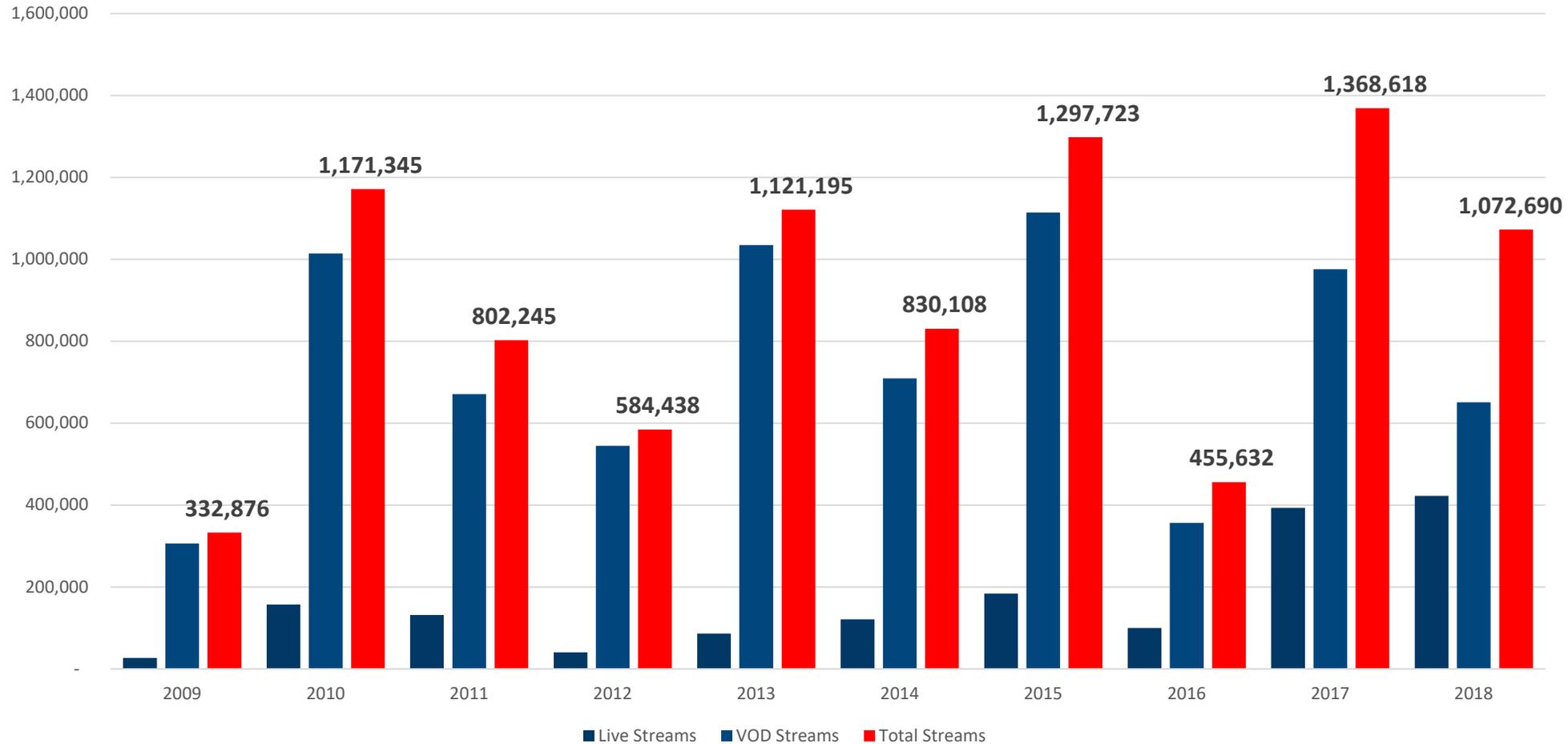
Total Digital Impact 2011 to 2018

	2011	2012	2013	2014	2015	2016	2017	2018
	Total							
January	403,608	593,402	970,491	1,383,838	1,654,918	2,076,616	4,380,145	2,419,099
February	342,056	857,409	776,907	1,284,628	1,857,864	2,163,627	2,963,353	2,969,478
March	387,211	1,486,383	1,559,426	2,264,278	1,994,067	2,742,896	5,387,916	2,325,920
April	586,852	1,616,757	990,788	1,486,593	2,050,771	4,669,040	2,927,351	2,556,205
May	1,833,658	4,578,788	1,733,136	3,274,641	5,543,892	10,428,880	8,920,359	3,530,859
June	1,940,216	2,073,044	3,050,376	4,661,890	5,376,494	5,094,210	7,207,500	7,963,462
July	2,708,186	4,287,133	5,264,893	6,744,509	7,205,021	4,667,649	11,176,022	10,190,740
August	5,291,935	3,145,523	6,176,516	9,946,810	6,211,250	17,194,625	6,426,310	10,183,342
September	3,880,990	1,818,906	2,332,494	2,441,210	8,826,168	2,937,113	15,628,719	9,140,717
October	1,503,616	752,664	1,196,951	1,854,498	2,118,155	2,520,271	8,416,663	3,970,234
November	1,375,916	679,564	1,085,508	1,635,146	2,259,707	2,134,709	2,939,285	3,281,154
December	911,119	597,585	1,162,454	1,615,064	2,427,965	3,332,565	4,310,432	3,024,690
ANNUAL TOTAL	21,165,363	22,487,158	26,299,940	38,593,105	47,526,272	59,962,201	80,684,055	62,628,590

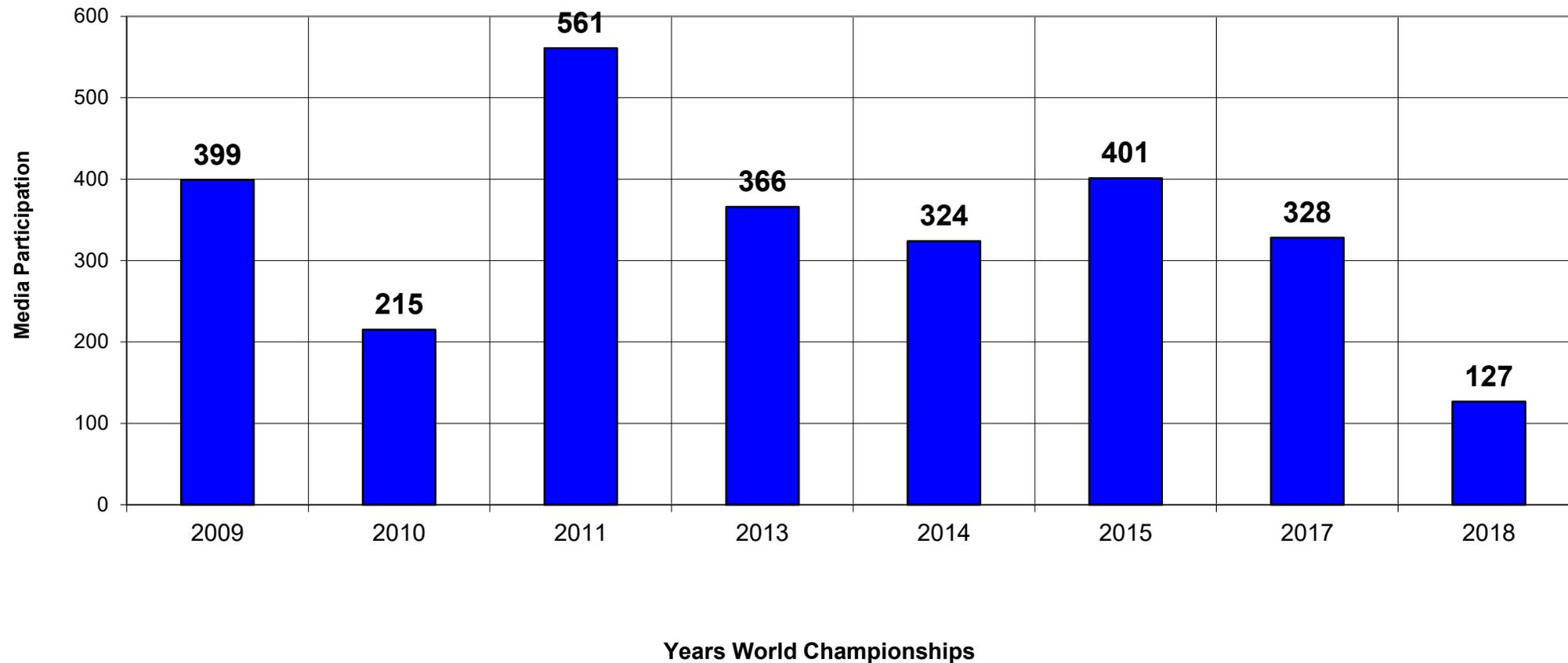
Promotion - Digital Media Stats



Total World Rowing Event Video Steams 2009 - 2018



Media Accreditations World Championships 2009 to 2018



Key Performance Indicators 2018

5. Respect and Preserve the Environment through Rowing

- Launched the World Rowing Sustainability Award with good initial uptake
- Renewing the WWF Agreement (verbal agreement to continue)
- Updated bid documents with Water Quality Guidelines in effect.