



2025 Quadrennial Congress

Lausanne, Musée Olympique

14-15 March 2025

II.4. Strategic Projects and various operational and administrative matters

II. 4.b. World Rowing Strategic Development & four-year financial plan 2025-2028



2025 Quadrennial Congress



In 2022, World Rowing embarked on a **15-year journey**
to transform the **REACH, IMAGE and REVENUES** of Rowing.



Objective 2036, post Summer Olympic Games:
15 years to drive new generations
to engage with **Rowing, in all its forms.**



Building on a **strong foundation and a rich heritage**

History, Credibility, Governance, Integrity
Olympism, Paralympism
Positive image, global footprint (?)



Acknowledging **weaknesses and challenges**

Limited visibility and reach, ageing demographics
Perceived conservatism, elitism, low-accessibility, complexity and high cost
Few 'stars', limited fan-focus and investments in 'storytelling'





&



A single aim: **advancing WORLD ROWING's MISSION**

*"To make Rowing a universally practiced 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."*

With a shared conviction:

To grow Rowing's
image and relevance with coming generations,
reach and engagement with global communities,
revenues in an increasingly complex environment,

a fundamental **transformation supported by substantial external investments and partnerships** will be required.



We have defined what transformation looks like, and will be measuring against our objectives

- (Achieve measurable growth in)
- ❖ **Popularity of, and engagement with Rowing** through relevant events, content and platforms
 - ❖ **Numbers of people rowing** in a boat or on a machine, participation, club affiliations & licenses across age groups
 - ❖ **Reach, Image & Revenues Rowing**

Spectator attendance and fan engagement at all WR events, across three disciplines

TV, digital, social media **viewership and engagement** with WR content/platforms

Presence of WR in key global hubs through events, permanent or recurring presence

Revenues from diversified sources through partnerships, investments and philanthropy, reinvested into the sport

Three Rowing disciplines are Olympic, thriving & generating increasing audience at Olympic Games

A **thriving Rowing eco-system** for all stakeholders, including institutional and private sector

Accessible, innovative and **forward-looking image** of WR and Rowing

Direct engagement of WR with Rowing participants through enhanced data, CRM & D2C platforms

Sustained WR Development efforts; MFs + 5 Confederations actively growing Rowing globally

Optimized calendar and attractive events across three disciplines, all year round

Sustainability, good governance and ethics at all levels of World Rowing

Modern WR governance, organization, offices, processes and tools

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Priority areas & key
performance indicators



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Three years into the journey, with several critical initiatives launched, various successes met, and milestones reached, **we have taken stock of progress and started to map out the rest of journey.**



2022 2023 2024

2036



**CLASSIC
ROWING**

**1
ACHIEVED TO DATE**

**5
MAPPING & PLANNING**

**COASTAL
ROWING**

**2
ACHIEVED TO DATE**

**6
MAPPING & PLANNING**

**CONNECTED
ROWING**

**3
ACHIEVED TO DATE**

**7
MAPPING & PLANNING**

**WORLD
ROWING**

**4
ACHIEVED TO DATE**

**8
MAPPING & PLANNING**

15 years to transform the **REACH, IMAGE** and **REVENUES of ROWING** →

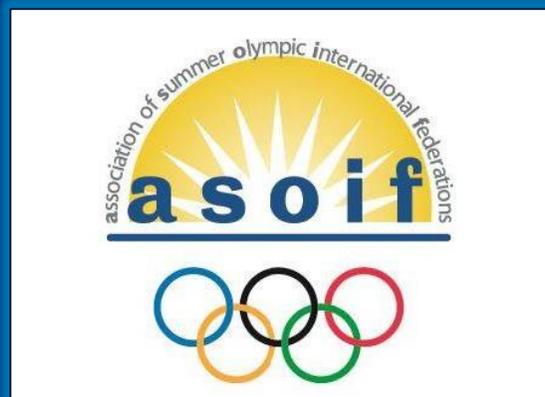
2022 2023 2024

CLASSIC ROWING	1 ACHIEVED TO DATE
COASTAL ROWING	2 ACHIEVED TO DATE
CONNECTED ROWING	3 ACHIEVED TO DATE
WORLD ROWING	4 ACHIEVED TO DATE

***Presented at 2024 Ordinary Congress
(& uploaded on WR website)***

As result of our **collective achievements**, we are now further advanced towards our transformation goals, and in a **stronger position to engage strategic partners and potential investors**.

We are **progressing towards ASOIF's** (and a generally-accepted) **vision of 'modern International Federations'**





30 YEARS OF IF SPORT DEVELOPMENT

IFFORUM
FOR THE IFs BY THE IFs

CHARACTERISTICS OF A MODERN IF



- ▶ Unique Governing Body, Administering its Sport Worldwide;
- ▶ Entrepreneurial & Professional;
- ▶ Commercially Driven;
- ▶ Proactive & Creative;
- ▶ Develops Own Routes to Market & Audience (e.g. Digital);

P16



30 YEARS OF IF SPORT DEVELOPMENT

IFFORUM
FOR THE IFs BY THE IFs

CHARACTERISTICS OF A MODERN IF



- ▶ Prepared to Take Risks with Acceptance of “Fast Failure” (e.g. Esports);
- ▶ Multiple Partnerships with Event Hosts, Business and Governments;
- ▶ Partnerships Based on Shared Risk Balanced with Benefit Up-Side;
- ▶ Maintains Exemplary Governance Standard;
- ▶ Leadership of Global Development Programmes;

P17

While substantial collective progress has been made,
development has not yet reached full potential due to limited funding
and operational capability.

While substantial incremental revenues having been raised, we are also experiencing financial setbacks which are limiting us in the next quadrennial. We have to manage this situation to protect our people and key projects.

As we begin to map out priorities and plan key initiatives of the coming years, **the objective of unlocking internal and external investment and funding remains on the agenda.**

12 years to complete transformation...

2025

2036



**CLASSIC
ROWING**



**COASTAL
ROWING**



**CONNECTED
ROWING**



**WORLD
ROWING**



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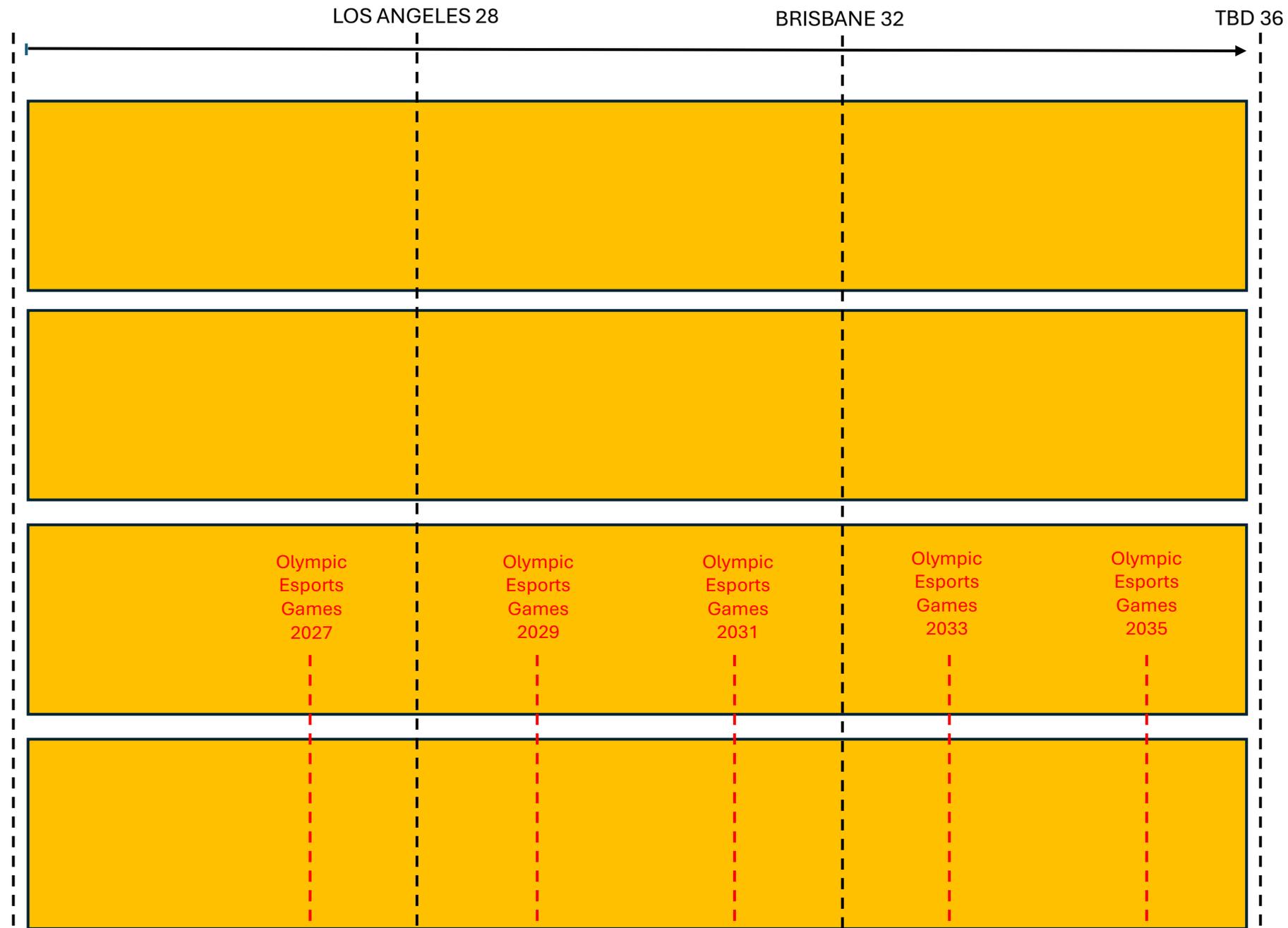
12 years with an Olympic lens...

CLASSIC ROWING

COASTAL ROWING

CONNECTED ROWING

WORLD ROWING



15 years to transform the **REACH, IMAGE** and **REVENUES of ROWING** →

- - - tentative

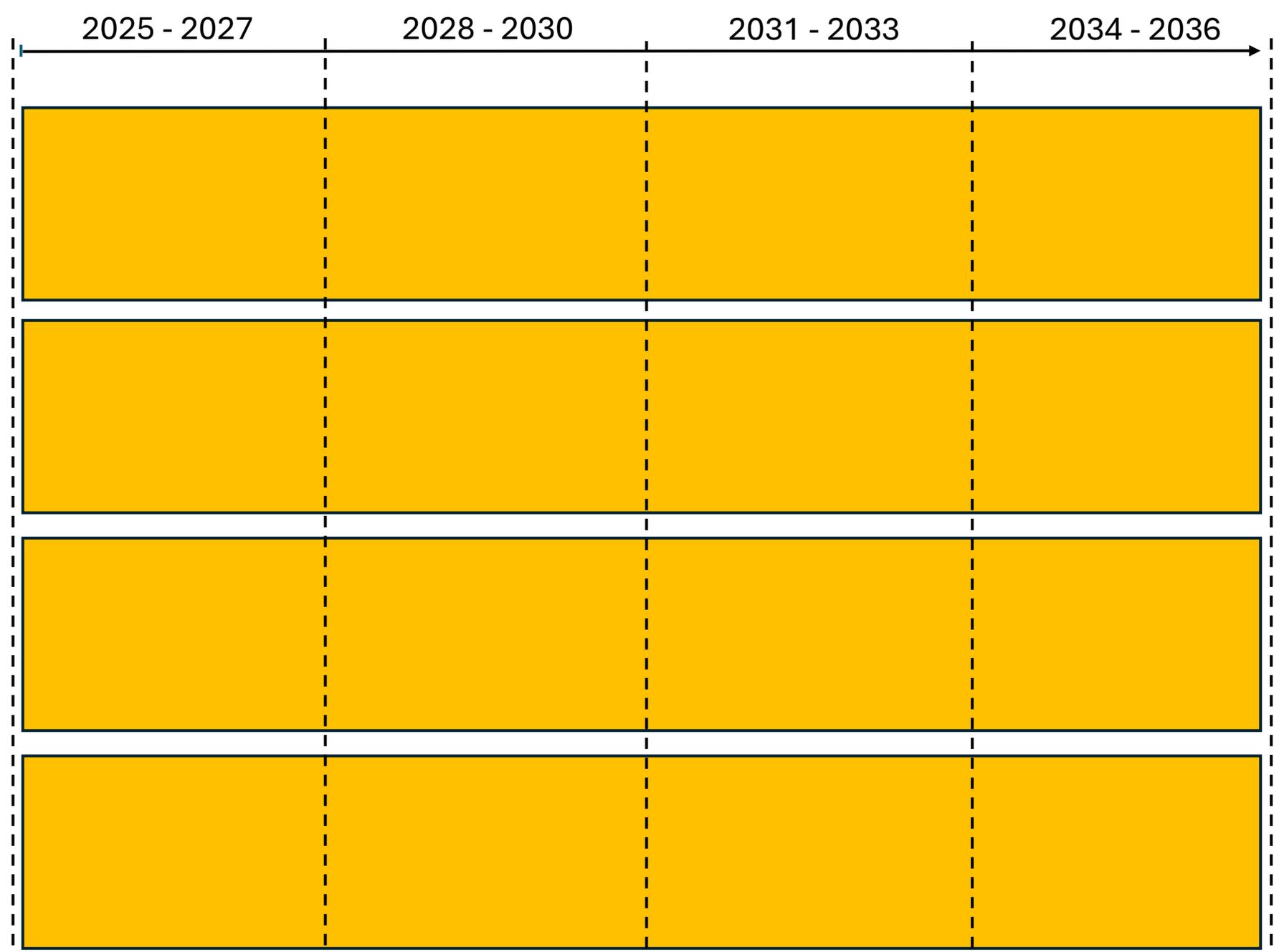
12 years, by 3-year planning periods...

CLASSIC ROWING

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CONNECTED ROWING

WORLD ROWING



15 years to transform the **REACH, IMAGE** and **REVENUES of ROWING** →

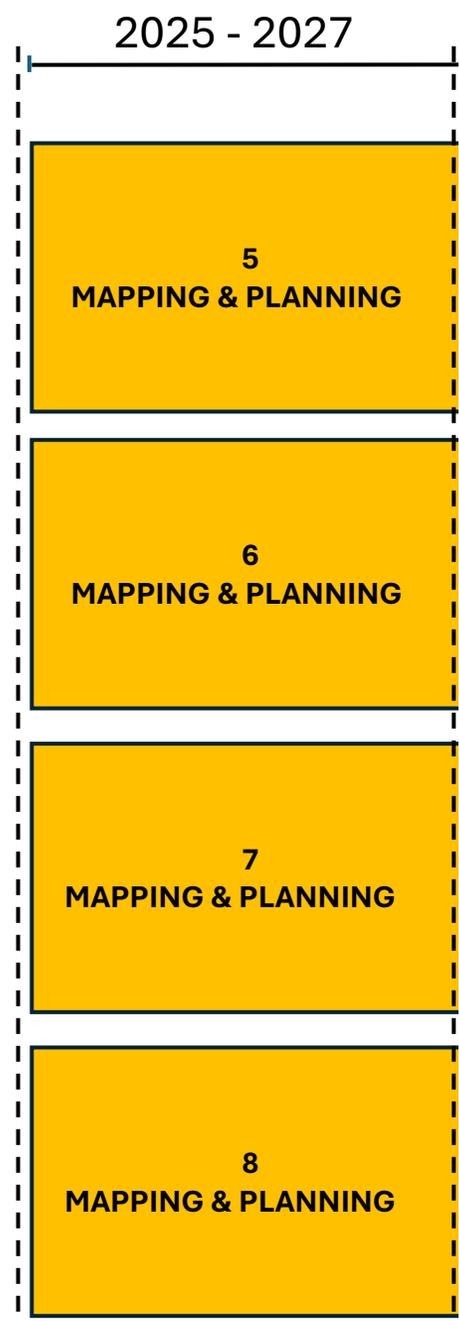
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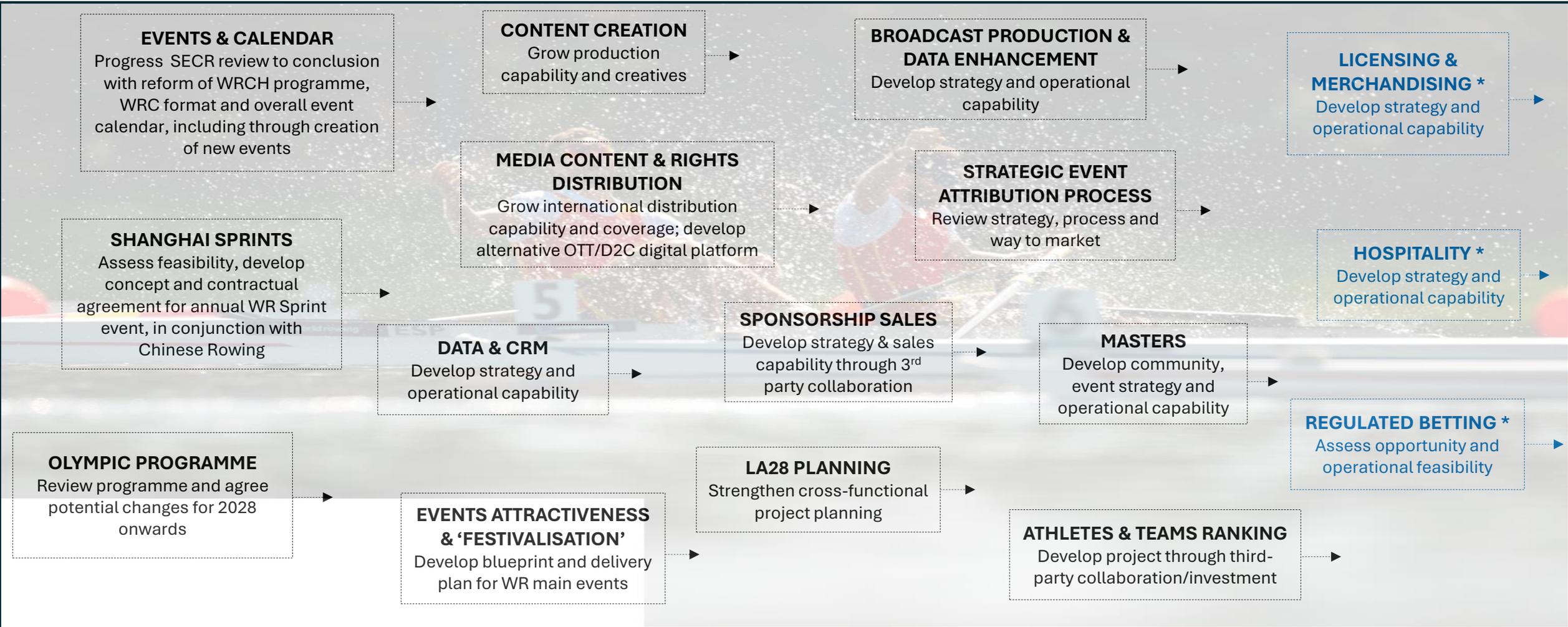
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15 years to transform the **REACH, IMAGE** and **REVENUES of ROWING** →

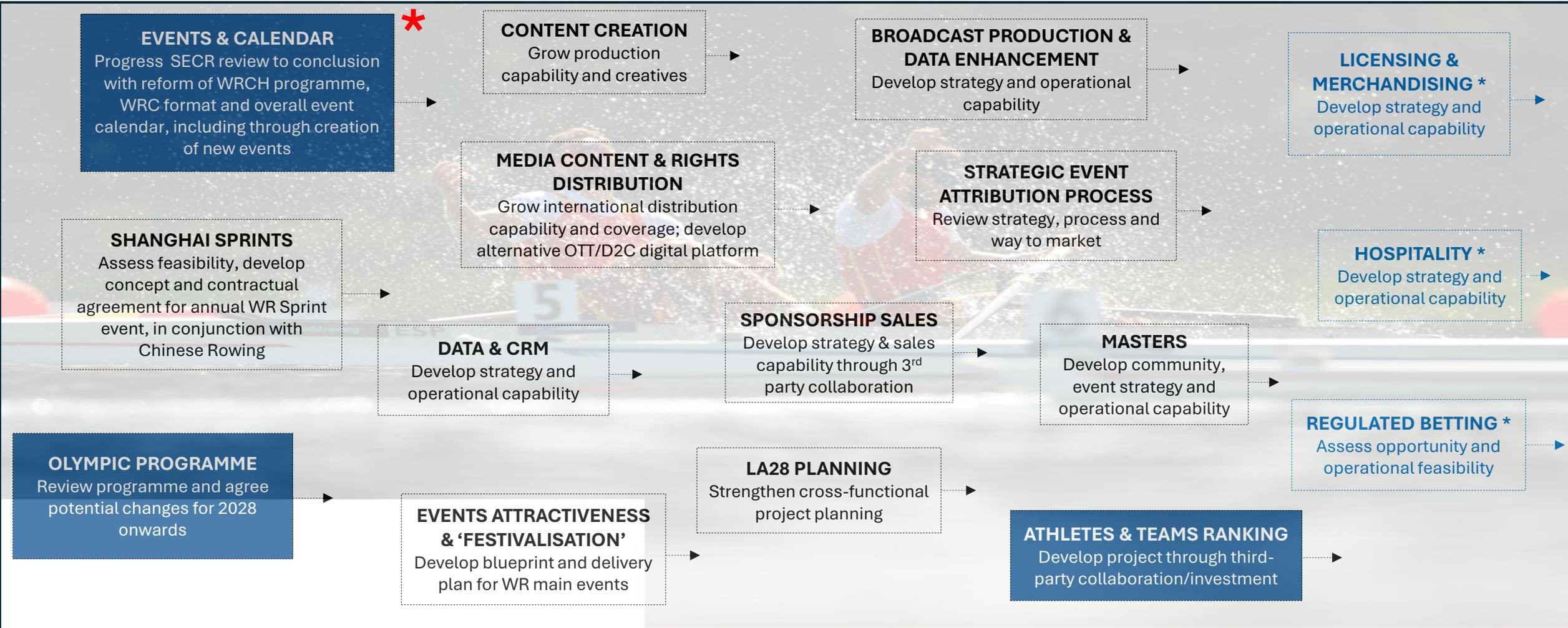
CLASSIC ROWING

5 MAPPING & PLANNING



CLASSIC ROWING

5 MAPPING & PLANNING



COASTAL ROWING

6
MAPPING & PLANNING

BEACH SPRINTS @ LA28
Implement 13pt Olympic plan & roadmap to 2027 test event and Games

STRATEGIC EVENT ATTRIBUTION PROCESS
Review strategy, process and way to market

BROADCAST PRODUCTION & DATA ENHANCEMENT
Develop strategy and operational capability

LICENSING & MERCHANDISING *
Develop strategy and operational capability

EVENTS ATTRACTIVENESS & 'FESTIVALISATION'
Develop blueprint and delivery plan for WR main events

CONTENT CREATION
Grow production capability and creatives

MASTERS
Develop community, event strategy and operational capability

SPONSORSHIP SALES
Develop strategy & sales capability through 3rd party collaboration

HOSPITALITY *
Develop strategy and operational capability

DATA & CRM
Develop strategy and operational capability

MEDIA CONTENT & RIGHTS DISTRIBUTION
Grow international distribution capability and coverage; develop alternative OTT/D2C digital platform

REGULATED BETTING *
Assess opportunity and operational feasibility

BEACH SPRINT SERIES
Develop concept and pursue deliver through 3rd party collaboration

DAKAR26 & LA28 PLANNING
Strengthen cross-functional project planning

OLYMPIC PROGRAMME *
Review programme and consider potential changes for 2032 onwards

COASTAL ROWING

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MAPPING & PLANNING

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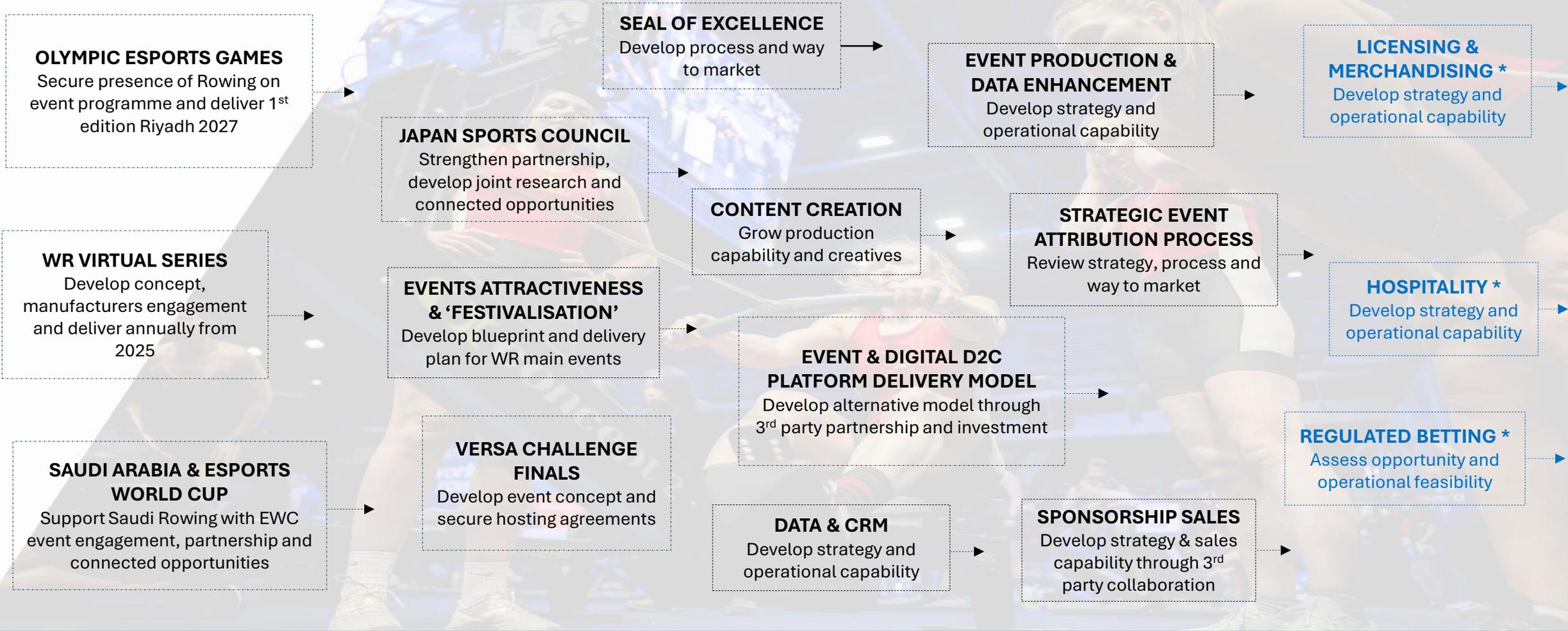
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Coastal Rowing Development Plan 2023-28

March 2025

- Identify & announce the new Coastal Rowing Commission members. **COMPLETE 2023**
- Restructure the WR Rule book so coastal rules are not departures & keep the 'agile' nature of the formats. **ON TRACK 2025**
- Establish within the rules a Principle Race Officer with the mandate to oversee dynamic changes in racing due to 'fop' conditions & developments. **ON TRACK 2025**
- Establish an Olympic qualification system that attracts smaller nations to be part of 'road to LA28'. **ON TRACK 2026**
- Support Continental Federations & MFs to have access to coastal rowing education (coach, event & water safety). **ON TRACK 2026**
- Work with equipment manufacturers to innovate boat design (performance, durability & safety) & establish the pool boat tender requirements to support participation of smaller athletes. **ON TRACK 2026-27**
- Publish new OC guides that allow for the reduction in cost & complexity. **NOT YET STARTED**
- Develop an open source timing & results service software for continental federations & MF to use in their events. **ON TRACK 2026-27**
- Develop & fund a powerful marketing strategy that establishes the brand of coastal rowing. **COMPLETE 2024**
- Refresh the championships attribution process to attract OCs from a range of global destinations. **NOT YET STARTED**
- Establish broadcast production and event presentation philosophies that communicates the coastal brand & differentiates it from classic. **COMPLETE 2024**
- Develop commercial model & broadcast product portfolio, designed to attract investors & partners (brands, hosts, media ...) into the discipline. **ON TRACK 2026-27**
- Establish an international WR Beach Sprint Rowing League with team franchises. **ON TRACK 2026-27**

7
MAPPING & PLANNING



CONNECTED ROWING

7 MAPPING & PLANNING

OLYMPIC ESPORTS GAMES
Secure presence of Rowing on event programme and deliver 1st edition Riyadh 2027

WR VIRTUAL SERIES *
Develop concept, manufacturers engagement and deliver annually from 2025

SAUDI ARABIA & ESPORTS WORLD CUP
Support Saudi Rowing with EWC event engagement, partnership and connected opportunities

SEAL OF EXCELLENCE
Develop process and way to market

JAPAN SPORTS COUNCIL
Strengthen partnership, develop joint research and connected opportunities

EVENTS ATTRACTIVENESS & 'FESTIVALISATION'
Develop blueprint and delivery plan for WR main events

VERSA CHALLENGE FINALS
Develop event concept and secure hosting agreements

CONTENT CREATION
Grow production capability and creatives

EVENT & DIGITAL D2C PLATFORM DELIVERY MODEL
Develop alternative model through 3rd party partnership and investment

DATA & CRM
Develop strategy and operational capability

EVENT PRODUCTION & DATA ENHANCEMENT
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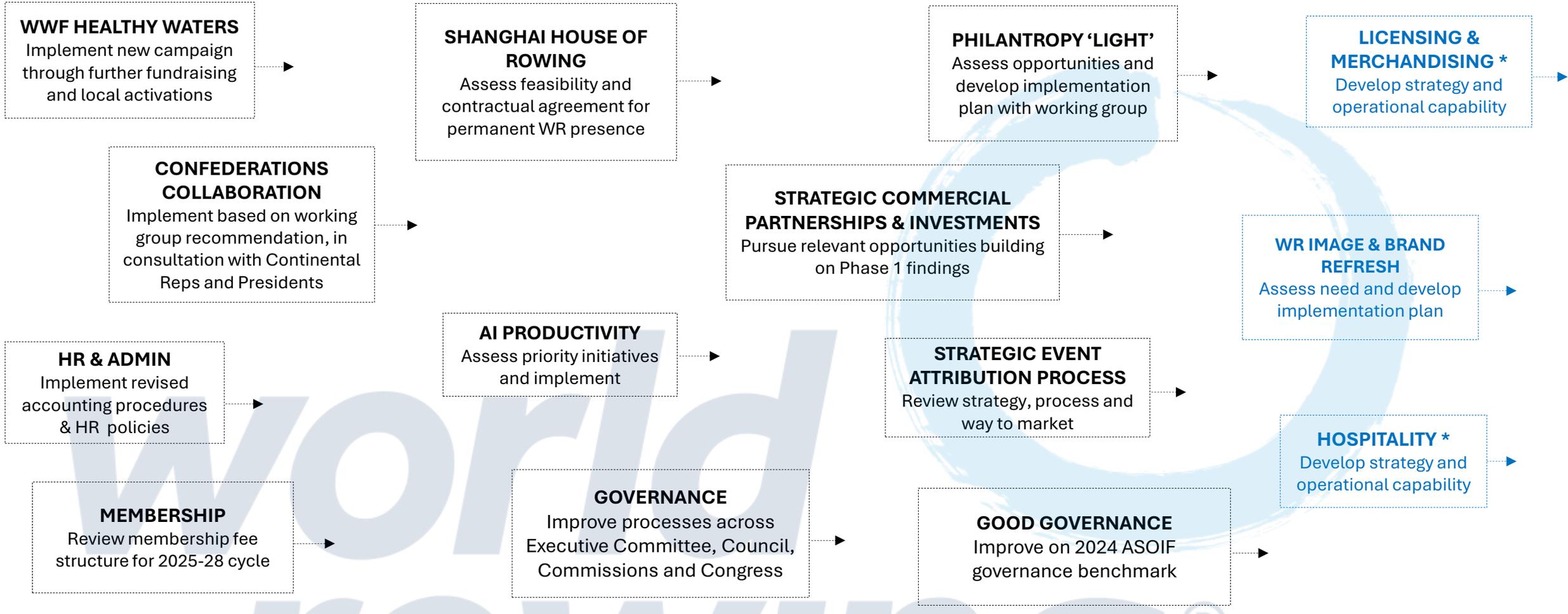
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* ASPIRATIONAL, SUBJECT TO FINANCIAL & OPERATIONAL CAPABILITY

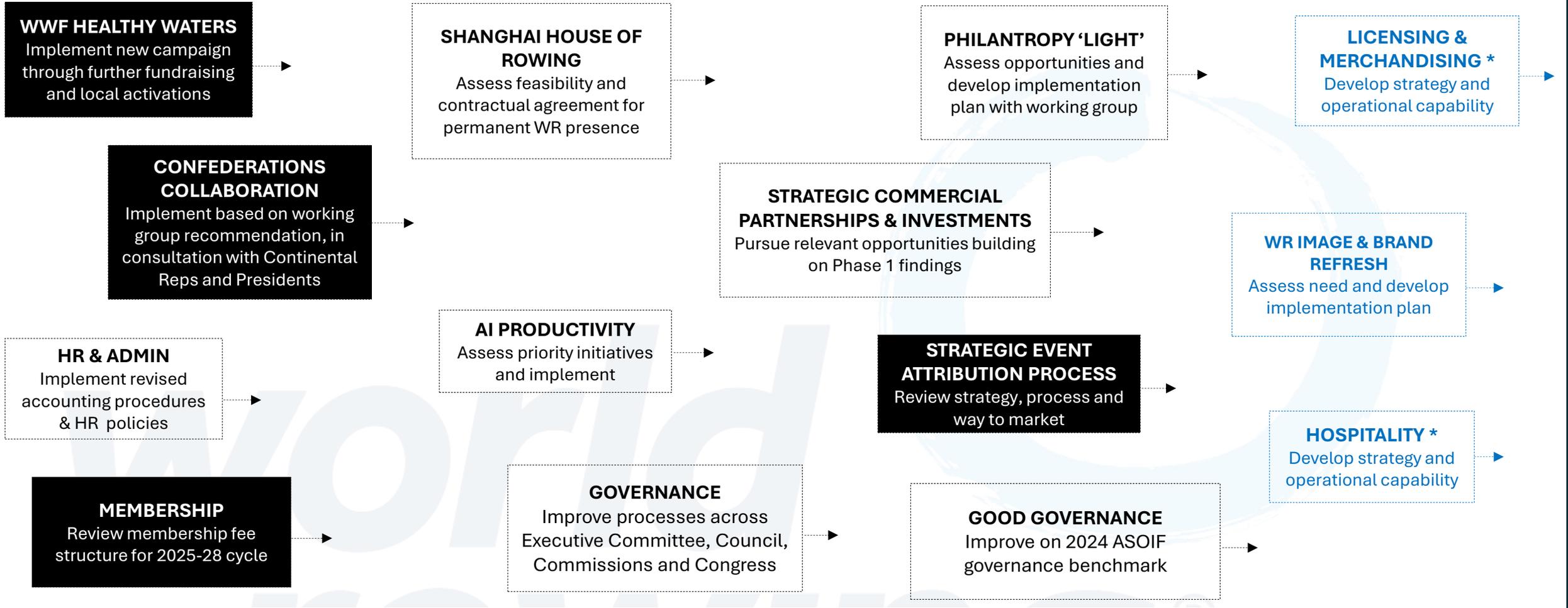
WORLD ROWING

**8
MAPPING & PLANNING**



WORLD ROWING

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Measurable
Outcome

**All these initiatives will contribute to advancing
our transformation objectives and strategic
development priorities**

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**What's in it for World Rowing's
Confederations & Member Federations?**

We are aiming to create
more opportunities, across three disciplines

- ❖ to unlock national, regional, institutional funding for relevant programs
 - ❖ to recruit rowers at both elite and grassroots levels
 - ❖ to compete at international levels
- ❖ to host events and generate greater commercial activity



however...

World Rowing is now operating in a challenging context, limiting our ability to serve and promote our sport across our 3 disciplines:

Various colliding factors:

- ❖ **Increased costs associated with modern sports governance, global inflation**
- ❖ **Traditional revenue streams diminishing or at risk**
- ❖ **Increased levels of service and support provided to our Members, incl. events & development**
- ❖ **Required levels of investment to govern, develop and promote Rowing globally**

We are taking firm action to identify new sources of revenue and reduce cost.

'SEAP alert'

**World Rowing
U19 & U23 2027
U19, U23 & Senior 2028
BIDS OPENING TODAY**



**World Rowing
Coastal Championships
& Beach Sprint Finals
2027 & 2028
BIDS OPENING 28 APRIL**

**THE 2027 AND 2028 EDITIONS OF
THE WORLD BEACH SPRINT FINALS
WILL FEATURE ALL OLYMPIC
DISCIPLINES**



**World Rowing
Cups I, II, III 2027 & 2028
BIDS OPENING 28 APRIL**

**FROM 2027 ON, WORLD CUPS
WILL PLAY A GREATER ROLE IN THE
QUALIFICATION TO
THE WORLD ROWING CHAMPIONSHIPS.
DETAILS WILL BE SHARED AT THE 2025
ORDINARY CONGRESS IN SHANGHAI.**





**DECISION ON HOLDING AN IN-PERSON
WORLD CHAMPIONSHIPS IN 2027
PENDING IOC DECISION REGARDING
INDOOR ROWING AT THE OLYMPIC
ESPORTS GAMES RIYAD 2027.**

**Indoor Championships
(2027 &) 2028
BIDS OPENING 28 APRIL**



2025-2028 Four-year financial plan

Budget planning in a highly dynamic & challenging context...

Context described in:

- ❖ *The 'Executive Summary – World Rowing MF Membership Fee Increase 2025-2028' document shared ahead of the November 2024 Annual Congress and re-circulated on 28 February 2025.*
- ❖ *The World Rowing strategic roadmap ('15 years to transform the reach, image and revenues of Rowing').*

A- Budget table: 2025 budget v1 (2024 Ordinary Congress) vs. v2 (2025 Quadrennial Congress)

2025 Budget Version Nov 2024 vs March 2025						
Expenses	2021	2022	2023	2024	2025 (approved 16 Nov24)	2025 (Revised)
Events Management	1,066,494	979,442	524,780	704,416	451,000	429,829
Events Logistics	484,762	592,611	993,322	495,424	317,900	956,678
Events Marketing and TV	814,527	859,850	846,395	1,175,000	1,322,000	1,368,758
Events Communications	45,150	60,976	94,892	49,742	120,750	131,500
Development Programme	347,679	509,413	609,800	549,738	512,514	595,140
Communications	176,268	154,225	162,524	152,979	186,050	203,050
Marketing	42,641	117,477	80,734	20,183	35,000	65,000
Governance	674,749	875,539	1,009,752	712,376	1,084,800	876,000
Administration & Finance	2,759,898	3,087,866	2,773,956	3,000,000	3,184,521	3,376,089
Total Expenses	6,412,168	7,062,340	7,096,155	6,859,858	7,214,535	8,002,044

Incomes	2021	2022	2023	2024	2025 (approved 16 Nov24)	2025 (Revised)
Events Management	910,048	1,493,774	1,086,970	1,243,450	1,180,950	2,141,942
Olympic games			42,681	150,826	0	0
Events Marketing and TV	896,561	1,299,686	524,647	148,194	897,000	520,833
Development Programme	162,311	329,691	306,122	174,908	128,355	143,500
Marketing	130,935	180,339	143,773	892,267	546,000	536,109
Governance	510,113	144,743	255,108	251,053	360,800	256,000
Contribution from reserves	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Finance				564	40,000	130,000
Total Incomes	6,609,968	7,448,233	6'359'301	6,861,262	7,153,105	7,728,383

Net operational result	197,800	385'893	-736'854	1'404	-61'430	-273,661
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The negative variation between the 2025 budget approved at the 2024 Ordinary Congress and the revised budget can be explained by three main factors:

- **European Championships Management (ECM) ‘multisport ERCH’ revenues:** the now definitive cancellation of the 2026 edition, confirmed in December 2024, represents the most significant loss of income vs. previous cycle, as 240k income was budgeted for 2025 that will not materialize.
- **Membership Fees increase:** the revised proposal submitted to the 2025 Quadrennial Congress leads to a lower revenue of approximately CHF -105'000 vs. original proposal.
- Given above two significant financial setbacks and operational challenges from the cancellation by Seville to host the Quadrennial Congress and Joint Commissions meeting (JCM), it was decided to cancel the JCM resulting in around CHF 130'000 savings.

Most of the remaining differences between income and revenue are driven by a different ac-counting treatment for the booking of event recharges to various event organizing committees. In the revised budget both the revenue and costs for these items are included, while in the former budget these amounts were netted and thus appeared neither in revenues nor costs.

2025-2028 Quadrennial Budget

Expenses	2025	2026	2027	2028
Governance	614,000	717,000	499,000	717,000
Communications	349,550	364,800	352,184	382,966
Corporate Services & Administration	1,401,032	1,401,532	1,365,482	1,199,350
Development Programme	595,140	598,940	584,216	589,598
Human Resources	2,763,489	2,812,559	2,862,610	2,913,662
Commercial & Broadcast	1,298,834	1,451,306	1,411,144	1,144,656
Event Management	980,000	1,015,500	1,142,150	1,364,650
Total Expenses	8,002,044	8,361,636	8,216,786	8,311,882

Incomes	2025	2026	2027	2028
Contribution from reserves	4,000,000	4,000,000	4,000,000	4,000,000
Governance	256,000	343,600	351,200	351,200
Communications	8,000	6,000	6,000	6,000
Corporate Services & Administration	842,875	993,050	1,013,050	827,750
Development Programme	143,500	128,500	128,500	128,500
Commercial & Broadcast	1,010,833	1,224,833	1,283,333	1,248,000
Event Management	1,467,175	1,576,600	1,669,100	1,629,150
Total Incomes	7,728,383	8,272,583	8,451,183	8,190,600

Net operational result	-273,661	-89,053	234,397	-121,282
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The budgeted net loss of approximately CHF -250'000 across the 4 years of this new cycle is considered within acceptable range and will be absorbed by World Rowing reserves as necessary. It is, however, hoped that non-budgeted, not-yet-contracted income will allow us to offset such loss over the course of the four years.

Specific considerations (see paper circulated 28 Feb. 2025)

- ❖ New groupings of expenditures
- ❖ Multisport European Championships
- ❖ European Broadcast Union
- ❖ Concept2 partnership & other incremental revenues
- ❖ Event Attributions & Enhanced Commercial Rights
- ❖ MF Membership Fee Increase
- ❖ Indoor & Connected Rowing
- ❖ Human Resources

Investments in the 2025-2028 cycle

- **Various investments are factored in the 2025-28 budget in line with our strategic goals**
 - Strategic Event & Calendar Review (SECR) continuation
 - Strategic Event Attribution Process (SEAP) development
 - Teams and Athletes Ranking development
 - Sponsorship Agency & Sales development
 - Joint Commissions Meetings
 - Etc
- **Other strategic investments are being contemplated by the World Rowing Executive Committee, and have not yet been budgeted due to further discussion and scoping being required**
 - Further information will be pro-vided to the Congress once decisions have been made.