

**world  
rowing**<sup>®</sup>

**FISA**



2025 Ordinary Congress

Shanghai, China  
29 September 2025

1500

# 21. Strategic projects

## Intro and context 15 years strategic development plan

# STRATEGIC PROJECTS

World Rowing

15-year Strategic Development Plan

2025-2027 chapter

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.**



- (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**

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)***

2025

2036



**CLASSIC  
ROWING**

5  
MAPPING & PLANNING

**COASTAL  
ROWING**

6  
MAPPING & PLANNING

**CONNECTED  
ROWING**

7  
MAPPING & PLANNING

**WORLD  
ROWING**

8  
MAPPING & PLANNING

***Presented  
at 2025  
Quadrennial  
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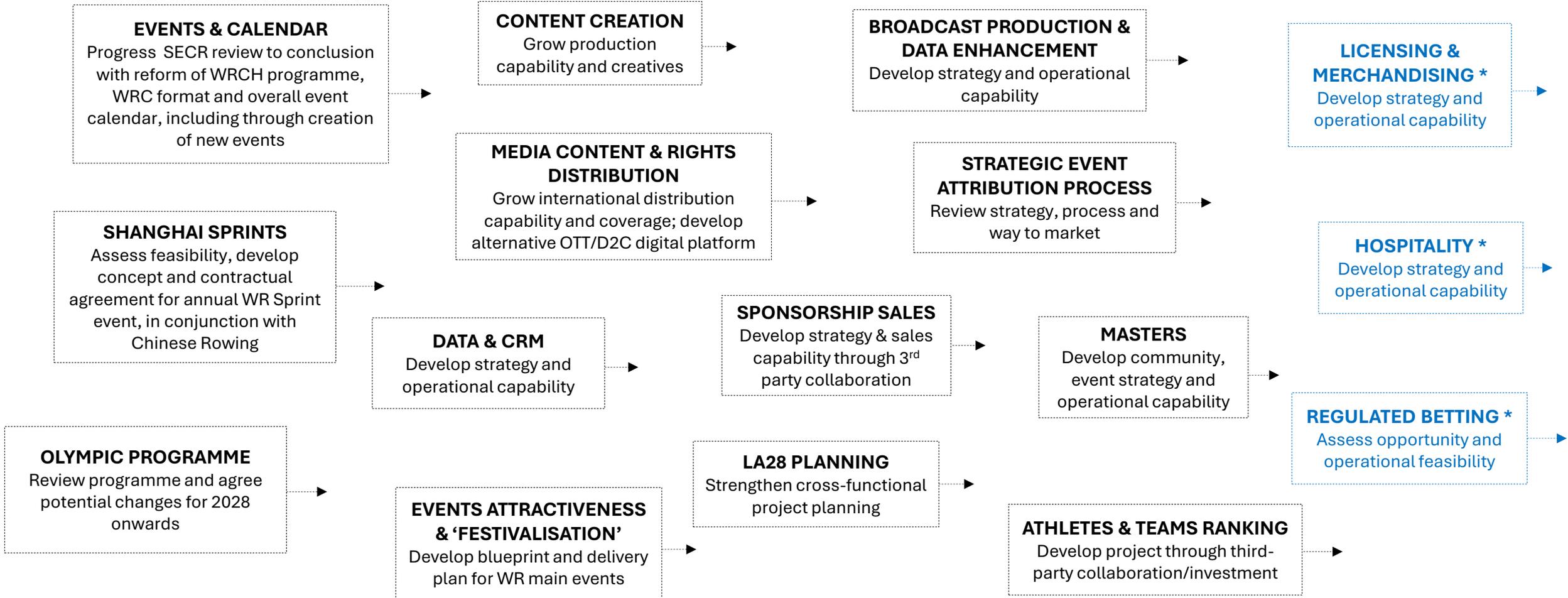
15 years to transform the **REACH, IMAGE** and **REVENUES of ROWING** →

# CLASSIC ROWING

2025

2027

## 5 MAPPING & PLANNING



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

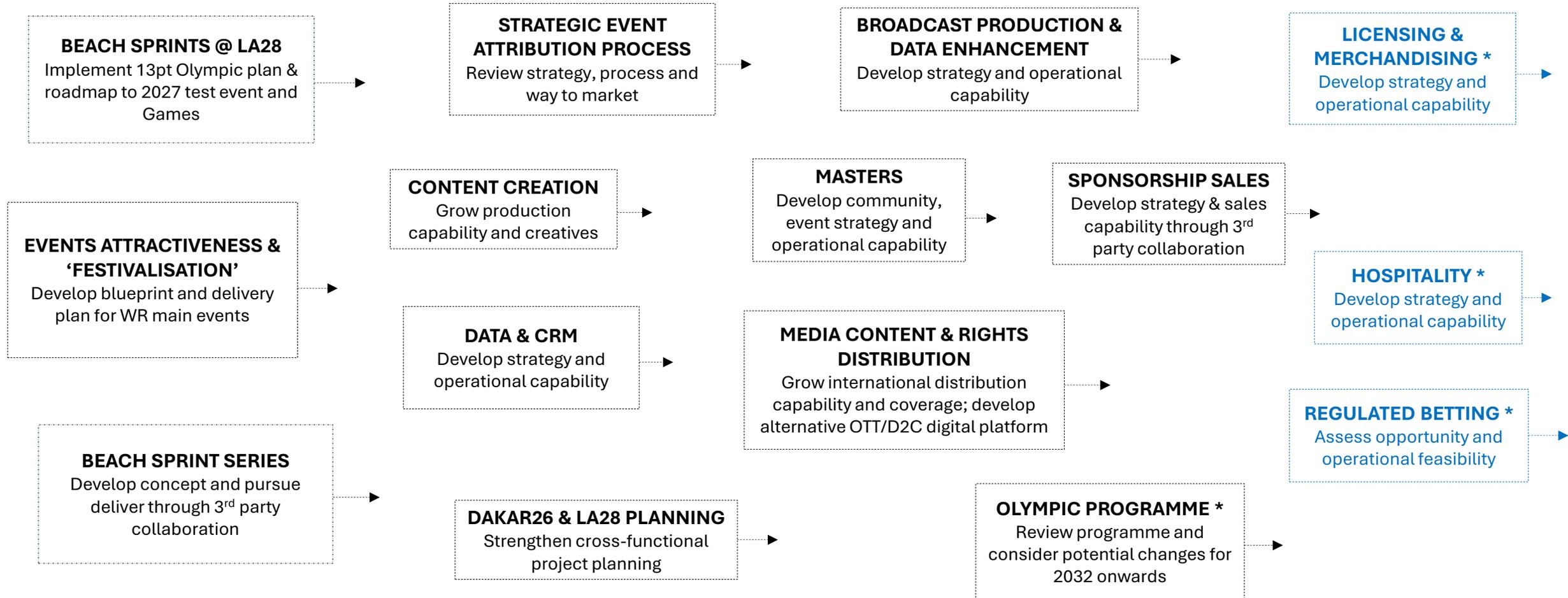
\* ASPIRATIONAL, SUBJECT TO FINANCIAL & OPERATIONAL CAPABILITY

# COASTAL ROWING

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## 6 MAPPING & PLANNING



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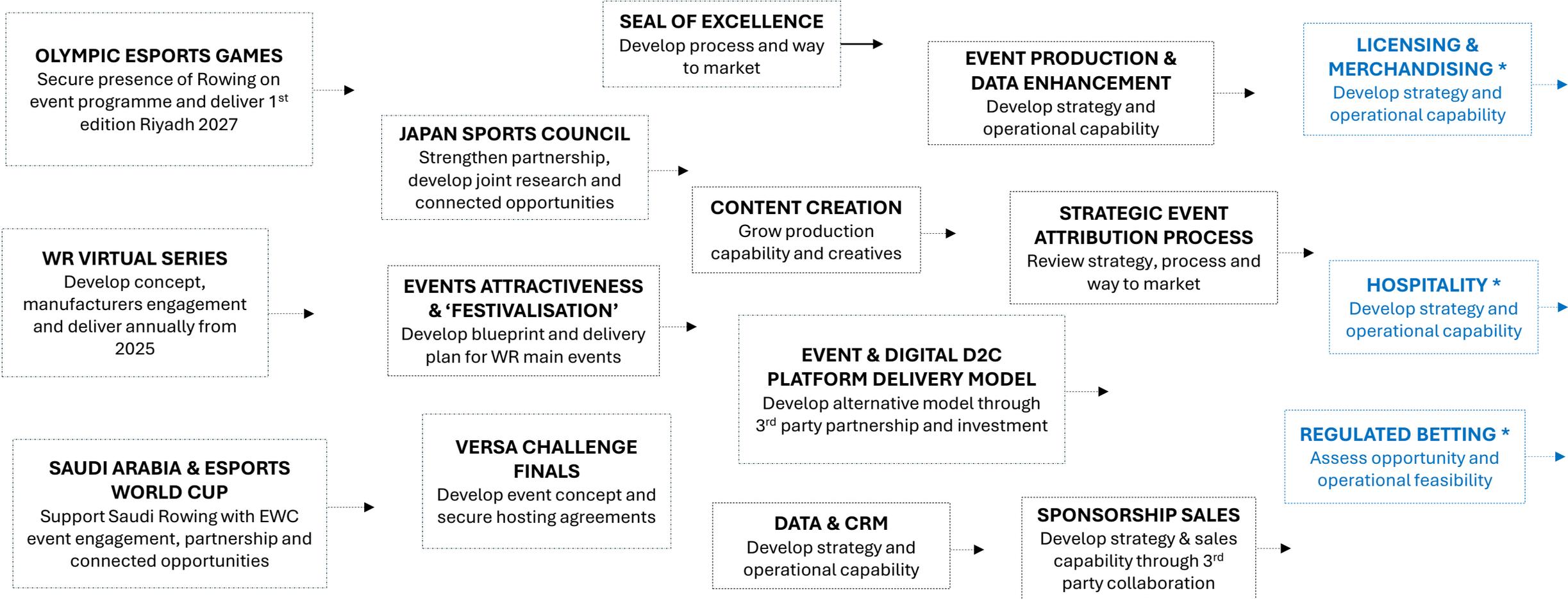
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# CONNECTED ROWING

## 7 MAPPING & PLANNING



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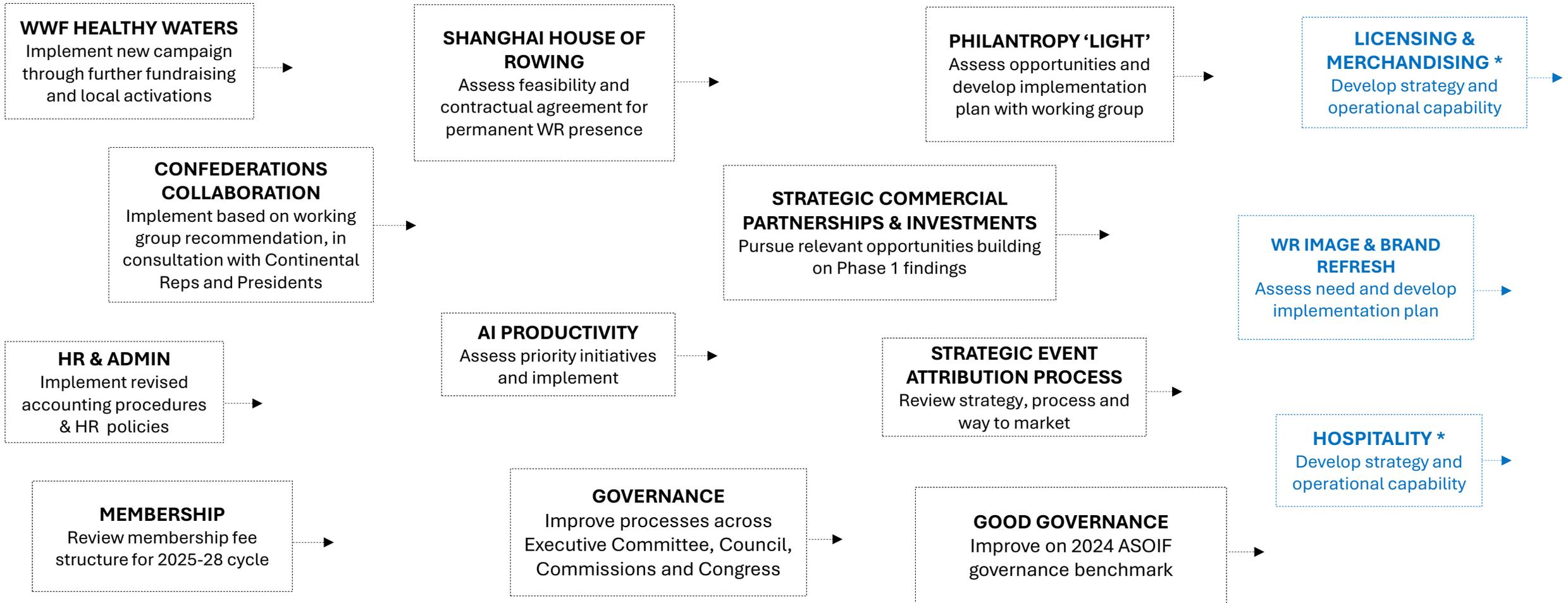
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# WORLD ROWING

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## 8 MAPPING & PLANNING



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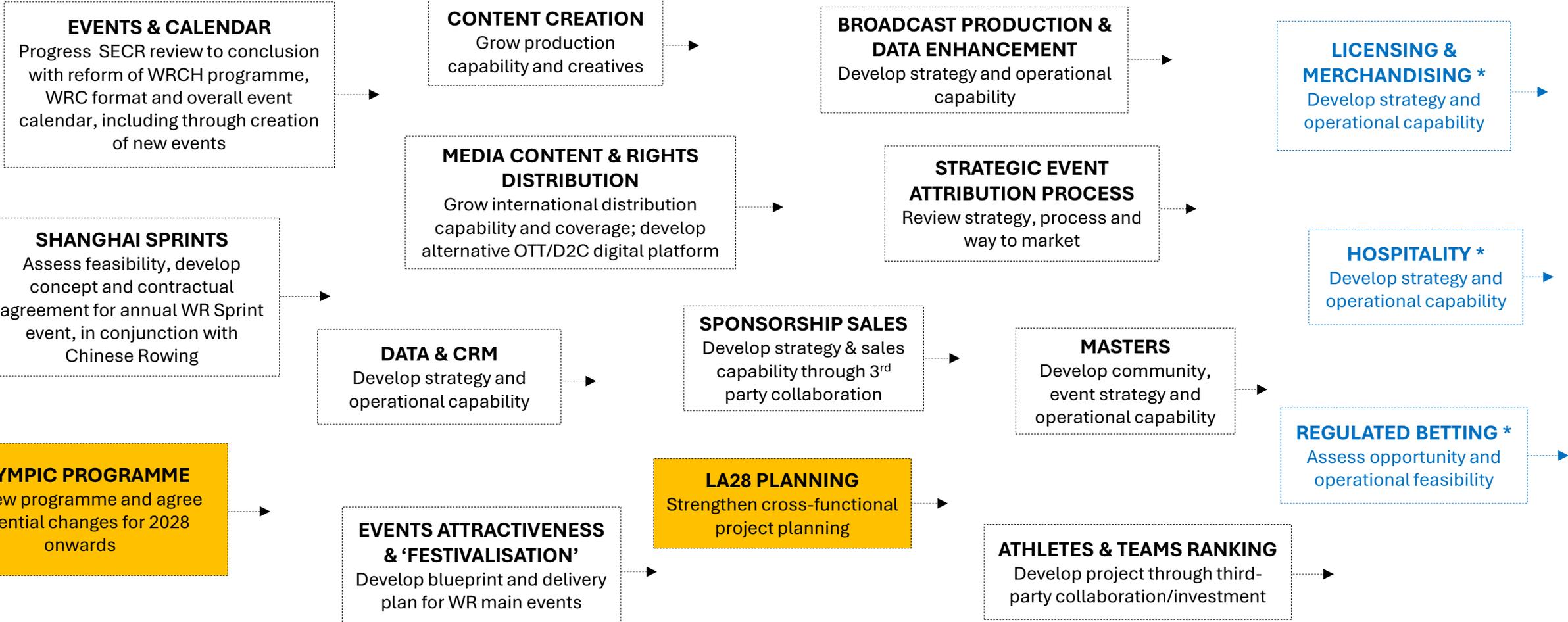
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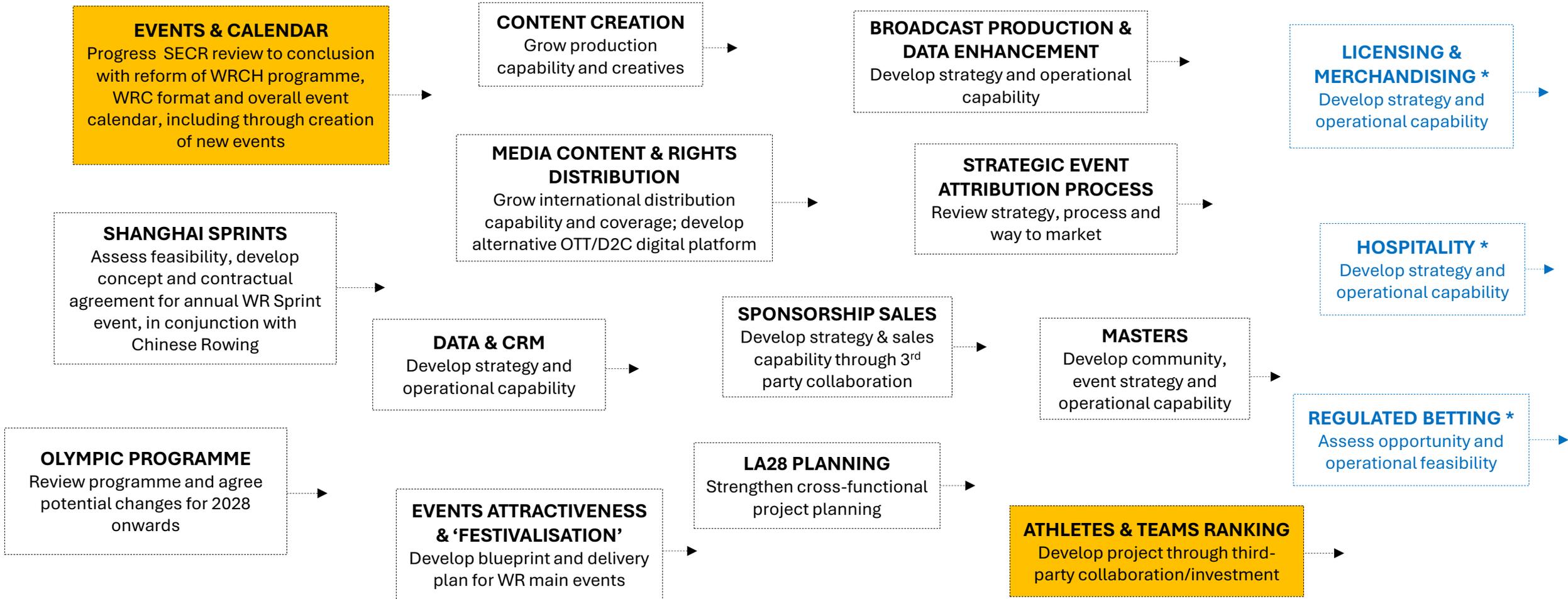
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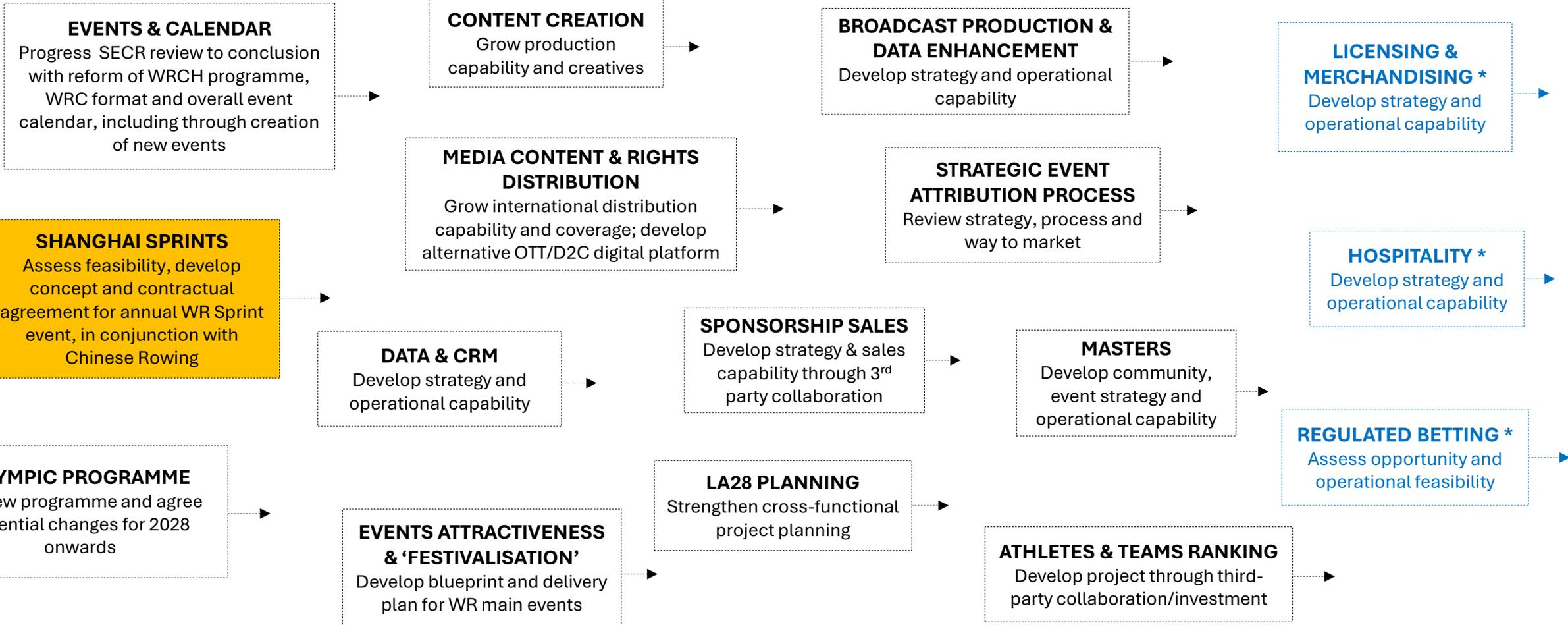
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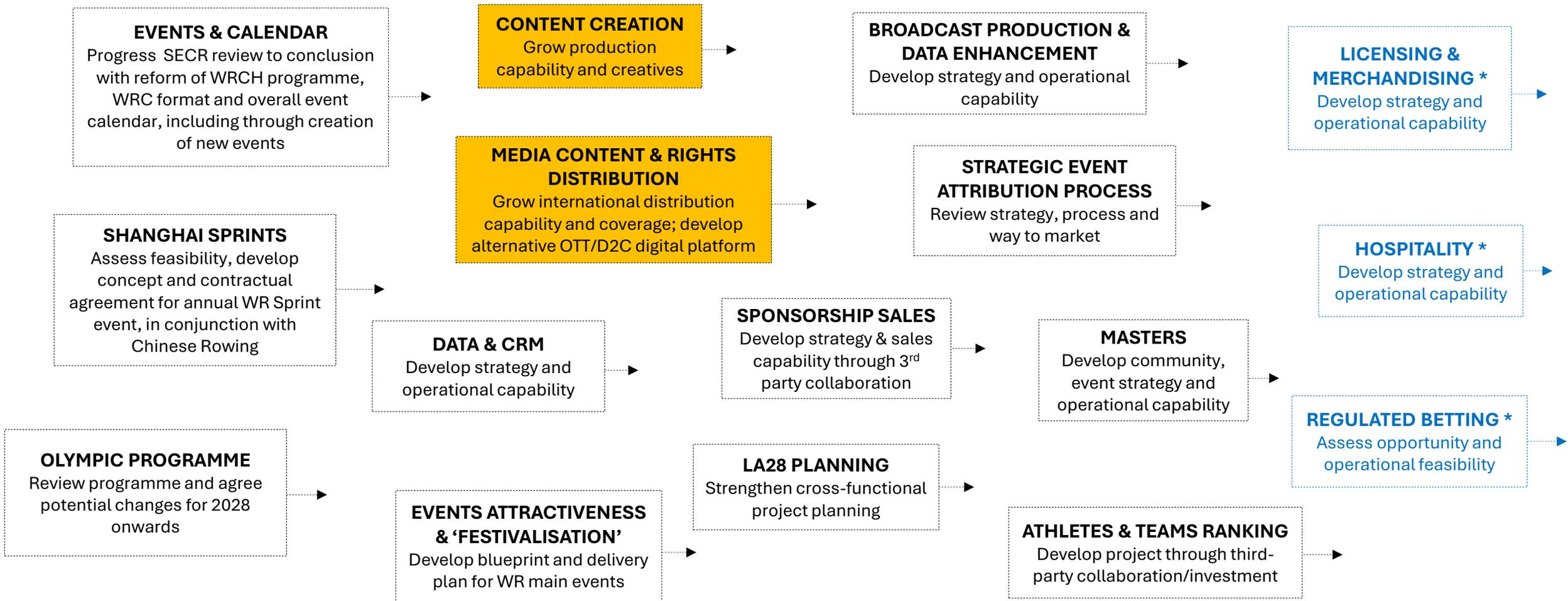
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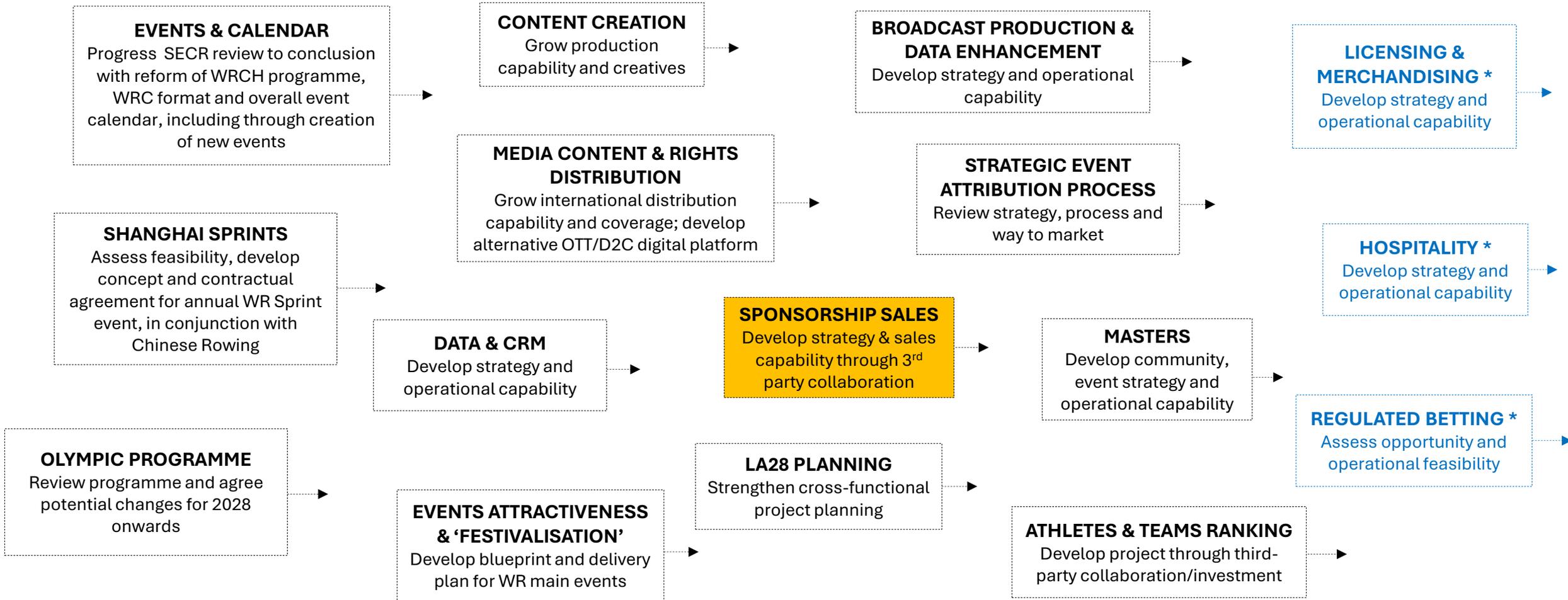
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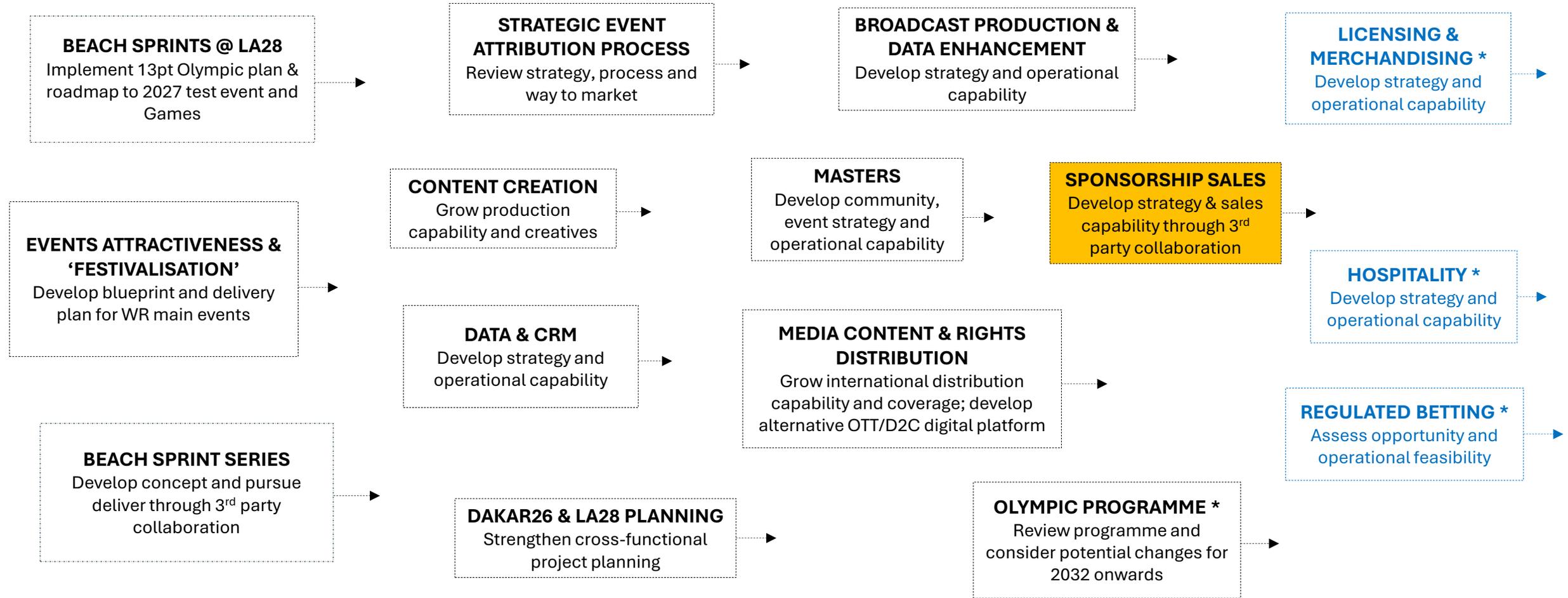
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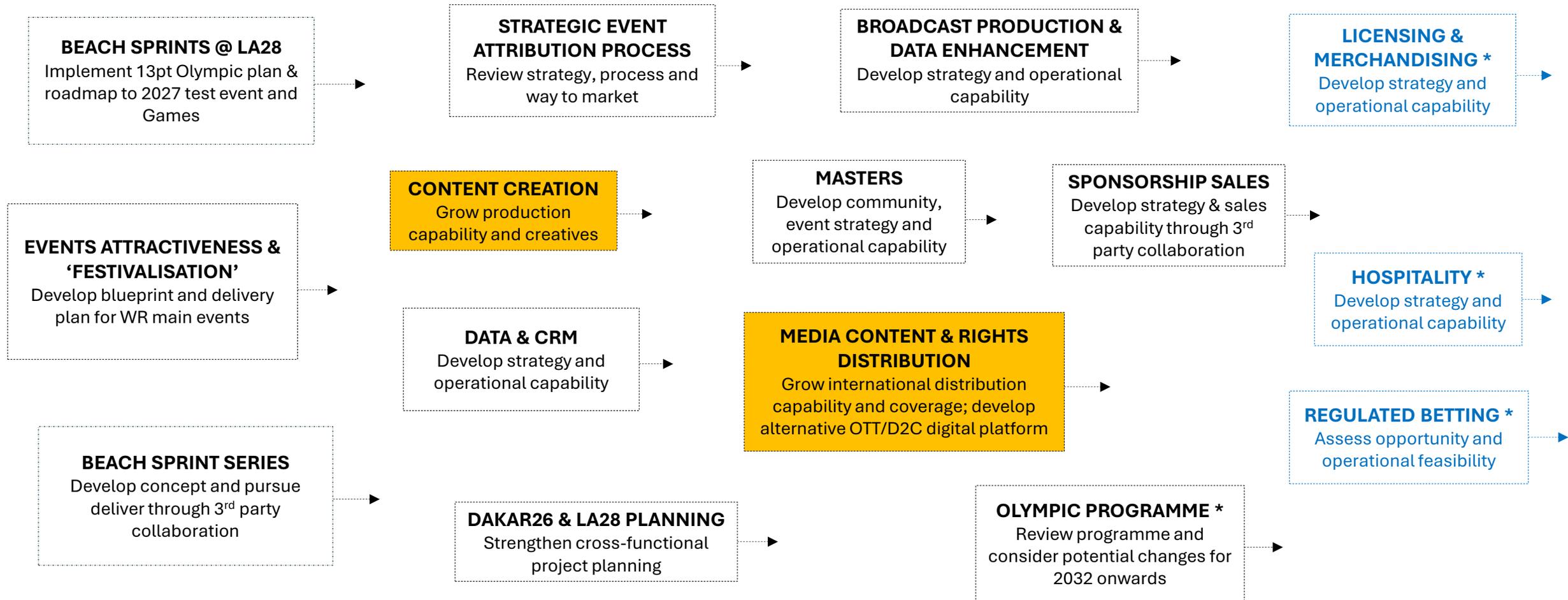
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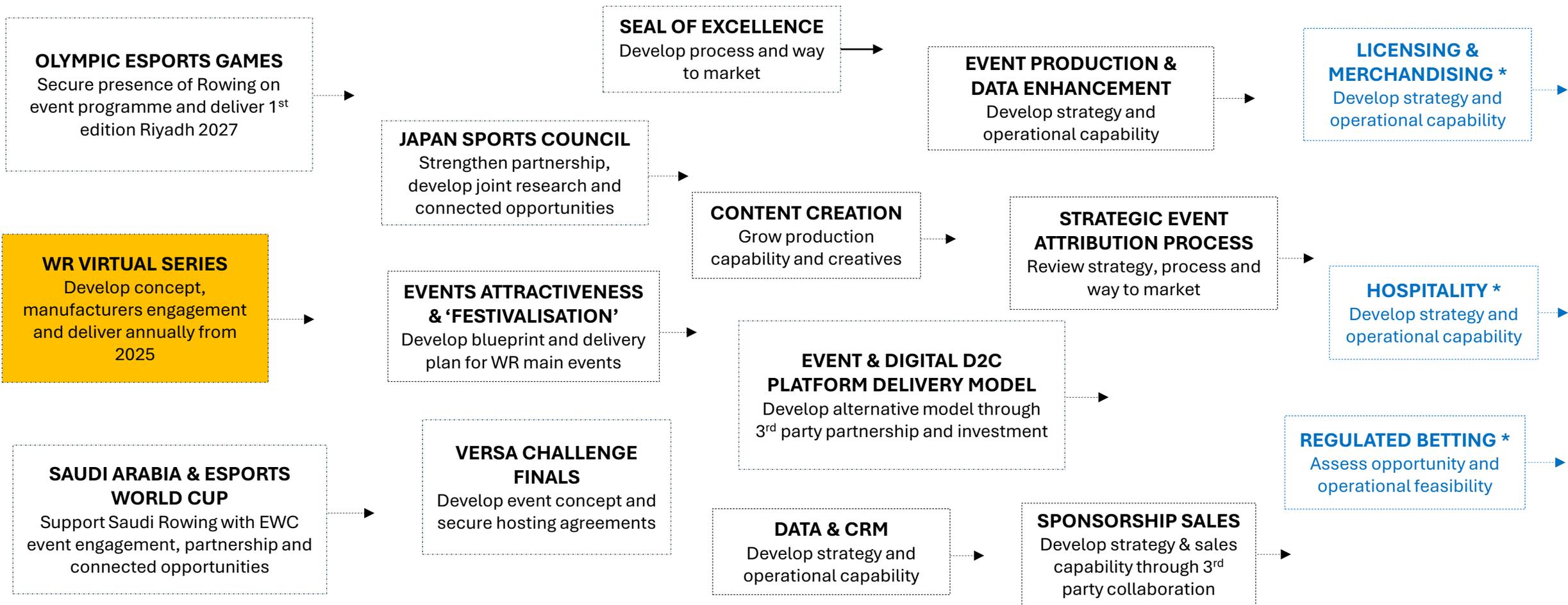
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# CONNECTED ROWING

## 7 MAPPING & PLANNING



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# CONNECTED ROWING

## 7 MAPPING & PLANNING

**OLYMPIC ESPORTS GAMES**  
Secure presence of Rowing on event programme and deliver 1<sup>st</sup> 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 3<sup>rd</sup> party partnership and investment

**DATA & CRM**  
Develop strategy and operational capability

**EVENT PRODUCTION & DATA ENHANCEMENT**  
Develop strategy and operational capability

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

**SPONSORSHIP SALES**  
Develop strategy & sales capability through 3<sup>rd</sup> party collaboration

**LICENSING & MERCHANDISING \***  
Develop strategy and operational capability

**HOSPITALITY \***  
Develop strategy and operational capability

**REGULATED BETTING \***  
Assess opportunity and operational feasibility

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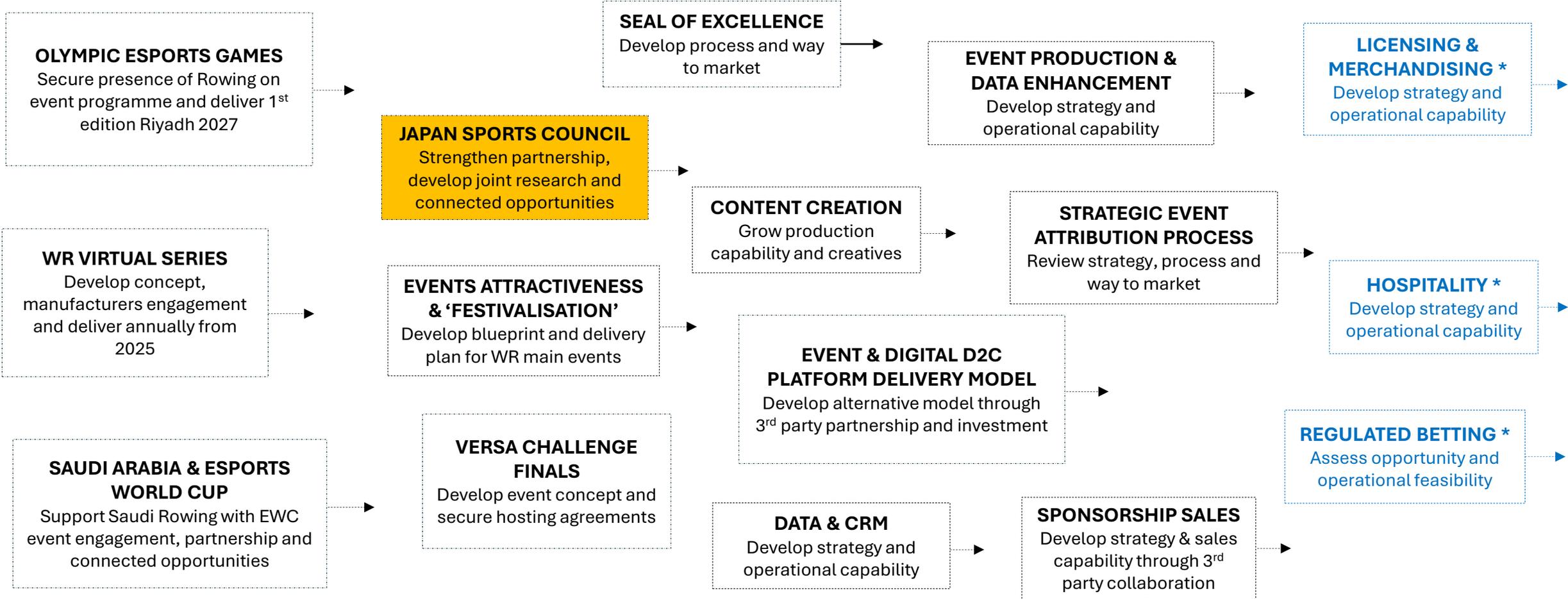
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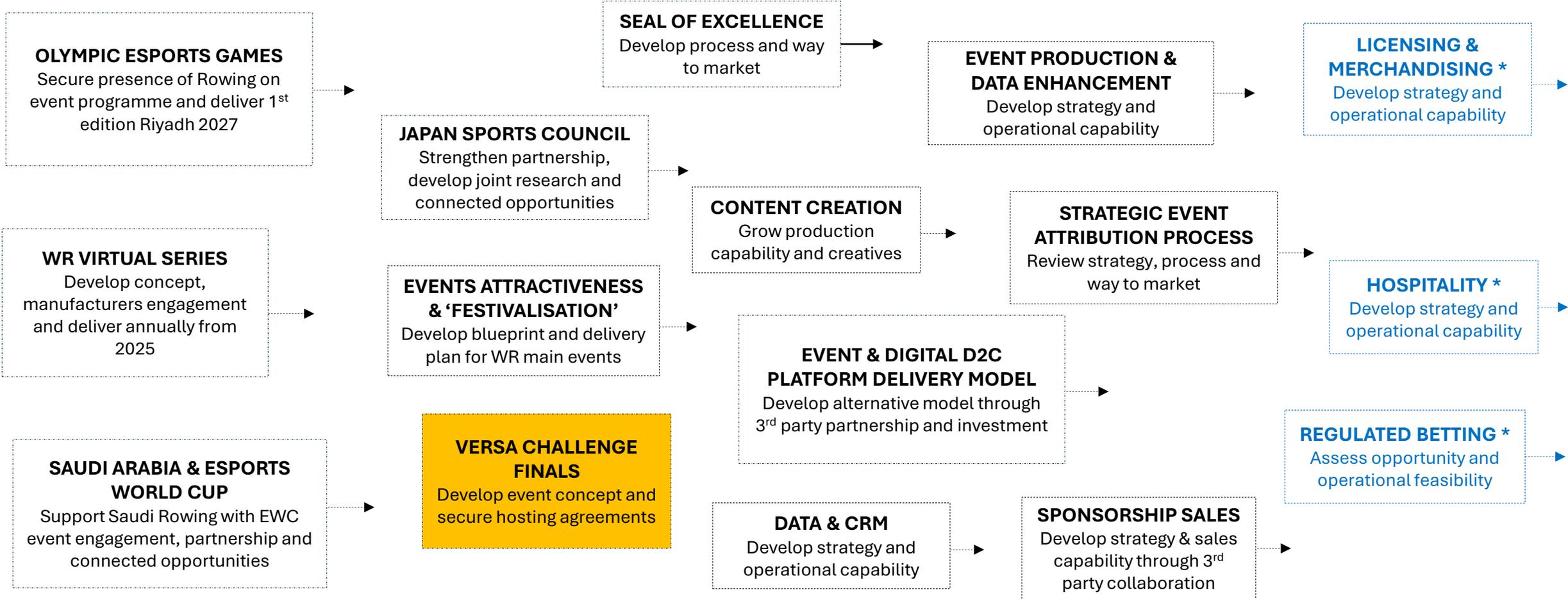
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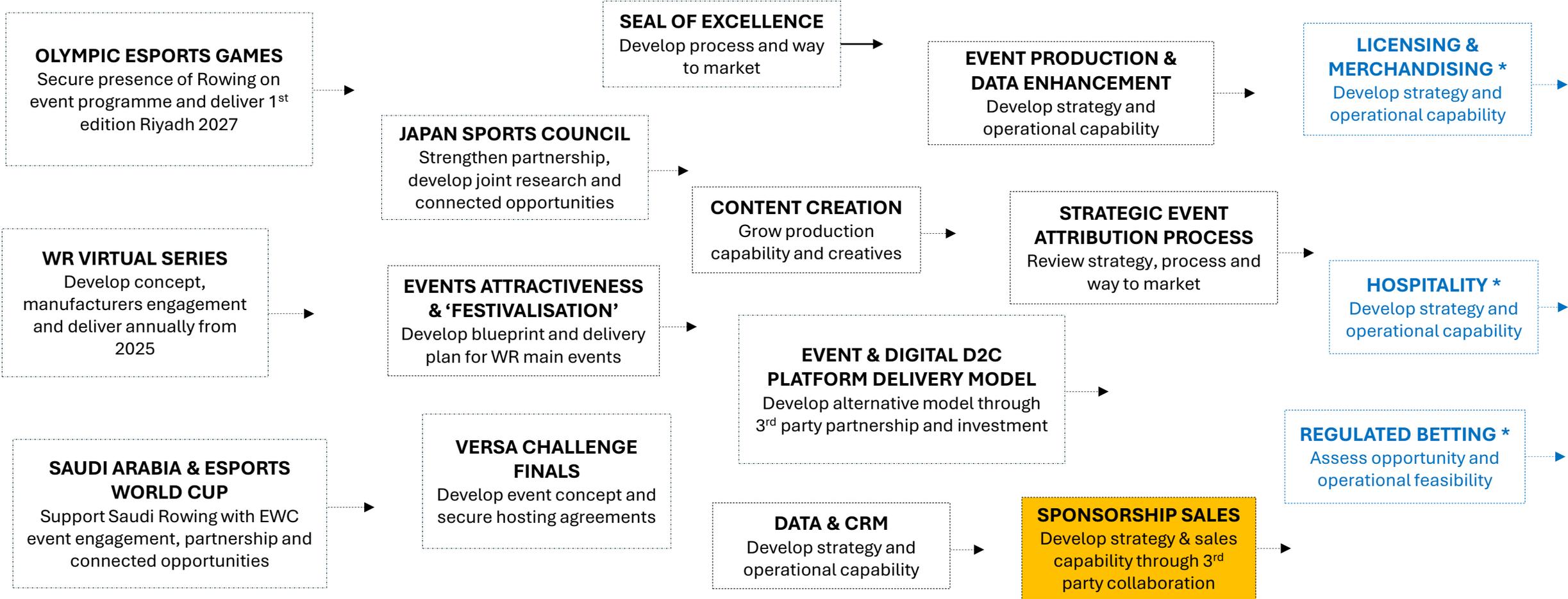
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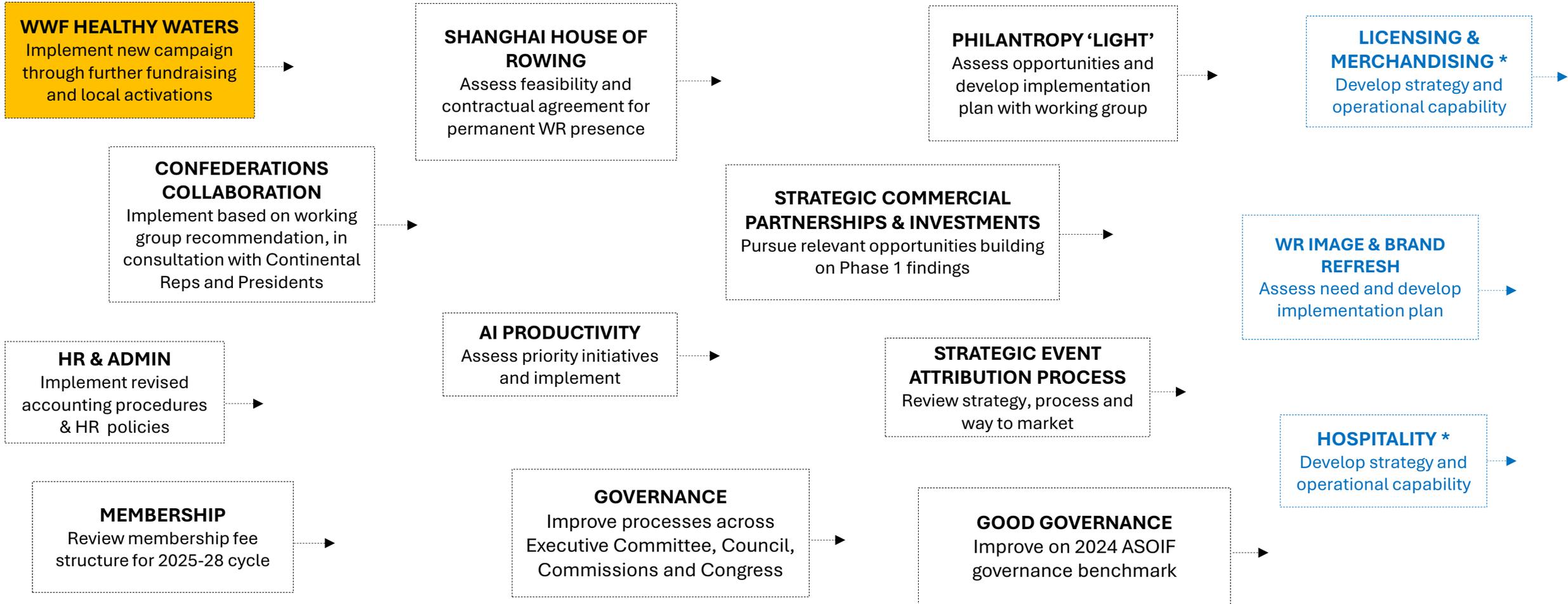
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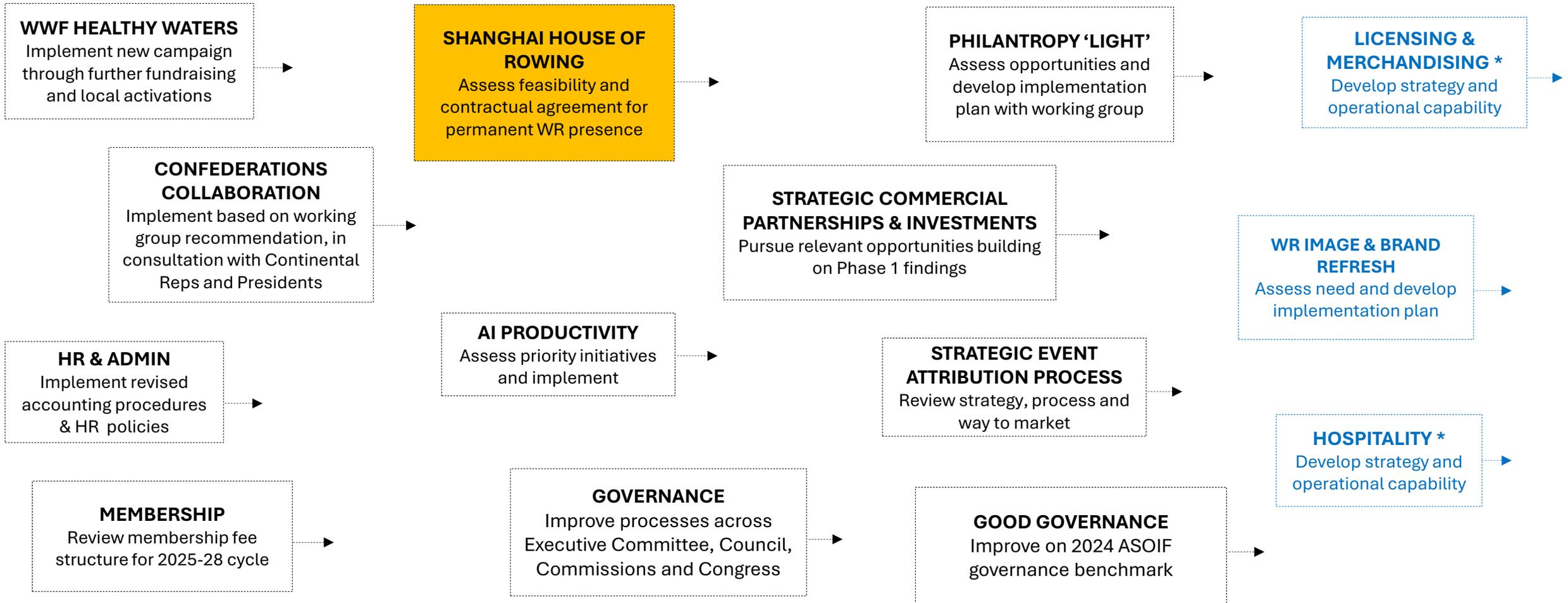
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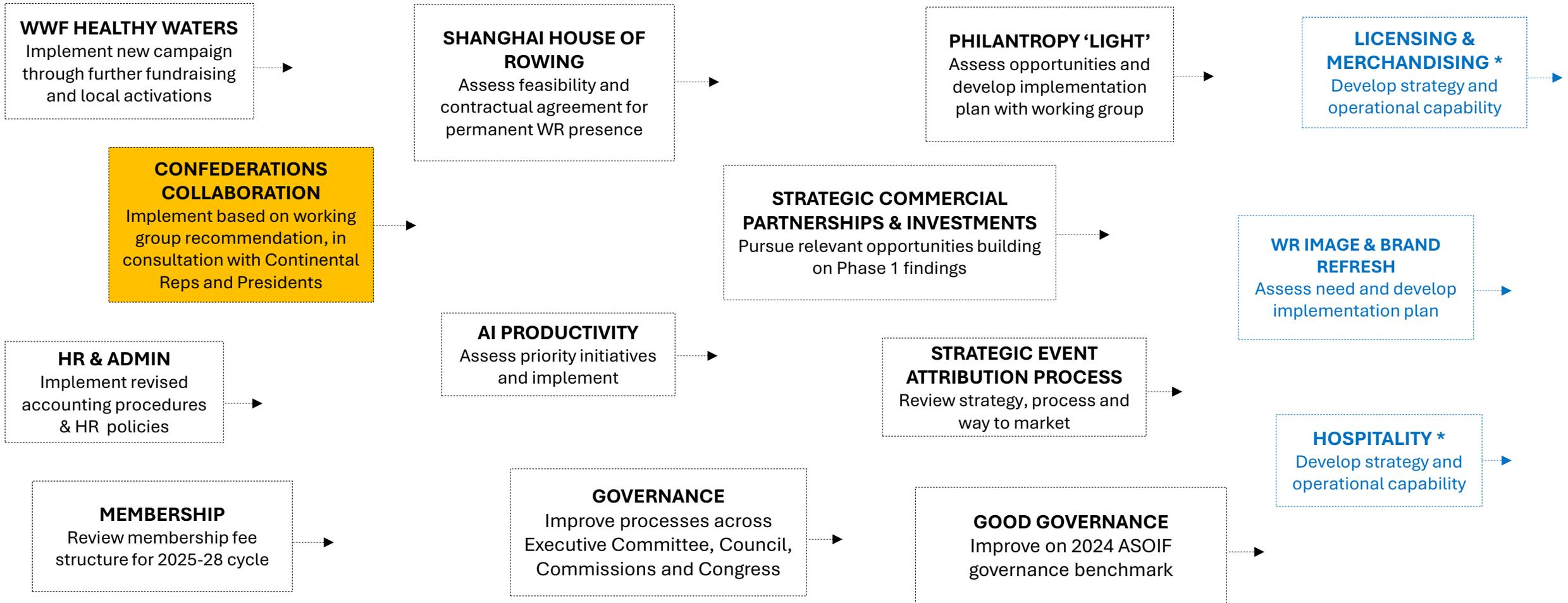
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