

**Archery World Plan
2007-2012**



**Summary from FITA Congress
30-31 August 2009
Ulsan, Korea**



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1. Overview

The following section provides a review of all matters relating to the 'Archery World Plan' at the 48th FITA Congress, which was held in Ulsan, Korea on 30-31 August 2009. It is structured to provide an overview of what has happened since the launch of the Archery World Plan in 2007, what took place at the Congress, and what the next steps are in the implementation of the plan.

Past

The Archery World Plan – a project of change and regeneration for the sport of Archery!

The Archery World Plan was developed through a process of 'Think Tanks' and 'Focus Group' meetings that involved representatives from the Member Associations, as well as external representatives from sponsors, the IOC, and the Association of Summer Olympic Sports Federations. At the 2007 Congress in Leipzig, Germany, the World Archery family showed its commitment to a stronger future as members enthusiastically accepted and approved the Archery World Plan.

The Archery World Plan 2007–2012, focuses on key changes that should be made to World Archery to strengthen its recognition as an important Olympic sport. The plan has been designed as a change project that instigates and manages substantial change in the sport and feeds this back into daily operations. To reach the vision of the Archery World Plan - to be internationally recognized as one of the important Olympic sports by 2012, five Targets were chosen as the primary focus areas of the plan's five-year period; Identity, Events, Promotion, Partnerships and Expansion.

Following its launch, an implementation model was developed for the plan. The implementation of the plan has been led by the Steering Group made up of a select group of representatives from World Archery around the globe. Working groups were formed for each of the focus areas under Target 2007 and Target 2008 that conducted research and provided ideas for the Steering Group.

Since its approval at the Congress in 2007, the Archery World Plan has been very active. The following outcomes have been realised:

- *Target 2007 Identity - By the end of 2007, a unified and simplified identity for International Archery is accepted by FITA, Continental Associations and Member Associations.*

Working groups were formed to provide feedback to the Steering Group;

Focus Group 1: Values of Archery (what are the internal values of the sport?)

Focus Group 2: Image of Archery (what is the external image that should be promoted?)

Focus Group 3: Branding of Archery (how and where should a new brand be implemented?)

Focus Group 4: Common branding (should MAs all have a similar visual brand?)

In addition, Focus Group 20: Organisational structure of FITA, part of Target 2011, was also completed. This area was completed as one of the first points of the Plan as the structure of FITA lays the foundation for many other changes and decisions that will be made as a result of the plan.

Outcome: Based on the considerations, research and ideas that were presented by all of these working groups, a new brand identity was developed for Archery – 'World Archery'. The new 'World Archery' brand aims at unifying all of the activities, events and members of FITA under one brand name that will be centrally promoted by FITA and its Continental Associations. Represented by a new and dynamic logo, the 'World Archery' brand will be tested at the World Cup Stage in Antalya in June. It has also been decided that FITA will keep its organisational structure, including the structure of Continental Associations and Member Associations, but will focus on improving communication and cooperation within this structure.

- *Target 2008 Events - By the end of 2008, all of FITA's international events have concrete plans to become more attractive for athletes, spectators, sponsors, and television viewers.*

Working groups have been formed to look at how to improve international archery events and provide feedback to the Steering Group;

Focus Group 5: Differentiation of competitions (should compound and recurve be different?)

Focus Group 6: Rules of competition (how can the rule book be simplified?)

Focus Group 7: Competition calendar (how can the calendar be reviewed to make it clearer?)

Focus Group 8: Prize money (what role should prize money play at Archery events?)

Focus Group 9: Event entertainment (how much of events should focus on entertainment?)

Outcome: The goal of these focus groups was to research and brainstorm on various different aspects of archery events in order to make the events more attractive for athletes, spectators, partners and television viewers. As a result, a proposal to make changes to the event formats of the compound discipline will be presented at Congress. Proposals have also been made to the Steering Group regarding how to simplify the explanation of the rules of the sport and the competition calendar and how to increase the value of Archery events through prize money and event entertainment. Final discussions regarding these areas will be done by the Steering Group at their meeting in June 2009 and decisions will be announced as to how work in these areas will progress.

Present

At the Congress in Ulsan, Korea, delegates were given an overview of the achievements to date of the Archery World Plan. Participants were also asked to contribute to the plan by working in groups to generate ideas for the next steps in the plan: Target 2009, Target 2010, and Target 2011.

The delegates continued to show strong support of the Archery World Plan. As the plan was developed to be a living document, everyone worked together at the Congress to ensure that the next steps of the plan are relevant to Archery as it is today.

During the second day of the Congress (31 August 2009), an overview of the Archery World Plan achievements was presented by the Secretary General, Mr Tom Dielen. The Congress delegates were then split into 14 working groups and each assigned to a particular Focus Area of the remaining three Targets of the plan. *Section 2: Congress Working Group Results* provides a brief overview of the feedback provided by each of these working groups.

A general survey was also administered during the Congress which aimed at gathering the general feelings of the Congress delegates towards the 'Archery World Plan' (see *Section 3: Congress Delegate Survey Results* for an overview of the survey results).

TSE Consulting then collected all of the feedback from the Working Groups and presented a selection of the results to the Congress. The FITA President, after distributing commemorative mirrors to each of the delegates, closed the Congress with the following words:

"Just like you, I see myself in this mirror and feel personally committed to do my part in helping the Archery World Plan in every way I can. I will hang it in my office to remind me of the responsibility we have to our great sport."



Future

The Congress in Ulsan concluded with the important first steps in the Archery World Plan. Now that Archery's core, its image and its events, are stronger, focus can turn to reaching out and strengthening the promotion of the sport, its partnerships and ensure that World Archery is ready to expand as it progresses in the future. The continued support and enthusiasm that was shown and the quality of the feedback and ideas provided, demonstrates that the Archery family is not only keen to reach the vision of the Archery World Plan, but is equipped and able to reach it as well.

FITA Members and individuals are encouraged to contact the FITA office if they wish to be part of the implementation of the next steps of the Archery World Plan. An email can be sent to info@archery.org.

Working groups will be announced in the coming month for the focus areas of the next three targets:

- *Target 2009:* By the end of 2009, World Archery is consistently promoted and widely recognized by external parties.
- *Target 2010:* By the end of 2010, a majority of FITA's budget is supported by partnerships, other than IOC funding, which help to ensure the future stability and growth of World Archery.
- *Target 2011:* By the end of 2011, FITA and its Continental/Member Associations have the structure and tools needed to sustain the expansion of World Archery.

Continual communication about the progression of the plan can be followed on the World Archery's website (www.archery.org) under 'Archery World Platform.'

The success of the 'Archery World Plan' depends on everyone involved in international Archery. It is through joining together and working towards a common vision that Archery will become stronger for the future. See you in 2011 for the next FITA Congress!

2. Congress Working Group Results

Delegates of the Congress were split into 14 working groups and were asked to contribute ideas pertaining to a Focus Area of the Archery World Plan.

Each working group was asked to highlight the three main challenges that exist within each Focus Area. They were also asked to provide general comments about each Focus Area and the Archery World Plan.

This section reviews the feedback from these working groups. The commitment and enthusiasm, which was shown by everyone's involvement during the Congress, produced some great ideas that will be used in the continued successful implementation of the Archery World Plan.

Target 2009: Promotion

By the end of 2009, International Archery is consistently promoted and widely recognised by external parties.

Focus Area 10: Centralised marketing

- People need to know what Archery is (if the question is posed "So is the product strong enough to be sold/known?" the answer would be "Yes, because 1) it is a family sport, 2) it promotes values, a clean sport mentality, and 3) there is no age limit – a sport for all ages)."
- Change the concept of winning medals because medals are associated with a cash incentive
- Merchandizing/marketing is not the same for all groups. We need to find benchmarks to determine how it is done.

General Comments: None given

Focus Area 11: Local and national promotion

- There is a lack of awareness of the sport, its rules, and its activities by the general public.
- There is a lack of media interest in the sport.
- There is a lack of knowledge on how to attract spectators, media, etc.

General Comments:

- The aspects of the sport that should be promoted include: the elite archers (create heroes); the concept of a family sport; social and competitive agendas; clean, controlled, safe initiatives; its green effort; the improved image of the sport; and the history.
- Some of the issues for the promotion of the aspects listed above include: the lack of volunteers, time and club involvement; the inability to write media releases or attract spectators; and managing a low budget.
- Potential methods to achieve our objectives include: preparing a document on writing press releases; connecting the sport with a large charitable brand name; identifying a benchmark organisation that has the ability to attract spectators;

developing international fundraising event to promote the sport; and/or developing a document for all organisations designed by FITA.

Focus Area 12: Non-sporting events

- Human Resources: finding people to take part in the organisation and in the implementation of promotional events. Most promotional events at a national level/club level are carried out on a voluntary basis.
- Cost: obtaining sponsorship/funding for promotional events. Cost is always an issue in sport, and unfortunately, many events (promotional) do not happen unless they are self-funded and volunteer-based.
- Safety: increases in safety concerns limit our ability to execute promotion exhibitions or events. We need to look at other ways of promoting our sport.

General Comments:

- The success of the Archery World Plan promotion depends heavily on obtaining TV air time. TV allows viewers outside of World Archery to gain interest in the sport. The Internet is also important, but it is typically viewed by a selective audience (archers, coaches, etc).
- We believe that the World Plan has raised the profile of Archery internationally. It has been of the greatest benefit and must be taken to completion.

Focus Area 13: Media relations

- The sport lacks a media relationship.
- There is a lack of awareness of the sport by the media.
- There has been no media response as a result of the mass coverage at large-scale events such as the Olympic Games, Asian Games, etc.

General Comments:

- If we keep on schedule, we feel the World Plan will work - simplify the rules, acquire funds, and promote Archery to the media.
- We feel that these round table workshops will be essential to move the plan forward.

Focus Area 14: Interaction with media

- Educate the media about Archery and encourage them to promote the sport. It is imperative to engage with media specialists to ensure we achieve effective communication.
- Define a methodology for communication with the media.
- Engage with a media partner to understand what is required for effective communication with the media.
- Attract spectators to Archery events by generating a reason to come. Simplifying rules so spectators don't lose interest is one possibility.

General Comments:

- We need to create a code of practice for the promotion of Archery to ensure we analyze and correct mistakes and promote a consistent message around the world.

Target 2010: Partnerships

By the end of 2010, a majority of FITA's budget will be supported by partnerships other than IOC funding, which help to ensure the future stability and growth of Archery.

Focus Area 15: Organisational partners

- Strong membership associations will strengthen the NOC and FITA. Involvement from the bottom up is the best approach.
- Visibility (national media coverage) with sponsor potential is important.
- The work FITA has to do in the acquisition of sponsorship is very important for the achievement of the World Plan.

General Comments:

- The Continental Associations need to be more involved for the plan to succeed.

Focus Area 16: International sponsorship revenue

- We need to identify what we sell (the sport of Archery).
- We need to bring a modern image of Archery to the world. Creating icons/heroes/ambassadors is one possible way to achieve this objective.
- We need better advertisement of the sport.

General Comments:

- We are not giving our sponsorship partners enough in return for their support.

Focus Area 17: National partners

- Making our sport attractive and easy to understand by the general public is one challenge that the sport of Archery faces.
- Our TV airtime is not enough to be considered worthwhile for our partners.
- Our federation isn't big enough to gain the interest of sponsors.

General Comments:

- We should create a worldwide publicity campaign in order to gain awareness.

Focus Area 18: Archery manufacturers

- Small federations do not constitute an important market for manufacturers. The end result is higher costs to purchase equipment through a dealer.
- National associations cannot deal directly with the manufacturers. Special prices should be given to national associations purchasing equipment for their teams.
- Sponsorship is hard to acquire for some countries. In many cases, it is just arranged by the manufacturer with individual orders and the federations are not involved at all.

General Comments:

- The World Plan is necessary, especially for a number of countries that wait to develop the sport.



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- FITA should assist MAs to get sponsorship for their top junior and cadet archers.

Focus Area 19: Relationship with host cities

- FITA wants the city to provide exact details on venue, transportation, security, communication, volunteers, sanitation, power, and Internet in order to determine costs.
- The city wants FITA to provide terms of Internet use, TV coverage, and FITA promotions.
- Realistic expectations for each party include overall price quote (city) and what type of revenue/legacy can be brought to the city (FITA).

General Comments:

- The Archery World Plan is a good plan but consideration must be given to the athletes – try to reduce changes to the rules, etc.

Target 2011: Expansion

By the end of 2011, FITA and its Continental and Member Associations will have the structure and tools needed to sustain the expansion of International Archery.

Focus Area 21: Communication within Archery

- Time Factors: 24-hour community with service provisions for MAs from the FITA office; Contact at personal level when technology fails; Translation time must be allocated in order to respond in English.
- Information Delivery: Understanding the delivery process of information from the “top” to the lowest level of national archers/coaches/officials is crucial for messages to be relayed properly.
- Moderator: There should be a moderator who controls the “communication tree” and is able to recognise “misinformation.” Otherwise, emails to MA may never reach the “right person in the federation.”

General Comments:

- The communication is reasonable at the firm office but is not underpinned by continual professional/personal development and training for elected personnel. Additionally, the continuity of committees and commissions needs to be added to the World Plan.
- The concept of the plan is perfect, but progress seems to be slow because there are long periods without updates, information, or feedback.

Focus Area 22: Administrative processes

- VISA Procedures: FITA should discuss with each organising committee the VISA procedures. Everyone should have access to VISA. It should be part of the FITA procedure and the organisers agreement.
- Transfer of Money (entry fees, membership, etc.): Banks charge two francs for a withdrawal. Credit cards without charges do exist. FITA needs to negotiate with such companies in order to reduce charges.
- Air Carrier: FITA should have an agreement with IATA on travelling with bows (bow boxes). Too many problems have occurred with bows being misconstrued as weapons at the airport. We also need to extend our agreement with Turkish Airlines to include Star Alliance.

General Comments:

No comments

Focus Area 23: Management recruitment

- Recognition: Programs should be realistic from the club level to FITA. Additionally, awards should be recognized by all groups.
- Costs: Volunteering costs money. Volunteers can give of their time freely but should not have to pay out-of-pocket expenses (at every competition level).
- Training: Managerial training should be easily accessible for all levels of volunteers.

General Comments:

- Strengthen the MAs – FITA should work closer with MAs and their partners. Big changes have not been seen thus far as a result of the implementation of the World Plan yet, but we are impressed with the communication and media improvements. Offering Archery scholarships could help build a volunteer base to work at FITA.
- Closer partnerships between FITA and MAs are necessary.
- Share volunteers rather than “promoting” them from MAs to FITA.
- Work with MAs toward training better quality volunteers.
- Olympic Solidarity courses need to be easier to access. We would like to be provided with training on ‘how to access.’
- World Championships are too long (9 days).
- There are too many rules!

Focus Area 24: Knowledge management and transfer

- Federations need to be “willing” to share their knowledge and experience with other federations.
- Individual federations need to be able to give definitions of their own needs.
- The best means of communication are through the Internet, seminars, and coordination by FITA.

General Comments:

- We have minor doubts about Target 2011 because of the current worldwide economic situation.

3. Congress Delegate Survey Results

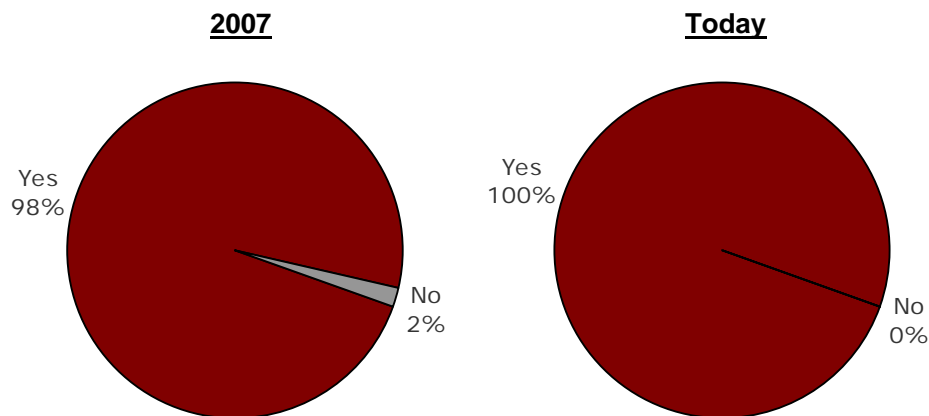
During the Congress, the delegates were also asked to fill in an individual survey that focused on their thoughts about the 'Archery World Plan'. The following section presents the results of this survey, as well as an overview of the additional comments that delegates had for each question. The same questions were asked to the delegates of the 2007 Congress after the launch of the Archery World Plan. The results from the 2007 survey are shown, so that the feelings of the delegates can be compared.

The results of this survey, once again, demonstrated the overwhelming support that the Member Associations have for the 'Archery World Plan'. It also demonstrated that people are able and willing to make a contribution to ensuring that the vision of the plan becomes a reality. This support is the first key factor in ensuring that the 'Archery World Plan' is a success.

Question 1

Do you believe that the Archery World Plan will improve Archery?

Results



Comments

Yes, ...

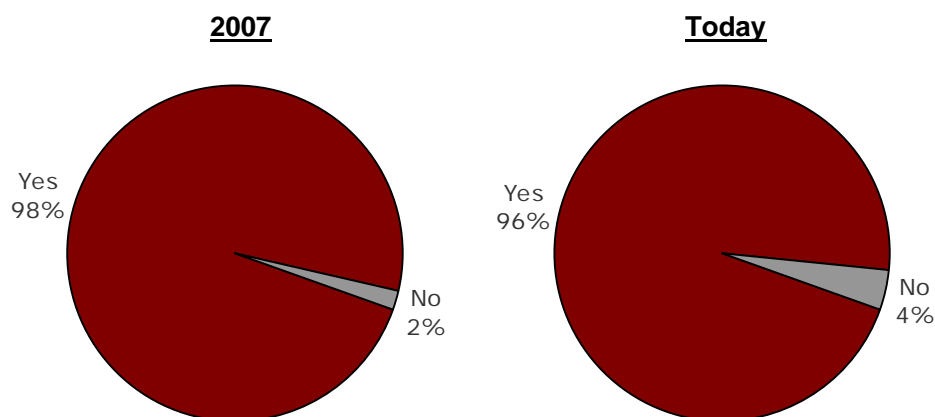
- because there are definite goals and programs to achieve it
- many developments have already taken place
- as long as the plan doesn't alienate one group
- since 2007, Archery has improved by adhering to this plan
- we don't want to forget expansion at the club level – if we want to grow, it is necessary to let people do Archery, not just see it on TV
- the plan is well-constructed and is manageable and achievable
- the plan is excellent in concept, but has lacked communication and feedback to countries and the focus of group participants – also a great opportunity was lost to accept feedback from people available to help and participate in more groups
- the plan will need to be honed and directed in specific areas
- in the past two years, this plan has run very smoothly, and we all see Archery being improved throughout the world
- the first phase has been instrumental in getting FITA to reassess itself
- as long as the plan is implemented correctly
- provided information is given on a regular basis to MA/CAs – in particular, with indications of how the information could be used at these levels
- the plan has already “delivered” results and will continue to do so in the future
- if FITA works, especially in the values of sport – Archery is a clean, family sport
- we have seen the results up until now
- we need to get more TV time to increase in size, similar to popular sports like golf and football
- more attention needs to be paid to competition at national and international levels - we need to work together to reach our goals
- introduce a code of practice to analyze the drawbacks of previous events

- the self-examination of our sport in order to achieve our objectives can only be good in the long-term strategy of Archery
- the branding is outstanding – new, colourful, dynamic – now all we need is something to launch it
- however, it is very difficult
- lack of media relationship
- it is definitely a step in the right direction
- providing that the strategic plan is underpinned by practical, understandable implementation
- but the most important thing is that the world knows it

Question 2

In principle are you willing to accept substantial change in the sport as an outcome of the plan?

Results



Comments

Yes, ...

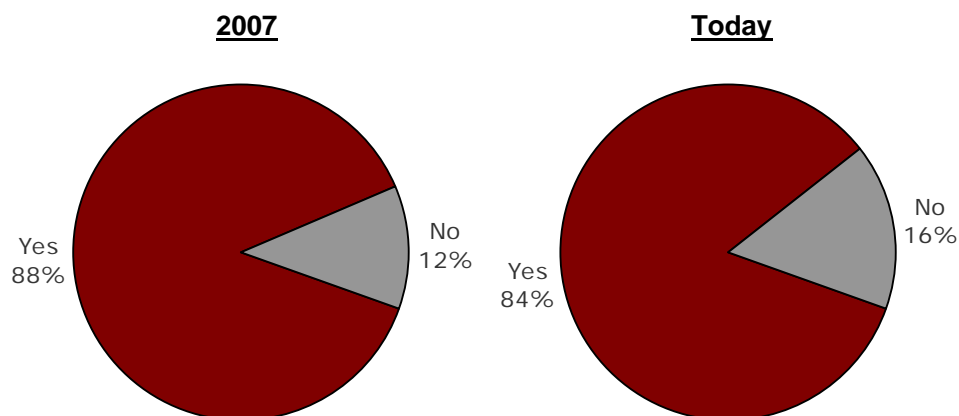
- making plans means change needs to happen
- it has to be more fun
- individual participation should be encouraged – Archery should have a star sportsman whom the world will know
- if it is good for Archery and for the Archers
- frequent changes will make it difficult to update the Archers/judges/coaches
- but don't forget the club members – 60+ and 70+ have to have other courses
- as long as they do not pose threat to the Olympic programme values
- modernization of our sport is vital for World Archery – more Rock n' Roll is needed
- there is nothing more permanent than change
- on the basis that it grows the sport at all levels
- the change has been too slow, and also too timid – it's not possible to change while keeping most things untouched – “out of the box” thinking is still desperately needed
- provided such changes are well “advertised” to MAs in order to consult Archers
- provided the base level of each competition is reasonable for those Archers travelling long distance (e.g. hard to travel for 36 hours for 72 arrows plus one match)
- as long as the soul of Archery is the same
- as long as the Archer is considered during change implementation
- as the Congress voted on motions yesterday that will change our sport, I think we are all willing to accept and encourage change
- if necessary to grow the national and regional coupe

- in a way that gains access to the general population and makes it easy and fun to watch Archery
- as long as the change enables the sport to move forward and stay on the Olympic programme track
- make it as simple as possible
- but have to be careful about what change means at a grassroots level – maybe separate the elite level from the club level (e.g. local athletic clubs do not do pole vault)
- but we need to take one step at a time
- because Archery needs to survive in the Olympic Games
- only if it has been tested with enough participation of athletes and coaches
- beware – traditional Archery is still important
- change management process to ensure that everyone feels inclusive
- the results from the first round of changes were great!
- change is a part of the process

Question 3

Do you think the Archery World Plan vision is achievable by 2012?

Results



Comments

Yes, ...

- more or less – it is important that so many items are discussed
- everybody should work hard for it
- provided more member countries be active – any growth is possible when it starts at the ground level
- it has been proven that it can be achieved from the previous years' planned success
- MAs role in FITA activities should be increased
- if the Continental and National Associations work together on the same plan
- if we continue as we have been, we are going to achieve it and more
- the 2008 Olympic Games should be helpful in achieving the goal for 2012 → make Archery an important Olympic sport
- but much more has to be done, especially marketing on each level must be carried out
- providing the plan is driven
- if everyone agrees on the overall goal
- the Continental Confederation needs to work on the plan and control the tasks
- we need to think about the progress of the sport and not in an emotional, passionate sense
- bearing in mind that the plan has to be achieved by defining all details in a code of conduct
- seeing the progress we have made so far and with continued hard work...then, yes
- if we want to, we can do it
- but I have some reservations about financial stability due to the current economic situation
- with the help of everyone

- if FITA and all of the Archery family makes an effort, the Archery World Plan's vision will be achieved by 2012
- but possibly more education is needed

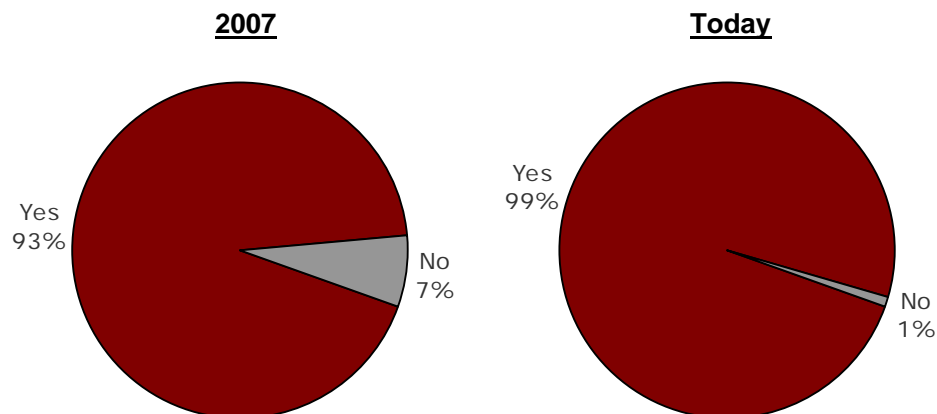
No, ...

- too ambitious
- the change has been too slow, too timid, and not enough care has been given to address matters on where the real need is – if you change, you can't keep things the way they are
- I think it will be a really long way
- possibly because time is always the enemy
- it must continue to be adjusted – it's a life-long process

Question 4

Are you eager to take an active role in reaching these five Targets?

Results



Comments

Yes, ...

- I want to make Archery popular through darts
- until Archery is the number one sport in the world
- tell me how to help!
- I will do my best within my country and all of Africa
- FITA should share ideas with the MAs permanently
- tell me what to do! – not everyone is out there asking to help, but are instead waiting until asked
- I want to be involved in the marketing of WA
- in any capacity in which my qualifications and experience may be considered appropriate
- people should be given the chance to help and take part on matters they feel they can have an opinion and provide sound contributions, besides the group they are assigned
- we have done it, and will continue to do it
- I would like to work and take an active role in reaching targets
- it is the responsibility of all of “us”
- we need to make this sport more profitable for the media (TV, paper, magazine) and more reachable to all people
- at the international level, it is up to FITA to submit duties to be followed, nationally, we are doing our best
- we are looking for that, and we want to help others rather than ourselves in this case
- how do we communicate this desire to be involved and to take part?
- in my country

No, ...

- because I have no spare time – I am busy with my own association