



Inspiration & Innovation

Jan Dijkema
Presidential Candidate ISU



I am driven by a passion for skating with the highest professional standards

Dear Skating Friends,

A passion for skating is what unites and inspires us all. Gliding over the ice gives a magical feeling and is a wonderful spectacle to watch. It is central to my heart and has profoundly shaped my life. I want everyone, of all ages and interests, to experience skating with such joy and dedication. For the past several decades, my love of skating has motivated me to work diligently for the ISU family and stakeholders to grow and develop the sport - in all its disciplines and on all its levels.

I am excited for the future of skating and would be honoured to lead the ISU in this ambitious quest. As ISU President, the key themes of Inspiration & Innovation would be prevalent throughout my tenure. I hope to inspire the skating community, helping to innovate and evolve the federation, while never forgetting the solid foundation that has already been laid. Guided by these principles, I will focus on three strategic pillars.

- Marketing, Promotion & Digitalization
- Development
- Good Governance

Now is the time to build on the great work established by the ISU Members, Office Holders, Staff and Officials under Mr. Cinquanta's leadership. We all have an important role to play - whether Member, Partner, media, coach, athlete or fan - and together we can carve a strong future for the ISU. The following manifesto clearly details the objectives and strategies that I would employ if elected ISU president.

Together we can shape the future of skating and leave a legacy for the next generation.

Jan Dijkstra



CV Summary

Nationality	Dutch
Date of Birth	23 September 1944
Marital status	Married, two sons
Academic degree	Sociology M.Sc. University Groningen
Languages	Dutch, English, Norwegian, German, French

ISU Positions

- ISU Vice President, 2010-present
- ISU Council Member, 1994-2010

Professional Career

- Many positions within Dutch and international governmental authorities, focused on economic and labour affairs and business innovation, including:
 - Deputy Commissioner of the Dutch Queen (Province of Overijssel)
 - Advisor Minister of State Economic Affairs

Additional Leadership Positions

President and Member of several supervisory boards, regarding energy, tourism, business development, and innovation.

Royal Honour

Companion of the Order of the Dutch Lion

Together we can carve a stronger and ground-breaking future for skating and the ISU

My Vision

After several years as ISU Vice President and over 20 years of involvement with the ISU, I have seen first-hand how the federation has evolved from just being a governing body to that of truly shaping the sport and stimulating the success of skating across all levels – figure skating, short track and speed skating. A firm footing and solid financial base has already been established, but there are still challenges ahead. I now wish to take further leadership and responsibility as ISU President to ensure the future success and growth of skating – particularly leading up to PyeongChang 2018.

Moving forward, let us be guided by all three skating disciplines:

- We need the **creativity & flexibility** of figure skating to find new ways to engage with the fans, fascinate the global sports audience and deliver spectacular events that stand out in the global sports landscape;
- We need the **focus & acceleration** of short track – keeping our traditions and core values in sight while growing sustainably and concentrating on our principal tasks – all for the benefit of the sport, its athletes, fans and many partners;
- We need the **perseverance & strength** of speed skating to remain at the forefront of the sports industry and broaden our global impact.

To achieve this we must be foresighted and strategic.

The following key pillars will be central to my presidency:



1. Marketing, Promotion & Digitalization:

Increase ISU's global fan base, loyalty and engagement and optimize ISU's marketing and media partnership structure;

2. Development:

Expand and develop skating worldwide across all disciplines and levels;

3. Good governance:

Ensure strong corporate governance through transparency, inclusiveness and respect.



We must showcase the athletes, their stories and the striking aspects of each discipline

1. MARKETING, PROMOTION & DIGITALIZATION:


Today's sports fans have numerous interests and distractions competing for their attention - they are never without a mobile device and are active on countless social media channels. Social engagement and digital consumption are a natural part of their everyday lives and thus the ISU events should provide fans with the content they want, in the format they prefer, when they want and on their desired platforms.

Furthermore, our partnerships - both with Members/Organizers of ISU events, as well as commercial partners - are key, and fostering long-term cooperation and commitment is essential. We must better anticipate, understand and meet the needs of commercial partners. To secure long-term partnerships, like the 15 year agreement with Edon/Essent that I secured, we need to offer valuable opportunities for unique activations and interactions with their target groups.

To increase ISU's global fan base, loyalty and engagement and optimize ISU's marketing and media partnership structure, I will focus on:

- **Increasing attractiveness of event formats:** Review and optimize current calendars and event formats and test new concepts. Cornerstones such as starting times, duration of events, number of participants per race, etc. should be determined with the overall event attractiveness in mind. Furthermore, ISU would benefit from a regular competition calendar outlined at least two years in advance and the organization of a big event once every four years where all ISU disciplines meet.
- **Implementing a fan-centric digital strategy:** Analyse and refine the already well-established ISU's digital infrastructure to move forward to a fan-driven system. Concrete measures include developing state-of-the-art digital platforms (e.g. an ISU mobile app) and experiences to reach users across all continents including comprehensive and unique content and features. For example, increase audience attention and interest by helping the fan to visualise interesting data (e.g. GPS tracking during short track and speed skating or 3D animations of figure skating moves) and encouraging engagement (e.g. through quizzes, games, and voting).
- **Defining new revenue models:** Explore new revenue models for the ISU and its Members to finance the sport. This includes the development of an optimized commercial rights concept for commercial partners and Members/Organizers. A pilot phase would help determine the most effective approach.
- **Empowering Members/Organizers:** Ensure events unfailingly attract broad interest and provide a top-quality experience for athletes, fans, media and commercial partners - whether onsite, online, or on TV. Through constant professional support/tools and operational collaboration, the ISU can help ensure all events are executed at the same high standard, with consistent look and feel, while still remaining individual cultural uniqueness.





Develop skating worldwide across all disciplines and levels through tailored approaches and exchange of knowledge

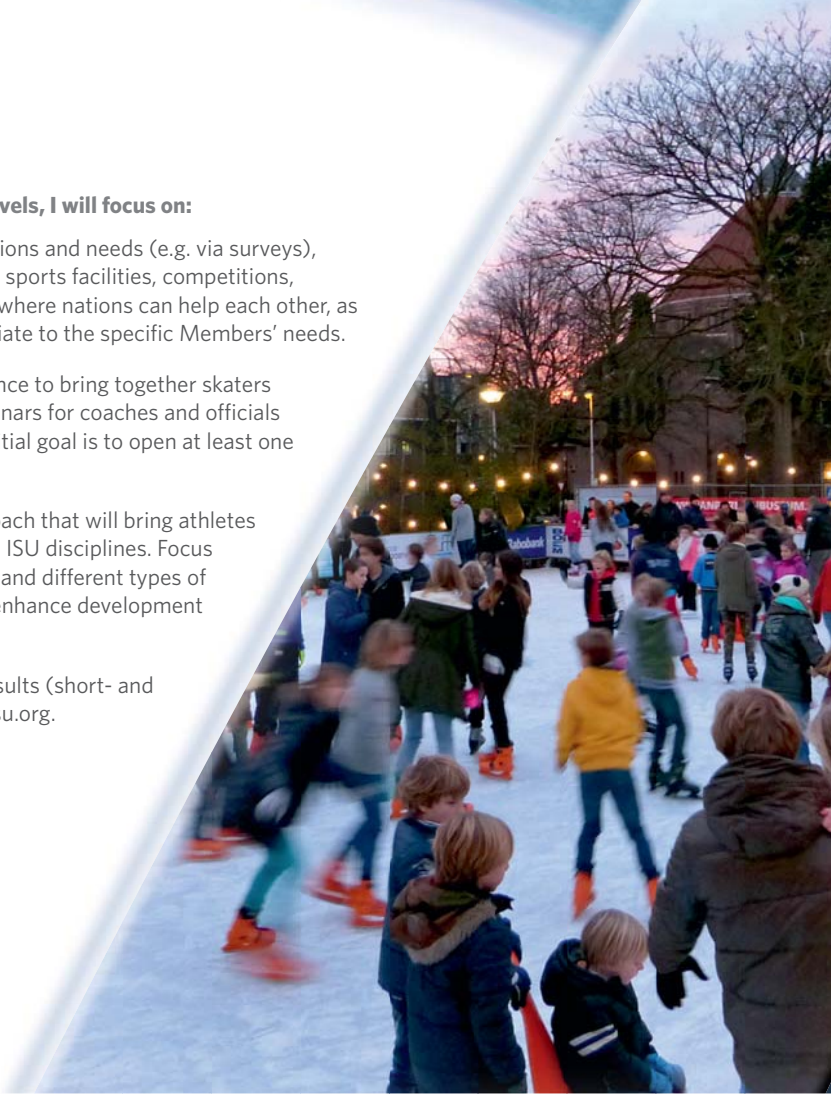
2. DEVELOPMENT:

An international federation has the fundamental role of empowering its Members, acting as a governing partner and resource center. Each Member's situation and challenges are unique, requiring individual attention and flexible and customized solutions. However, we are stronger together and I would place great emphasis on stimulating unity, cohesion and the exchange of knowledge and best practices among Members.

Likewise, we must never cease innovating and developing the sport – from a sportive, talent and infrastructural perspective. Particularly, the ISU should focus on attracting young and new talent. For sustainable growth to occur, we must allocate resources and effort to the next generation of athletes. By instilling a passion for skating at a young age and by providing access to top-quality training facilities, the ISU can ensure the steady influx of skating enthusiasts across the globe.

To expand and develop skating worldwide across all disciplines and levels, I will focus on:

- **Serving Members in a tailored approach:** Address Members' situations and needs (e.g. via surveys), focusing on themes such as youth/talent development, professional sports facilities, competitions, education, events and marketing. Insight gained will highlight areas where nations can help each other, as well as development and funding approaches that are most appropriate to the specific Members' needs.
- **Establishing Centers of Excellence:** Institute ISU Centers of Excellence to bring together skaters and coaches, facilitating training and competitions and hosting seminars for coaches and officials (judges, referees, etc.) to contribute to the nations' development. Initial goal is to open at least one center (providing facilities for all disciplines) on each continent.
- **Expanding skating in all forms:** Stimulate a multi-disciplinary approach that will bring athletes from inline skating, ice hockey, gymnastics, etc into contact with the ISU disciplines. Focus must also be on grassroots skating (such as school skating lessons) and different types of ice rinks (including natural and artificial ice rinks in city centers) to enhance development in all nations.
- **Monitoring development projects:** Monitor activities, costs, and results (short- and long-term) regarding development projects and publicize them on isu.org.





Values such as transparency, inclusiveness and respect will be central during my presidency

3. GOOD GOVERNANCE:

The current climate of scepticism and distrust across the sports community has made integrity and compliance more and more important. Fans and stakeholders are demanding greater insight regarding the activities, finances, and values of organizations. As such, ethical business practices must be integral to everything we do – our responsibility to the environment, our employees and stakeholders are essential for a stable and sustainable business.

It is our duty and obligation to lead by example. The ISU has already established a good reputation and is committed to demonstrating the highest standards of responsible business.

To ensure strong corporate governance, through transparency, inclusiveness and respect, I will focus on:

- **Developing a strategic and ethics-focused corporate governance plan:** Create a strategic plan with a clear outline of the long-term vision, goals and strategies of the ISU. The plan will serve as an umbrella under which all ISU ideas and activities will be monitored. Furthermore, we must place a clear focus on combatting doping, match fixing, violence and other malpractices, through education, investigations, regulations, and enforcement.
- **Maintaining transparency in everything:** Publicize information from the following subjects: detailed profits and costs on a yearly basis (budget and accounts), lists of decisions taken following the Council and Technical Committee meetings, applications for the organization of ISU Championships and related decisions (e.g. a transparent bidding procedure).
- **Fostering inclusiveness:** Install an ISU Athletes Commission and set-up temporary work groups in which Members, ISU Office Holders and others will work together to solve issues, as assigned by the Council (comparable to the work groups after the ISU Congress Forum 2014). This allows the expertise and ideas of athletes, commercial experts, and Members to be better utilized, while bringing everyone closer to the decision-making process.
- **Investing responsibly to remain financially stable:** Assure the ISU's healthy and stable financial status. Investments should be responsible and expenses aligned with income stream.



Moving forward together

The ISU has been my home and passion for many years and I hope that I may continue showing my leadership within this organization, conquering challenges and seizing opportunities. I have been a lifelong advocate for the sport and am confident that as ISU President, and with your support, I can take the ISU - all disciplines and all levels - to new heights of exposure and appeal.

As I've demonstrated in this document, my experience is broad and my motivation even greater. I have outlined my strategies and tactics and am now ready to take action.

Let's build on the hard work and many achievements of the last years and use inspiration & innovation to carve a strong future for skating and the ISU.

Thank you for your time and consideration,
Jan Dijkema

