

2024-2032

IWF STRATEGIC PLAN



FOREWORD BY THE IWF PRESIDENT

Weightlifting is on a journey towards a new future. Since the election of the new IWF Executive Board in June 2022, our International Federation has undergone profound and structural changes. These concern three main areas: good governance, anti-doping and athlete-driven action.

Our reforms in good governance relate predominantly to improvements in our Constitution and way of functioning – namely thanks to a renovated Board. Our full determination to protecting clean lifters is based on a fruitful and reinforced partnership with the International Testing Agency (ITA), in charge of the entirety of our anti-doping activities. And we are ensuring that our lifters remain the most central pillar of our sport – their performances, their devotion and their determination are key to our own success. Institutionally, athletes are well represented in our top-management, as three of them sit in the Executive Board with full voting rights. A dynamic IWF Athletes Commission – whose members are directly elected by their peers – is in place and has a pivotal role in all programmes specifically targeted at supporting our stars.

While much has been done, one essential tool has been missing: a Strategic Plan. A roadmap that can guide the way forward in all areas of activity.



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The IWF is aspiring to consolidate its place in the Olympic Movement and to reinforce its status in a very competitive international sport environment. We are fortunate to have such strong and diverse expertise and experience among our members, but as a 21st century organisation we need a plan for how to maximise this and ensure we reach our full potential. This is fundamental to establish priorities, to allocate resources to implement them and, equally important, to measure success.

A Strategic Plan is all this together. Plus, it should result from an extensive consultation process, so that it may be as consensual as possible within the weightlifting family. It must also be ambitious, yet realistic and feasible. It indicates principles, but also concrete actions to apply them. It is the fruit of a collective reflection, and it should also be realised in a spirit of unity and collaboration. It should reflect the tradition and history of an organisation, recognise its strengths and weaknesses, make detailed diagnostics of the present situation, and hopefully deliver solutions to progress on a national, continental and global scale.

All this is the goal of this 2024-2032 IWF Strategic Plan. Following a decision from the Executive Board to create this document at the end of March 2023, a Working Group was formed and the

work immediately began. Through an honest and transparent discussion, this nine-person group was able to establish the different sections of the Plan, consulting with more than 250 IWF stakeholders – from athletes, continental and national federations to broadcasters and commercial suppliers – in each stage of the procedure. This collective feedback has brought many good ideas and immensely enriched the Strategic Plan. I can say that never before has the whole IWF Family been so involved in determining the direction our International Federation will take in the years to come.

In the end, together we developed a robust roadmap, based on four pillars: the safeguarding of our Athletes, the enhancement of our Events, future-proofing the IWF itself, and reaching beyond our traditional scope to embrace new, external opportunities. To elevate each of these central topics, more than 100 actions/strategies are listed in this Plan. It is now up to all of us to develop and work hard to fulfil these goals. Let me emphasize: every single one is achievable between now and 2032.

But a Strategic Plan is not a static document. Given the eight-year period it covers, the IWF will assess its level of execution at regular intervals. This is necessary to maintain the focus and to

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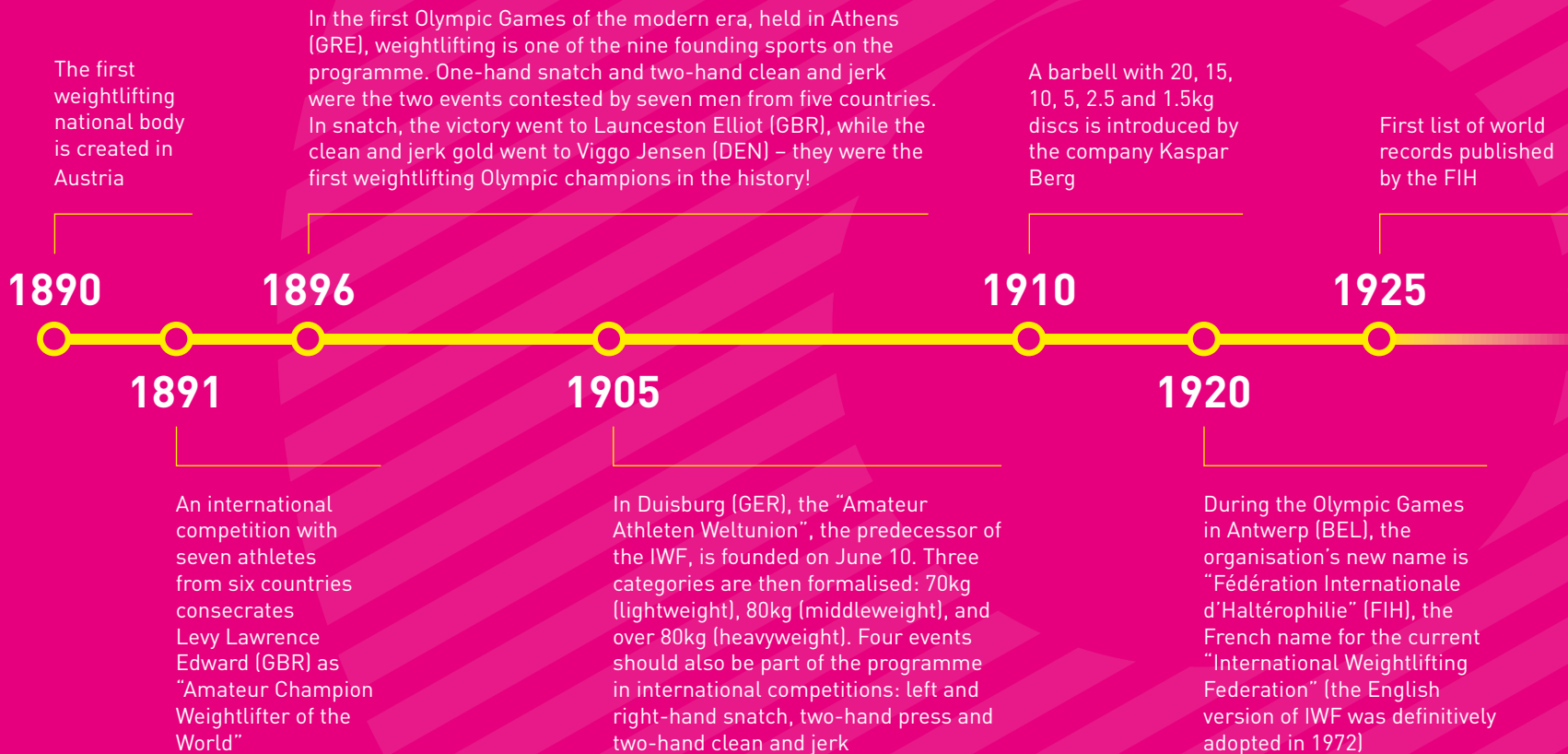
evaluate the implementation of certain actions, deemed urgent or essential in a given context or situation. The Plan is not set on an automatic pilot mode, we definitely need to verify and fine-tune, if necessary, its path to a destination of progress and enhanced development.

At this stage, I would like to express my sincere appreciation to the Working Group in charge of coordinating this work. But my sincere gratitude also goes to the entire IWF Family for its involvement and active co-operation in this challenging task. The spirit and the principles stated in this Plan belong to all of you and should equally be respected by all of you.

Part of the job is complete. But the most difficult part remains to be done: to work hard to give these nice words and actions a concrete reality. I count on each of you to do your part in this effort – to make weightlifting an ever-stronger, more important, and more attractive global force in our world.

Mohammed Jalood
IWF President

A RICH HISTORY



A RICH HISTORY

The weightlifting programme at the Olympics consists of a triathlon of press, snatch, and clean and jerk with both hands. World records in the Olympic Triathlon (the sum of the best results in the three events) are recognised from 1946

Foundation of the "Pan-American Weightlifting Federation"

One-hand events are deleted from the weightlifting programme

At World and continental championships, not only the total results but also the individual lifts are honoured with medals. In the same year, the "European Weightlifting Federation" is founded.

1928

1950

1951

1958

1961

1962

1969

1973

At Olympic Games and World Championships, a maximum of seven lifters per nation could enter, with a maximum of two lifters of the same country in each category

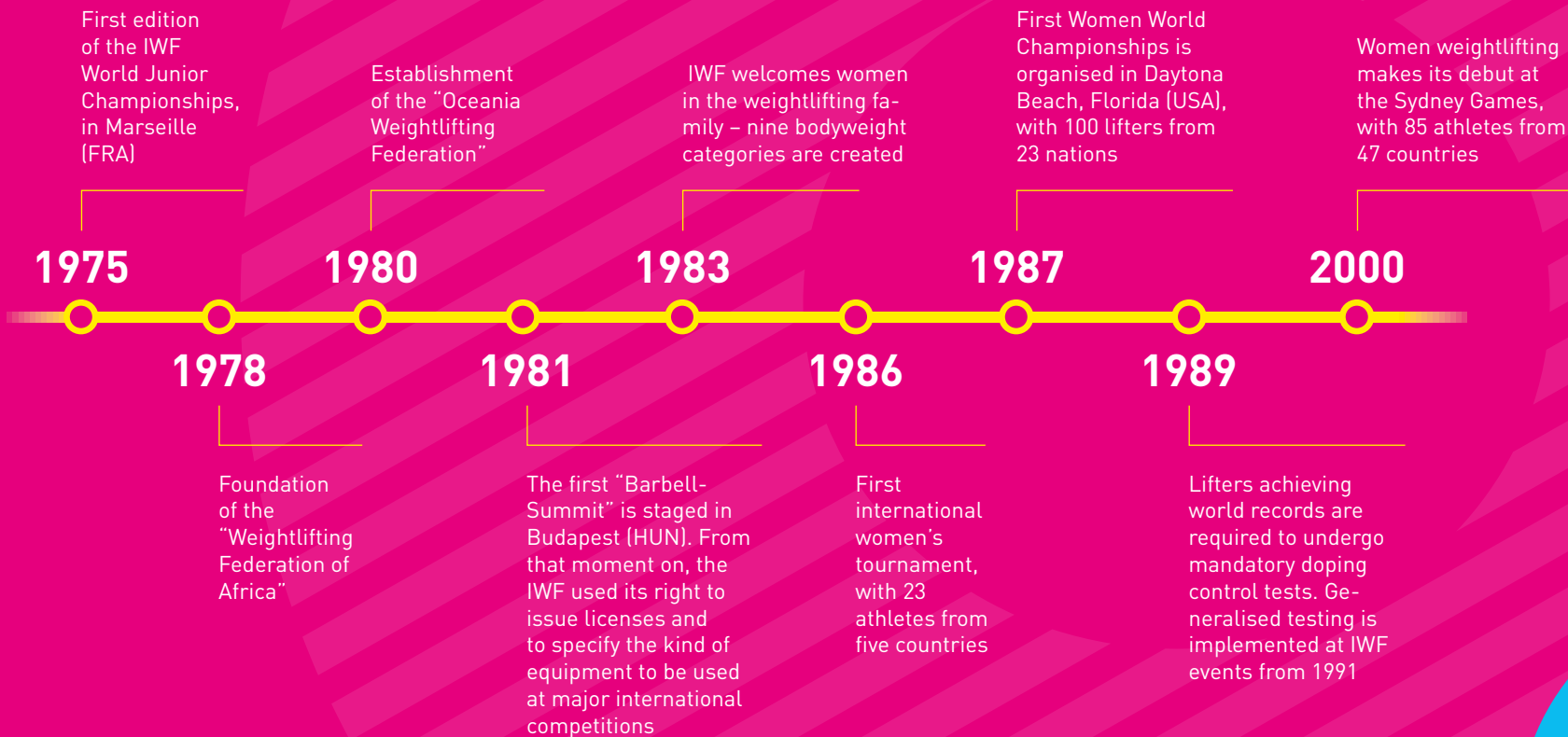
Creation of the "Asian Weightlifting Federation"

Junior World Records are recognised

Abolition of the two-hand press at IWF competitions



A RICH HISTORY



A RICH HISTORY

First IWF
World Youth
Championships
in Chiang Mai
(THA), with 345
lifters

2009

The new (present)
IWF logo is
approved

2014

Handling of the IWF
anti-doping activities
to the International
Testing Agency (ITA)

2019

Establishment of
the first-ever IWF
Refugee Team

2023

2010

Weightlifting is in the
programme of the
first Youth Olympic
Games in Singapore –
58 male and 46 female
competitors take part
in this premiere

2018

Ten new bodyweight
categories are
introduced for both
men's and women's
events

2022

Election of a new
IWF President
(Mohammed
Jalood) and a new
Executive Board





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SWOT ANALYSIS

In business or marketing management, a SWOT analysis is often used as a means of establishing a portrait of an organisation. SWOT is an acronym, standing for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats.

Under the “**S**trengths” section is typically noted what the entity is doing well, what sets its action apart, what are its qualities and assets, and why it is an attractive brand. On the contrary, the “**W**eaknesses” portray the areas that need improvement, what needs to be changed, or even what resources are lacking.

Looking at the environment around and inside the organisation, the “**O**pportunities” describe areas that should be prioritised, positive trends in the market or innovative tools that can be used to the organisation’s benefit. However, “**T**hreats” are there to remind us on the blockers the company may be facing, the risks that are beyond its control, or the unforeseen and volatile circumstances related to its action.

This diagnostic exercise has been applied to the IWF as part of the strategic plan development – because it is only by knowing where we sit now that we will be able to identify and follow the right path for our future.

History /tradition

- Weightlifting is a sport with ancient origins, dating back millennia to the days of the ancient Egyptian and Greek civilisations. It is also among the few sports to have featured from the first edition of the modern Olympic Games since Athens 1896. Part of weightlifting's appeal lies in its ability to connect modern audiences with the continuum of human performance.

Global footprint

- Weightlifting is among the most universal and multi-cultural of all modern sports, practiced on every continent. The International Weightlifting Federation currently recognises 195 national federations. Athletes from 35 countries won medals at the IWF World Championships in 2022. In total, 68 nations have won medals in weightlifting since the first edition of the modern Olympic Games.

Easy-to-understand sport

- Weightlifting is highly intuitive and accessible to new spectators and participants alike, underpinned by a straightforward, binary judging system and a simple competitive objective: to lift the greatest weight.

Multi-event calendar

- Weightlifting boasts a year-round competition calendar with regular content, fan engagement and activation touchpoints, and the opportunity to build competitive narratives and athlete profiles across competitions.

Anti-doping reforms / New governance / generation change

- Weightlifting is on a journey of positive change, having turned the page with the election of a renovated IWF Executive Board in 2022, allied to a comprehensive new partnership with the International Testing Agency. The sport is staking its future on athlete welfare, integrity and clean competition.

Active, engaged fans

- Weightlifting benefits from a small but highly engaged global fanbase, with a high percentage of “superfans” compared to other sports.

Equality, diversity and inclusion

- Underpinned by its inherent accessibility and universal appeal, Weightlifting is one of the most inclusive sports on the planet. The range of weight classes offer opportunities for athletes of all body types. The sport is also leading the way in gender equity – with fully equal representation at the Olympic level and across all major IWF championships.

A core sport

- Weightlifting represents a core physical competence – an essential component of many modern sports, practiced as a training activity by athletes across the sports spectrum. It is enshrined in the Olympic motto: Citius, Altius, Fortius - Communiter.



Poor image / reputation

- The legacy of historical but persistent governance and doping issues continues to weigh on the reputation of the sport among external audiences. Historical doping issues have meant some audiences have lost trust and belief that they are watching a clean sport.

Weak IOC trust

- Another legacy of previous IWF administrations and among the factors that led to the IOC excluding weightlifting from the provisional sports programme of the Olympic Games Los Angeles 2028. Governance and culture change have been cited as key criteria for weightlifting's return to the Games.

Unattractive sport presentation

- Weightlifting has not kept pace with advances in sport presentation seen in other sports. Competitions can appear repetitive and unexciting to casual spectators.

“Static” sport

- The global display of sport, its rules and events remain unchanged for decades, whereas global evolution is occurring in other sports.

Politics vs professionalism

- The IWF is predominantly concerned with institutional governance and does not operate as a modern, competitive sports organisation. The operational staff is small and limited in its powers and resources. All decision-making may be subject to politicisation.



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WEAKNESSES

Marketing / communication / PR

- There is significant scope for weightlifting to better realise its potential to reach and engage consumer audiences with positive storytelling focused on the athletes and their performances. In particular, social media engagement between competitions is currently very limited.

Lack of revenue generation

- Weightlifting's performance is comparatively weak across traditional commercial revenue streams such as broadcast rights, sponsorship and ticketing. Relative to competitors, the IWF has also been slow to innovate and diversify revenue sources in a new age of digital opportunity.



Widening the scope (Weightlifting for all)

- Around the world, the market for strength training is growing at a rapid rate – even faster in key demographics including women and under 25s. There is significant opportunity in stronger alignment and engagement with the wider global strength movement. Tapping into these ready-made audiences can unlock new revenue generation opportunities and grow the fanbase of IWF athletes and competitions.

Reinforcing athletes' approach

- The IWF is leading the way in putting athletes at the heart of governance. Recent constitutional changes have allowed for unrivalled athlete representation on the IWF Executive Board, together with an empowered and fully elected Athletes' Commission. Further strengthening the athlete voice in IWF decision-making can help positively transform the culture of the sport and its organisation. An Athletes' Ambassador programme is to be considered.

Strengthening the role of women in the sport

- Marginalised for many decades in the sport, female lifters are presently as numerous as their male counterparts at IWF events. Administration-wise, progress has been made in recent years, but additional opportunities must be created. This effort has also to be extended to national federation level.

New / Innovative events

- New IWF formats such as Street Weightlifting, Mixed-gender team events, national-team competitions or Beach Weightlifting have shown exciting early potential in helping to reach and engage new audiences. National federations are driving further innovation. An example is the Sthenathlon in Italy – a grassroots challenge aiming to bring gym-goers into weightlifting. Sport events are today considered as an “entertainment experience” – this should be no exception in the IWF world.

Involve the global industry

- There is significant untapped potential in collaborating with commercial equipment manufacturers and strength training brands and providers to create new revenue sources and promotional opportunities.

Sponsoring and commercial approach

- Putting revenue generation at the centre of the IWF strategy will bring the federation in line with other, modern and commercially successful sports organisations. A wholesale review of the commercial approach is overdue and likely to identify new opportunities.

Ensure proper TV production

- In order to ensure a balanced and top-level coverage of the IWF events, a standardised TV production is to be sought. This also guarantees further independence from third-party providers and could lead to an OTT (Over-the-top) platform, aimed at also broadcasting IWF's second tier events.

Foster interest of future organisers

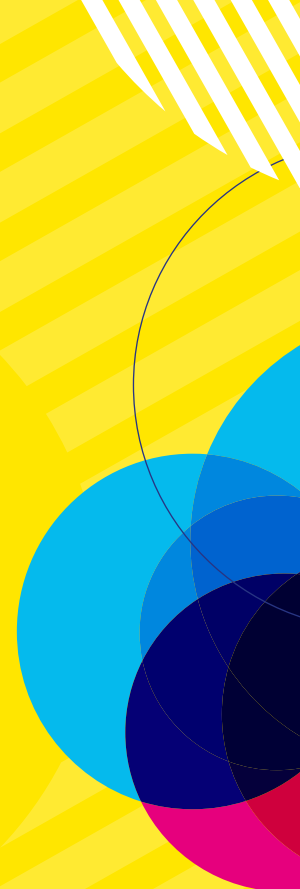
- A more proactive approach, based on early engagement and dialogue with potential/future event organisers can deliver better collaboration and a stronger end-product.

Digital possibilities

- The rapid pace of digital transformation creates multiple opportunities – particularly in the form of direct-to-consumer revenue generation. It also opens up potential for great fan and viewer engagement through enhanced sports presentation.

Rebranding

- A new visual identity could help modernise the sport's image and distance it from historical issues, removing negative associations and offering a fresh start.



Corporate Social Responsibility project

- Weightlifting, as a highly accessible, inclusive and universal sport, is well placed to embrace the new emphasis on “purpose” and “positive impact” in sport, which is increasingly central to its sponsorship appeal. Strengthening the sport’s positive role in society can also strengthen its image and relationships with internal and external audiences alike. For example, there is strong scope to link with body positivity campaigns as athletes across the sport represent different shapes and sizes and demonstrate there is not one perfect body type.



Losing Olympic status

- Weightlifting has yet to be confirmed on the sport programme of the Olympic Games Los Angeles 2028. The IOC has set clear criteria which the IWF must meet in order for the sport to return. The decision will be taken against the backdrop of fierce competition for a place on the programme via the “additional sports” route. Loss of Olympic status could have catastrophic impacts on revenue, funding and participation – at international and national levels, depriving weightlifting and its athletes of their four-yearly “shop window.”

Competition from other sports (and strength sports)

- Sport is a highly competitive global marketplace, with new properties emerging all the time – many of them ‘native’ to youth audiences, designed specifically to appeal to the interests and expectations of emerging generations. Weightlifting’s vulnerability is increased by its relatively low global viewing figures, especially among the youth demographics prized by broadcasters and brands. It is also very reliant on Chinese viewing figures.

Share of commercial opportunities

- Commercial opportunities in sport are naturally limited and quite competitive, among many other attractive products. The IWF has to ensure a place in this market, claiming its “part of the cake”. The size and weight of this part is proportional to the efforts needed to create a dynamic, attractive, fan-based and reliable organisation.

Divisions within the IWF Family

- A united approach is crucial for the IWF to meet its significant challenges and generate confidence among stakeholders, especially the IOC. Historically, progress has often been undermined by division.

Comeback to “old” methods

- In a short period, the new IWF Executive Board has succeeded in implementing major reform across governance, leadership, organisational culture, accountability, transparency and anti-doping. These changes represent a new start and must become the new norm if weightlifting is to have a future as an Olympic sport.



Doping culture

- Cleaning the sport of weightlifting and ensuring there isn't any backsliding on commitment is a condition for its return to the Olympic Games. Moreover, it is crucial to growing the sport's appeal among participants, fans and sponsors. The IWF is investing unprecedented resources, with a greatly strengthened anti-doping programme now delivered entirely independently by the International Testing Agency. However, success in addressing the persistent issue of doping in weightlifting depends on the integrity and commitment to change of individual athletes and coaches.

Financial problems

- The huge investment required in anti-doping creates pressure in other areas of the IWF budget, reducing resources to deliver other important reforms and strategic projects.



2024-2032 IWF STRATEGIC PLAN

VISION

MISSION

VALUES

PILLARS

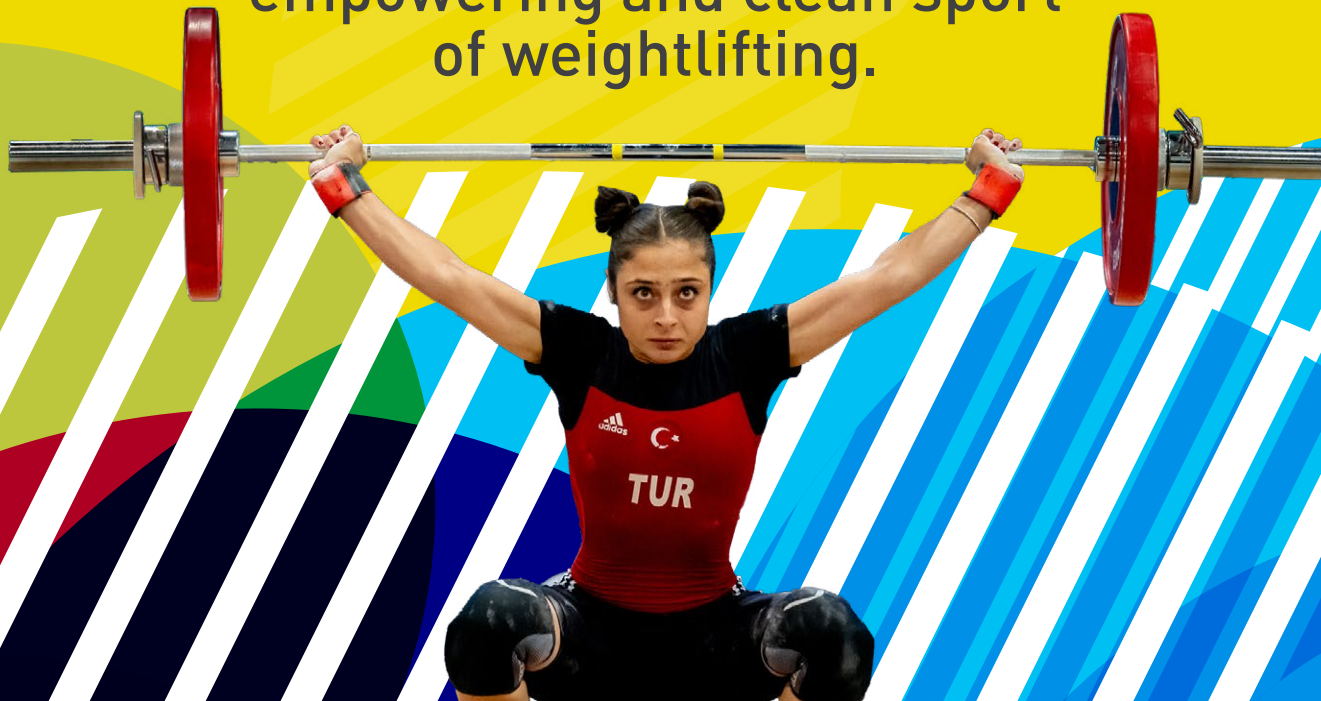
**ACTIONS &
STRATEGIES**



USA

OUR VISION

A world where people of all ages and conditions live healthier, stronger and happier lives through the exciting, empowering and clean sport of weightlifting.



OUR MISSION

1

To lead, strengthen, grow and promote global weightlifting for the current and future generations of athletes, citizens and fans worldwide.

2

To deliver top events that showcase world-class athletes of all ages, genders and continents, and that engage fans.

3

To globally drive a sport with broad appeal and positive impact among the youth.

4

To ensure weightlifting is governed with integrity, accountability and transparency at world level, thus safeguarding its relevant and pioneering place in the Olympic Movement.

VALUES

Fair-play

To safeguard athletes safety, through a drug-free sport strategy, so that they can compete in a clean and fair environment and to act with fairness, impartiality and justice regardless of race, gender, religion, ability, age or ethnic origin.

Responsibility

To pursue the highest standards in the sport as well as in the areas of governance, sport organisation and administration, to ensure the highest level of transparency and to guarantee a sustainable financial situation

Inclusion

To create and efficiently implement policies aimed at inspiring and guaranteeing equal access to the sport for all communities and groups, taking weightlifting beyond its traditional boundaries.

Sustainability

To develop innovative strategies to guarantee that weightlifting is up to the latest international standards in terms of environment and climate change protection.

FORTIUS

Objective-driven

To be a strong and respected voice in weightlifting in the Olympic and international sport environment and to ensure the harmonious progress of the sport globally and among all National Member Federations, namely creating tools for the education and financial support of athletes, coaches, officials and administrators.

Transformation

To guarantee that weightlifting stays relevant to the younger generation and to all of its stakeholders, by developing new initiatives and concepts, in a world increasingly interconnected through traditional and fast-developing digital platforms.

Unity

To implement integrated strategies to involve all stakeholders in the sport of weightlifting and to take into account their voice and representation.

PILLARS

- 1. Safeguarding the IWF stars**

- 2. Enhancing the IWF events**

- 3. Keeping the IWF safe**

- 4. Reaching beyond the IWF**

PILLARS

1. Safeguarding the IWF stars

- Anti-doping strategy and transparency
- Athlete safeguarding
- Entourage services
- Education
- Development programme
- Assistance to National Federations
- Enhance Olympic possibilities
- Ambassador programme

Athletes should always be at the core of the IWF activities. In addition to their role in the governing structure and their importance in decision-making procedures, athletes are the stars of the IWF events: therefore, optimal conditions must be created for them. From the strict anti-doping policy to the improvement of the Development Programme on a global scale, the IWF must ensure its lifters feel safe and secure, can compete in clean and fair events, continue to be a valuable asset in the Olympic programme, and play an active role in the promotion of the sport they love.



PILLARS

2. Enhancing the IWF events

- Calendar programming
 - Bidding and hosting follow-up
 - Event organisation
 - Innovative events
 - Sports presentation
 - ITO procedures
-

The IWF competitions are the showcase of the sport for all those who cherish weightlifting, but also for the worldwide youth looking for an inspirational physical activity. In a modern and dynamic international environment, a top-level competition should constitute an unforgettable “experience” for all those taking part in it – as an athlete, official, media representative, or spectator. That is why special attention should be given to all areas related to the organisation of the IWF event – from the establishment of a coherent calendar, to bidding, sport presentation, or innovative formats.



PILLARS

3. Keeping the IWF safe

- Good governance strategy
 - Accountability checks
 - Revenue optimisation
 - Innovation & Openness to change
 - Human resources
 - IOC Relations
 - Broader institutional relations
-

Good governance, accountability, transparency and ethics should always come first when evaluating the reputation of a sport organisation. This is also true for the IWF. Mechanisms to ensure all those values are in place and functioning need to be constantly reinforced and monitored. The solidity of an International Federation is also built on the capacity it has to generate revenues, allocate resources to its valuable human resources and, of course, develop the best possible relations with other entities with which it relates.



PILLARS

4. Reaching beyond the IWF

- Marketing & Sponsoring
 - Communication & promotion
 - Broadcasting right sales & production
 - Exploring digital possibilities/e-sport
 - Fan engagement
-

Doing things well is not enough. The world must know and value them. That is why the external environment is almost as important as the IWF itself. Communication campaigns must tell our audiences the stories of our athletes and successful events, by all possible means and platforms. This will definitely enhance the IWF brand, leading to more commercial and broadcasting opportunities, in a market that is quite competitive. Weightlifting fans also deserve to be part of the IWF family and spread the message further.



ACTIONS/STRATEGIES

Safeguarding the IWF stars

1

Anti-doping strategy and transparency

- To reinforce the existent partnership with ITA, and increase the effectiveness of testing through a cost-effective and targeted testing strategy
- To reinforce the work and input received from the existing Anti-Doping Commission, in charge of monitoring and regularly updating the IWF Anti-doping rules to address new developments in this area, to cover eventual loopholes in the rules and to anticipate potential requirements for reinforcement
- To strictly enforce a zero-tolerance policy on doping matters, by strengthening tools, mechanisms and sanctions to de-motivate any athlete or member of their entourage to violate the anti-doping rules

Athlete safeguarding

- To establish educational programmes aimed at preventing injuries and mental health problems in weightlifting
- To regularly update the transgender and non-discriminatory policy that is in place
- To create alert mechanisms to deal with harassment or violence in the sport, namely through the appointed Integrity and Safeguarding Officer
- To provide a legal frame regulating betting or any other illicit activity
- To implement a Transition Programme, aimed at assisting athletes at the end of their competitive career
- To implement a prize money policy (for medallists, WR holders...)

Entourage services

- To encourage NFs to have specific programmes for the athletes' entourages (doctors, parents, coaches, school environment)
- To support NFs in the development of talent detection initiatives
- To create theoretical tools on the implementation of multi-disciplinary teams around the best lifters

Education

- To implement online and e-learning tools for the education of athletes, coaches, officials and administrators
- To focus education programmes on four areas: anti-doping prevention and procedures; safeguarding of athletes' integrity; coach certification; integrity and accountability (mainly for administrators). A group of IWF lecturers should be in charge in each of the identified areas
- To reinforce, at major IWF events, the presence of educational booths and experts to interact with participants. This is even more relevant in the younger age categories

Development programme

- To further empower NFs to drive development at a national level through a 25% increase in IWF development funding by 2028 (versus 2022 figures); and by a further 15% by 2032 (versus 2028 figures) To diversify the actions covered by the funds allocated for Development
- To monitor and follow-up development actions in the five continents, by encouraging clear and mandatory KPIs and basic good governance principles in line with the IWF ones
- To establish and continually refresh a network of expert development educators, specialising in key subject areas
- To promote the creation of weightlifting sport academies on a regional/continental basis



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Assistance to National Federations

- To create a Membership Committee in charge of providing support with electoral procedures, affiliation requests, sanctioning, Constitution changes, relation with the respective NOCs of the IWF members
- To progressively reduce the financial obligations of NFs concerning their participation in the IWF events, namely related with their travel, accommodation, participation fee, and anti-doping costs

Enhance Olympic possibilities

- To test and implement new weightlifting events in the programme of the IWF competitions. If successful, to apply for an Olympic recognition, initially at the Youth Games level
- To secure an increased athlete quota, with the target of 160 lifters across 8 men's and 8 women's events in 2032, representing a one third rise on Paris 2024 numbers, thereby also growing the competition days and broadcast exposure

- To adapt the Olympic Qualification System to the evolution of weightlifting in the world and the competition programme in the five continents. If necessary, the qualification period could be shorter in order to guarantee attendance and quality in each event

Ambassador programme

- To directly involve the IWF stars in the promotion of the sport, by working on a personalised basis with them
- To use digital platforms to enhance the athletes' voice and exposure
- To create specific Ambassador Programmes ahead of and during major IWF events, in order to create and engage local audiences and international awareness
- zz To use retired athletes as role models and local stars in different parts of the world

1

Enhancing the IWF events

2

Calendar programming

- To establish a coherent and comprehensive yearly calendar of events
- To avoid date clashes in the programming of IWF, continental, regional competitions, and multi-sport Games
- To maintain the same year slots for the same events (example: the IWF World Championships should always be around October/November)
- To create a fixed “rhythm” in the award of the IWF events (example: the IWF World Championships host should be designated two years in advance of the event)

Bidding and hosting follow-up

- To make the bidding process more diligent and transparent throughout all the steps of the procedure, thus ensuring that conditions offered by the potential

IWF hosts are known and published in advance. Complete information is also to be given on particular circumstances or behaviours to be observed by all participants in the event, so that compliance with national laws and traditions is respected

- To organise, elaborate and publish detailed reports on mandatory and periodical inspection visits to the sites bidding for a major IWF event. Athletes’ feedback should also be considered throughout the bidding process
- To encourage a full and transparent disclosure of the financial conditions offered by the potential organisers to eliminate any possibility of bribery in decision-making. A Bidding Code of Ethics, to be applied and respected by all IWF members and future hosts, is to be put in place.
- To ensure that conditions and proposals made during the bidding phase are then effectively applied during the event. A detailed and mandatory report, including an athletes post-event poll, is to be provided by each host after the conclusion of the competition

Event organisation

- To elaborate a solid Policies & Procedures (P&P) document to be implemented at each IWF event, thus establishing standard conditions to be fulfilled by each of the IWF hosts
- To closely monitor, in a timely and appropriate manner, the organisation of the event and the implementation of the P&P document
- To recommend the creation of an Organising Committee as soon as the host is decided and to maintain direct contact with the appointed team in charge of running the event
- To consolidate the presence of weightlifting in continental and other major multi-sport Games, including ensuring weightlifting's presence in the European Games

Innovative events

- To strengthen weightlifting's importance in the wider strength industry
- To widen the sports portfolio with new disciplines and events formats. Example: mixed or team events
- To take the sport outside of its traditional venues. Example: beach or street weightlifting
- To stage an annual IWF Awards celebration to honour the best performances and achievements from across the global weightlifting community

Sports presentation

- To enhance the athletes' introduction before each session
- To use the results scoreboard to display more images and information on the competition, namely during the many breaks between lifts and sessions. In alternative, live animations could be envisaged on-site
- To make sure an appropriate and coherent venue look is in place
- To aggregate additional information on the graphics of the TV production
- To enforce the obligation of having a minimum spectator attendance at the IWF events
- To review the time dedicated to the officials' presentation





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ITO procedures

- To ensure continuous education and update of the officials used at the IWF events
- To introduce ITO's pathway with obligatory refreshment courses and exams for each Olympic cycle
- To create evaluation tools for the officials' decisions
- To establish an ITO database, including the events, positions and evaluations
- To review the refereeing procedures and increase the Video Playback Technology, thus giving more authority to each official while reducing the number of ITOs (Referees, Jury) for each session
- To appoint a minimum 30% of young (under 40 years old) ITOs for Youth and Junior events, ensuring increased opportunities for the younger generation of ITOs
- To progressively adapt the TIS to the new technologies available in the market



Keeping the IWF safe

3

Good governance strategy

- To strictly act in conformity with the IWF Constitution and its principles
- To reaffirm the importance that Continental Federations and NFs also adhere to the principles of good governance, by elaborating standard protocols that can be followed and monitored
- To hold high standards of transparency and good governance in IWF operation in general as well as towards National and Continental Federations, and their respective officials
- To immediately sanction in a transparent way any behaviour that is a violation of those principles
- To target a broad mandate for strategic decisions affecting the life of the IWF
- To establish a culture in which personal biases and interests are set aside and actions are taken in the common interest of the IWF, its NFs, athletes and officials

- To publicise and communicate to the wider public all major decisions and changes in the IWF life

Accountability checks

- To implement annual independent external audits to the IWF finances, management and governance
- To create an IWF Financial Committee to oversee the economic and financial status and the risk management of the IWF
- To transparently publicise and send to all NFs the IWF annual reports and yearly budgets, with a clear and precise indication on the income, revenue and audit
- To re-introduce long-term financial strategy (for a four-year cycle)

Revenue optimisation

- To actively search for revenue opportunities, especially those connected with marketing and sponsorship activities
- To progressively grow the value of event hosting rights and the associated fee
- To improve the IWF's Olympic exposure and importance, so that an upgrade in the TV rights distribution revenue is possible

Innovation & openness to change

- To appoint an Innovation Committee (or working group) to reflect on the future of the IWF and of weightlifting in general. Alternatively, organise an Innovation Forum/Workshop at each IWF Congress
- To encourage and act on new ideas and new projects coming from the IWF stakeholders, by stimulating a climate of positive internal and external debate
- To progressively make the sport even simpler to understand, by eliminating unnecessary or obsolete rules
- To carefully study the international sport business market in order to identify new trends and initiatives
- To invest in technology that is able to facilitate the working procedures and deliver the best results in the fastest possible time

- To implement mechanisms to follow-up the application of this Strategic Plan and propose adjustments when necessary

Human resources

- To create and publish the Organisational Chart of the IWF Secretariat, clearly indicating the job descriptions for each of the departments/positions
- To strengthen the IWF team based in the headquarters in Lausanne
- To develop and reinforce the different departments within the IWF secretariat structure
- To prioritise the recruitment of in-house staff members over third-party providers
- To plan for new, larger headquarters in Lausanne in line with recruitment strategy



IOC relations

- To reinforce the institutional and personal relationships with the IOC
- To increase the presence of IWF officials in IOC Commissions
- To seek the presence of IOC members at the IWF major events
- To actively support the amplification of all IOC marketing and Olympic Values education campaigns
- To periodically invite the IOC President and senior leaders to IWF Executive Board meetings
- To aim for an IOC member “representing” weightlifting

Broader institutional relations

- To establish partnerships with supra-national organisations such as the United Nations and its agencies (UNICEF, UNHCR, etc), World Health Organisation...
- To improve the position of the IWF officials in ASOIF, WADA, CAS and all other international sport-related organisations and ensure their regular presence at important meetings of those organisations
- To develop the relationship with the Swiss authorities, namely the City of Lausanne and the Canton de Vaud
- To increase the co-operation with other International Federations, namely in the implementation of “common” projects or resolution of similar challenges
- To seek the increased participation of IWF officials in international seminars, forums, congresses



Reaching beyond the IWF

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Marketing & sponsoring

- To establish a marketing strategy, aimed at promoting the IWF brand in the commercial sports landscape
- To introduce a sponsorship category programme and find the most suitable partners for each category
- To create specific marketing programmes for the IWF major events
- To develop a specific IWF Marketing Department within the headquarters to specifically deal with these issues
- To secure global and long-term commercial partnerships

Communication & promotion

- To implement an efficient communication strategy, spanning both sport and institutional communication towards all stakeholders
- To maximise the use of traditional and digital platforms to enhance the reach and distribution of the IWF messages
- To re-activate an IWF digital periodical magazine
- To create specific campaigns based on positive themes and important decisions taken by the IWF
- To develop a media network around the world, capable of sharing the IWF information
- To establish long-term relationships between the IWF management and influent global media outlets
- To raise exposure and awareness through an attractive celebration programme for both the 120th and 125th anniversary of the IWF (respectively in 2025 and 2030)

Broadcast right sales & production

- To secure long-term TV broadcasting agreements
- To encourage hosts of IWF events to ensure the cost of the broadcast production
- To deliver a streaming product that is informative, appealing and entertaining for the audience
- To enhance the distribution of the signal and the streaming on relevant platforms around the world
- To ensure costs incurred by the IWF on this matter are covered by the sale of TV rights

Exploring digital possibilities/e-sport

- To explore opportunities to enter the gaming and esports landscape as a way to extend the sport's reach into new global audiences
- To utilise all available digital, remote, and global platforms to improve the on-site and digital spectators experience

Fan engagement

- To implement an audience study to know what audiences are following the IWF activities, and those that could potentially be interested in doing it
- To enhance the "Weightlifting for All" philosophy, thus growing the potential fanbase of the sport around the world
- To consolidate the Masters movement and bring it under the IWF's umbrella
- To promote greater interaction with the fans, through social media engagement



2024-2032

IWF STRATEGIC PLAN

Working Group in charge of co-ordinating the creation of this Plan:

- Pedro Adrega (Chair), IWF Communications & Marketing Manager
- Attila Adamfi, IWF Vice-President
- Antonio Conflitti, EWF President
- Forrester Osei, IWF Athletes Commission Chair
- Hidilyn Diaz, IWF Athletes Commission representative
- Helga Hakonardottir, Iceland WF President
- Besim Hasani, Independent External advisor (former President NOC Kosovo)
- Maria Cseresnyes, IWF Business Administration Manager
- Catherine Inkster, JTA representative

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