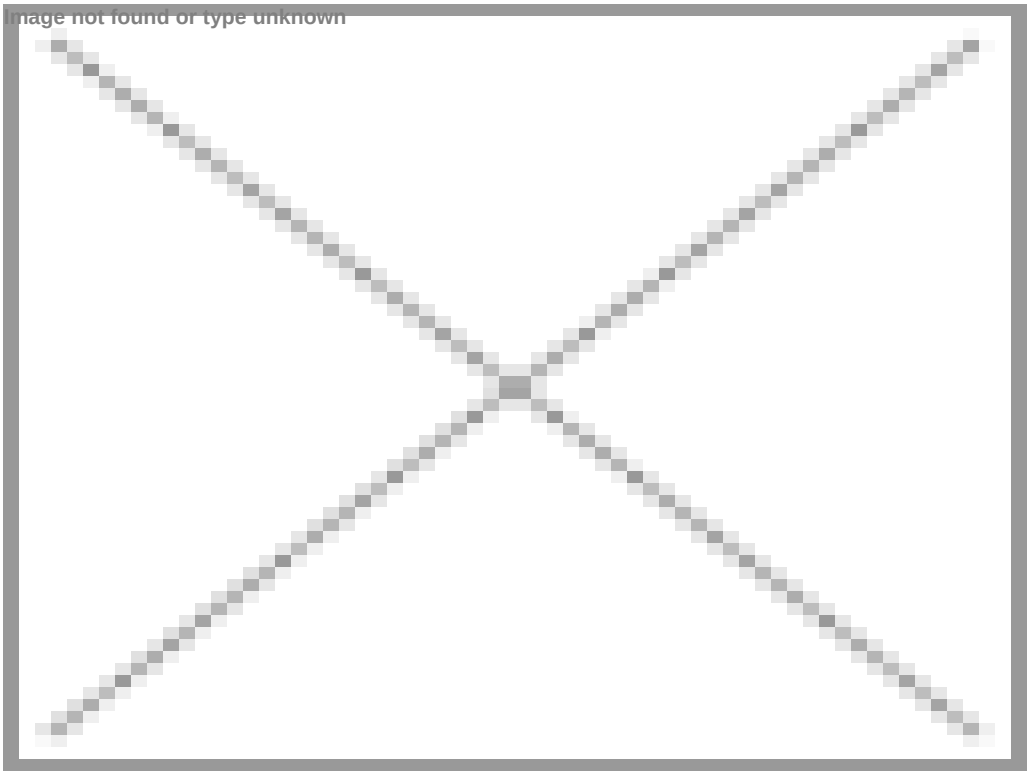
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UIPM SECRETARY GENERAL'S MESSAGE: UNDERSTANDING THE REAL DEMANDS FOR OUR WORLD GOVERNING BODY IN THE NEW ERA



There is a time for talking and there is a time for action. In any effective sports governing body, they happen in that order.

Four days of Executive Board and Committee meetings in Nice at the beginning of February, four weeks before the action of the competition season begins, enabled the UIPM community to discuss a lot of concerns, wishes and demands.

Members of all committees also expressed their resolutions and willingness for various kinds of improvement together. It was very encouraging and it caused us to **reflect on what should be the real demands for a modern international sports federation, one that is transitioning from surviving to thriving.**

In my personal opinion, the demands are:

- To remain relevant and effective, facing an ever-evolving sports ecosystem; we have to address not only the real demands of our stakeholders, but also respond to the requirements of the market and the industry.
- To establish our **sport's value**, then to identify the **common view** in current times, and afterwards to find a suitable **business model** for ourselves, in order to ensure our sustainable development.

- Clearly, value is both tangible and intangible, and it is also something we could create and add.

- Tangible value (to provide clear, measurable benefits to our stakeholders):

  - For athletes, this means fair competition, access to resources, and opportunities for growth.
  - For fans, it involves high-quality events, engaging content and accessible platforms.
  - Then for sponsors and broadcasters, they seek return on investment through visibility, audience engagement and brand alignment.
  - Thus, we need to ensure that our events and initiatives generate economic value, while we also seek to build revenue-sharing models for member federations or funding for grassroots development.

- Intangible value (beyond economics):

  - to foster a sense of belonging, pride and inspiration.
  - the ability to unite people across cultures, regions and religions.
  - potential leverage to promote social responsibilities and sustainability.

In order to meet real demands, we need to continuously evaluate whether our actions align with the values we espouse.

What are today's common views?

The current sports ecosystem is indeed shaped by some prevailing trends and perspectives:

- digital transformation, which has changed how fans consume sports. Streaming, social media and esports are redefining engagement.
- fan-centricity, which demands personalised experiences, interactive content and greater immersion in the sports they enjoy.
- data and technology, analytics, wearable tech and AI are transforming athlete performance, fan engagement and operational efficiency.
- sustainability, with a growing demand for environmentally responsible practices, from reducing carbon footprints in events to using sustainable materials for merchandise … not easy given the nature of sport, of course.
- inclusivity and diversity, where our sports are already promoting equality, accessibility and representation across gender, race and socioeconomic backgrounds.
- health and safety, with a heightened awareness of health protocols and the importance of mental well-being for athletes and officials/staff.

Recognising and aligning with these common views is essential for staying relevant and appealing to modern audiences.

So how can we build our business model for sustainable development?

As we transition from surviving to thriving, we need:

- to find and build diversified revenue streams
- to enhance fan engagement and build community in order to create immersive experiences that deepen fan loyalty
- to continue the journey of technology Integration at all crucial areas
- to further develop youth and grassroots programmes, investing in the future by nurturing young talent and expanding the sport's reach
- to be creative for global expansion, finding new ways to tap into international markets to grow the sport's fan base and revenue
- to better undertake crisis management and adaptability, to build resilience by preparing for unforeseen challenges.

In a nutshell, to thrive in today's sports ecosystem, we must:

1. Clearly and continuously define and communicate our value and actions

2. Align with the common views of the times

3. Adopt a business model that is diversified, fan-centric, technologically advanced and globally scalable.

If we focus together on these pillars, our movement will not only survive but flourish, creating a lasting impact on its stakeholders and the broader community.