



# NEW LEADERSHIP TO MAKE SAILING STRONGER

A manifesto pointing towards 2020 and beyond  
**Kim Andersen**



# DEAR FELLOW SAILORS AND FRIENDS

Sailing means the world to me and has been a part of my life since I was 12. Sailing has given me some of my greatest moments and fondest memories and has helped to ingrain in me a deep desire to want to see sailing flourish, grow and thrive across the world.

As you have all experienced so often in the past, sailing is once again at a crossroads. The key issues continue to centre on what is needed to preserve sailing as an Olympic sport. While we focus on the choice of Olympic equipment, we must also devote adequate attention to propagate sailing to the diverse sailing communities around the world.

Together, we need to grow our sport by harnessing the capabilities and resources of our stakeholders – the Member National Authorities (MNAs), Continental Associations and various class associations and committees. To this end, we need to put in place a truly open and transparent decision-making process. Our management systems need to stand up to scrutiny based on our belief that we need to be accountable to our stakeholders in order to preserve and strengthen the integrity of our financial and administrative system.

Our sport relies on people with the passion and commitment to be hands-on and responsive in working with

national organisations. This enables us to extract the best possible solutions and outcomes through powerful collaboration, collective wisdom and a diversity of ideas. To achieve this goal, World Sailing needs an executive team with deep roots in each of its regions as only such a management structure will understand the needs of each of our MNAs.

**Sailing is a Sport For Life – it is about passion, life skills and fair play.**

*The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised without discrimination of any kind, in a spirit of friendship, solidarity and fair play.*

We will align sailing as a sport for life in tune with the spirit of the Olympic & Paralympic Movement. We will contribute to building a peaceful and a better world by educating our youngsters through sailing without discrimination of any kind. It will be practiced in a spirit of friendship, solidarity and fair play by capitalising on the huge diversity of our sport from windsurfing, kiteboarding, dinghy and skiff racing to offshore keelboat and foiling multi-hull racing, from

recreational sailing and cruising to the most demanding professional racing.

We recognise that the Olympic status for sailing is a key driver for a high performance programme in many developed nations but it is also important in determining the support for development programmes in other less developed nations. The preservation of sailing in the Olympics and the support of the National Olympic Councils of member nations are critical in ensuring continued funding and technical assistance in both of these programmes.

These challenges are not new and they have remained as a recurring issue which will require a greater uniformed focus and pro-active approach with as many of our stakeholders as we can reach out to. The result of this collective approach and the quality of decisions taken, will have a better chance of preserving sailing in the Olympics. A top-down approach by elitist groups of decision-makers who dictate quick-fix and short-term solutions that seems to last within the tenure of the office-holders could see this vision left to flounder.

To face this challenge World Sailing need an executive team that can put in place a sustainable strategy and an

open and transparent management structure. Members of my team have a specific skill-set and experience to lend diversity that is needed to form a strong team.

In recognition of the different needs from the various continents of Africa, the Americas, Asia, Europe and Oceania, we will work hard to ensure that each of these continents will be represented by a qualified representative from each of these continents.

This manifesto is what my team and I present to you, we are one team, with one plan, sharing the same vision, but with compatible and complimentary skills.

Kim Andersen



# YOU

**"Your effort has the power to lead World Sailing in the right direction."**

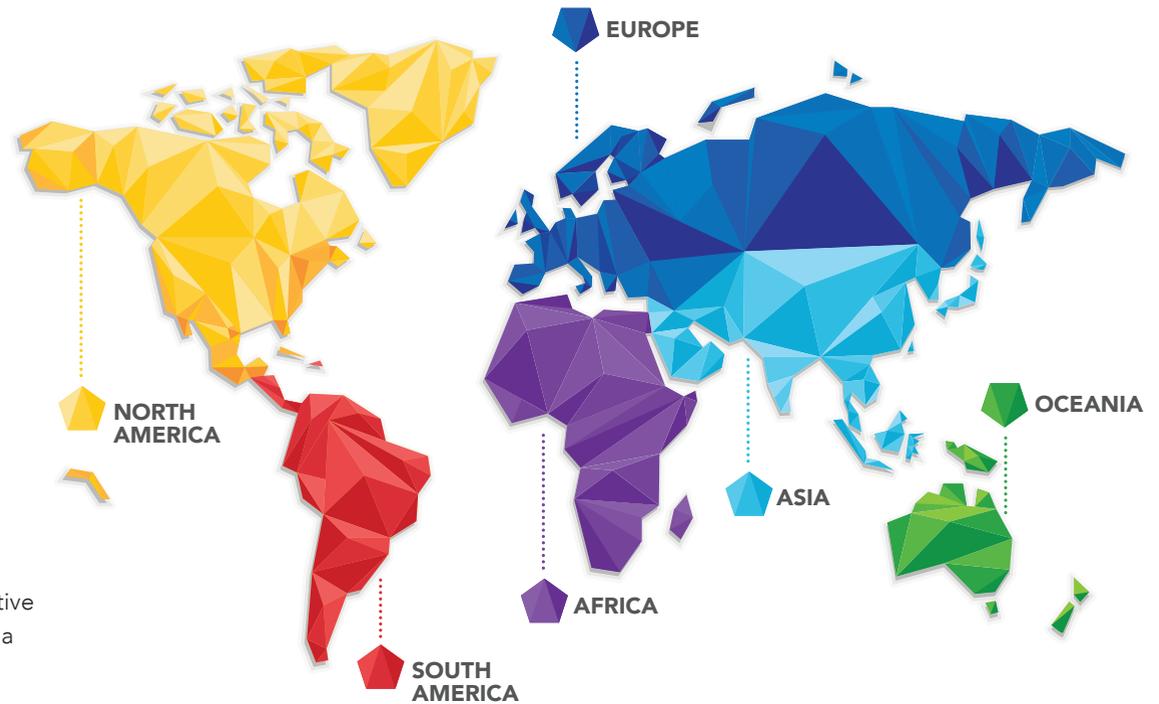
You, the Member National Authority, are the primary stakeholders in World Sailing. Your contribution and participation are a core component of the future

of sailing across the world. World Sailing must engage your support and recognise your effort. Your votes and your effort count in shaping and leading World Sailing in the right direction.

# WE

**"We want a plan based on trust, collaboration and transparency."**

We love sailing. We live and breathe it and want it to grow. We are a global team who are looking to build on our strong legacy. We are a team of seven Vice-presidential candidates and one Presidential candidate who hope to form the next Executive Committee of World Sailing. We want to take sailing into the future with a plan based on trust, collaboration and transparency.



# TOGETHER

**"We are one team, with one plan, sharing the same vision and having compatible skills."**

This campaign is not one person's plan. We want to elect an executive team who can take World Sailing forward. We will move away from a loose and divided executive committee with no clear and common goal or plan. We want a sustainable strategy and management structure for World Sailing.





# CHALLENGES

## **"World Sailing is at a crossroads."**

The world is changing fast, and our sport needs to change with it.

New trends, new possibilities and new demands put pressure on our offering. However, our sport has a great tradition and an even greater history to preserve. We acknowledge all of this and walk into this knowing which challenges we face and we will prioritise the following three challenges facing our sport:

- Our position as an Olympic sport is not guaranteed indefinitely.
- Our sport is seeing a decline in participation figures in key traditional markets despite a growth in the number of member countries.
- Our ineffective governance structures has led to a slow adaptation to changes in our surroundings. This has led to slow membership growth in new markets and the failure to capitalise on our commercial potential.



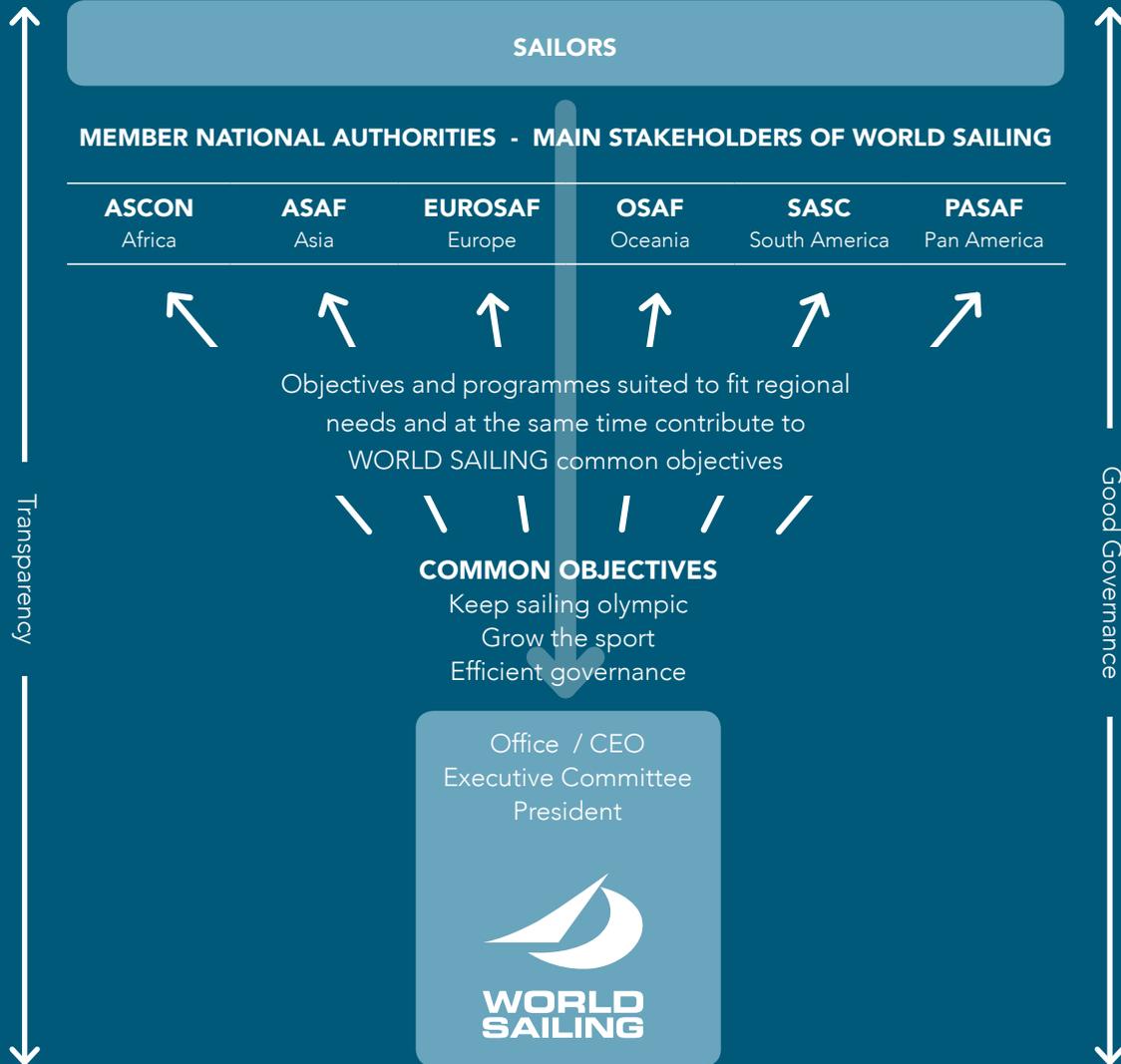


# ABOVE ALL, ONE TEAM AND ONE PLAN, TOWARDS 2020

We want to create a World Sailing where regions and MNAs, are key to our future development. Regions and MNAs should be top of the pyramid. As an executive team, we will activate the resources and competencies within each region and within each nation. We will tackle the common challenges which lie ahead, taking into account the local perspectives and the needs of each region.

We will actively engage with classes, coaches, organisers, suppliers and sponsors – all major stakeholders – to reach our objectives.

# WORLD SAILING





# OUR LEADERSHIP STRATEGIES

As an executive team, we will provide World Sailing with a clear strategic direction. We will make sailing decisions based on sailing reasons.

With your support, we will address the challenges faced by World Sailing. We will seize the opportunity to face the challenges straight on, delivering our vision by:

- 1. KEEPING SAILING IN THE OLYMPICS BY INCREASING PARTICIPATION AND GROWING THE GLOBAL AUDIENCE.**
- 2. GROWING THE SPORT GEOGRAPHICALLY BY CREATING A COMPETITIVE OFFERING FOR YOUTH GLOBALLY.**
- 3. INCREASING THE LEVELS OF TRANSPARENCY AND ACCOUNTABILITY IN OUR GOVERNANCE.**





# SAILING IN THE OLYMPICS

## Issues facing World Sailing in the Olympics:

- Sailing is currently at the bottom end of sports in the International Olympic Committee's (IOC) list based on an evaluation of sports across various criteria. This could be reflected by the number of athletes and events given to the sport for future Games
- Sailing is very expensive compared to most other sports in the Olympics
- Olympic Sailing has one of the lowest global audiences
- Sailing will no longer be a part of the Paralympic programme after Rio 2016

## We will take the following actions towards 2020:

- Get close to IOC/IPC family
- Reinstate sailing on the Paralympic programme
- Create an Olympic structure based on events, giving sailors

and showing the public a clear path into the Olympics, from club championships to national championships, from regional qualifications to the Olympic Games, using a world class event structure

- Increase the global audience by exploiting new media, using attractive formats and events
- Create a new global audience by spreading the sport in to new markets and across different age groups by innovating in the Olympic and non-Olympic programmes and by reducing equipment and competition costs
- We will cut costs and make sailing more accessible. This will be done by looking at cost drivers (coaching, specialist equipment etc.)





# GROWING THE SPORT

## Issues facing the growth of sailing today:

- Competition with other sports and non-sporting activities for youth
- Cost of participation, equipment and support staff
- Lack of trainers, facilities with open entry and with a wow factor
- No clear path and link between grassroots and top end of the sport

## Key actions towards 2020:

- We will decentralise the management of the development programmes. All programmes should be managed in the regions, with the support of World Sailing helping to facilitate knowledge transfer and main quality standards
- We will analyse participation, support and equipment costs and innovate new low cost and fun equipment sanctioned by World Sailing

- We will develop youth programmes adoptable for different school and club structures globally
- We will invest in increasing the pool of qualified trainers across the world to spread the sport and start programmes in all sections of society led by the MNAs
- We will create a compelling story for the sport with heroes
- We will spread this compelling story globally in a new and innovative way using social and digital media

# GOVERNANCE

## Issues facing World Sailing governance today:

- Lack of clear distinction between strategy, management and execution
- The current decision making process is slow
- Limited commercial success. The sport need transparency leading to trust. It need flexibility in programmes, venues and events. The sport has a proven ability to attract commercial partners, this needs to be exploited on a global and local level

- Too many volunteers taking day-to-day executive decisions
- Staff taking strategic decisions

## Key actions towards 2020:

- We will change the governance of World Sailing by aligning it to general standards of corporate governance with the full participation of all stakeholders and led by the World Sailing membership
- We will present an Executive Committee working as a team and able to present sustainable long-term strategies for World Sailing

- We will include Commercial partners and experts to help in the strategic discussions to ensure the growth of the sport
- We will create one Executive Committee, standing behind one plan, focusing on the key areas which will take World Sailing forward
- We will clarify the World Sailing governance structure. This includes clarifying the purpose of the decision-making bodies within the organisation
- We will create an administrative structure which exists to service the membership by defining clear priorities for the staff and evaluate this twice a year
- We will set key milestones and measurable goals across all levels with accountability for each outcome



# THE TEAM



## PRESIDENTIAL CANDIDATE

KIM ANDERSEN



### SAILING CAREER:

- 2012 - Chair, ISAF/World Sailing Equipment Committee
- 2014 – 2012 Member, ISAF Event & Equipment Committee
- 2007 – 2011 Commodore of the Royal Danish Yacht Club
- 2000 – 2008 Member, ISAF Council
- 1992 – 2002 Part of management team, Danish Olympic Sailing Team
- 2000 Danish Team Manager, Sydney Olympics

### BUSINESS CAREER:

- 2016 - Vice President (Customer & Markets) MT Højgaard
- 2010 – 2016 Vice President (Offshore), MT Højgaard
- 2007 – 2013 Chairman, Godhavn
- 2006 – 2008 Managing Director, Britannia Invest
- 2001 – 2006 Chief Executive Officer, Superfos A/S

I have been racing since my 12<sup>th</sup> year in Flipper, Fireball, 470, 505, Flying Dutchman, Dragon and Danish one designs - 101, X79, X99, Luffe 37 and BB10. I have represented Denmark in more than 20 World and European Championships. Since 2007 I have been racing the Dragon at national and international events. I won the Dragon European Championship in 2011, won bronze in 2013 and finished 6<sup>th</sup> in 2016.

## VICE-PRESIDENTIAL CANDIDATE

TORBEN GRAEL



### SAILING CAREER:

- 2009 ISAF Sailor of the year
- 2009 Winner, Volvo Ocean Race
- 2004 Hall of Fame, Yachting Magazine
- 2000 Finalists, America's Cup
- 1996 – 2009 4 x nominee, ISAF Sailor of the year award
- 1984 – 2004 5 x Olympic medallist (2 Gold, 1 Silver and 2 Bronze)
- 1978 – 1999 6 x World Champion (Star, Snipe, Snipe jr., One tonner and 12 metre)
- 1985 – 2005 9 x World Runner-up Champion (Star, Soling, Snipe, One tonner and 50' class)
- 1981 – 2004 12 x Continental Champion (Star Europeans, Star South America, Soling Pan America and Soling North America)

### BUSINESS CAREER:

- 1998 – Projeto Grael – Sailing school, professional workshop and environmental programmes

## VICE-PRESIDENTIAL CANDIDATE

ANTHONY (TONY) C. PHILP

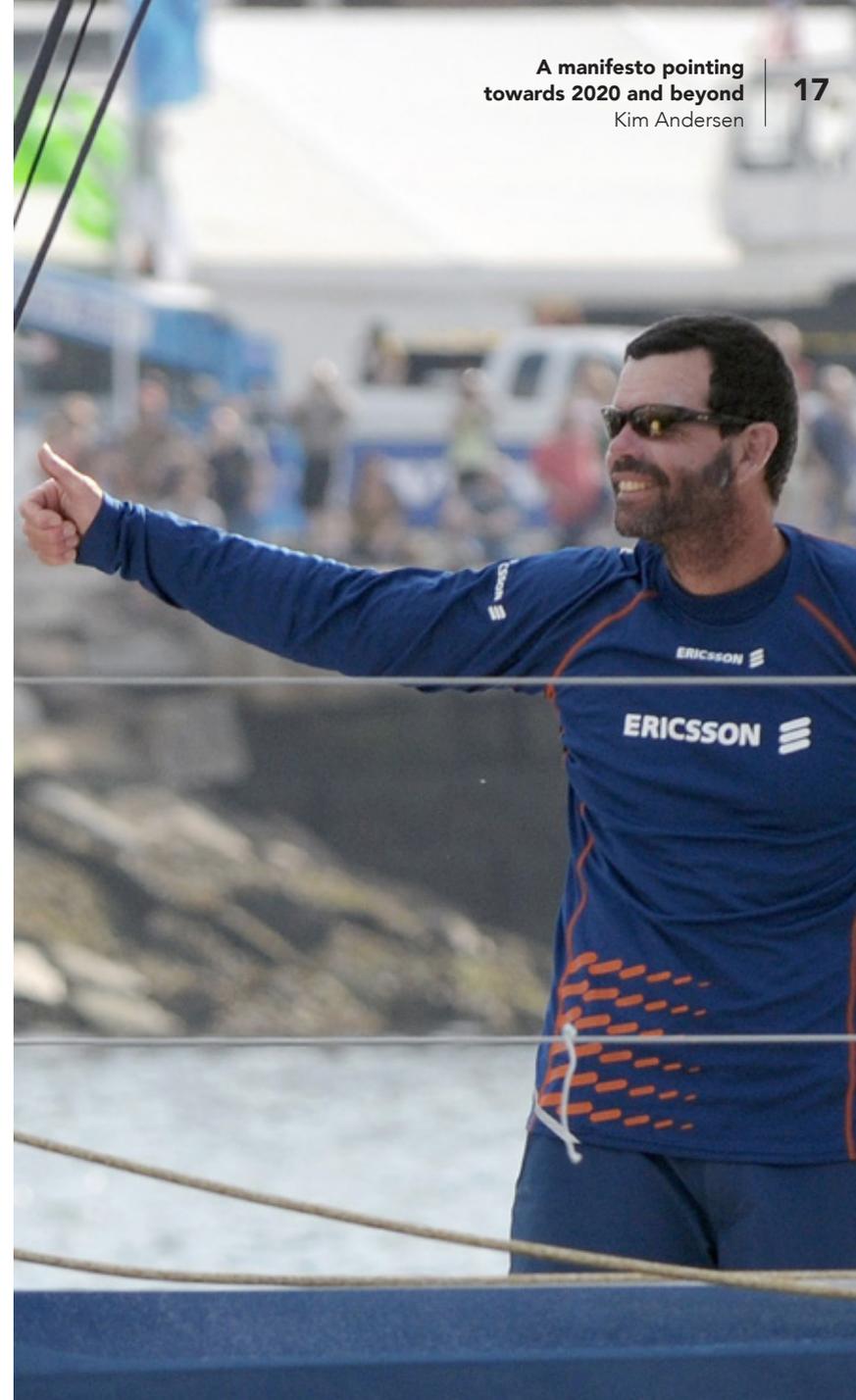


### SAILING CAREER:

- 1978 – 2014 Co-Founder & Chair, Fiji Yachting Association
- 1982 – 2001 4 x Competitor, Hobie World Championship
- 1999 – 2000 World Circumnavigation
- 1984 – 1992 3 x Competitor, Olympic Games (Tornado & Soling)

### BUSINESS CAREER:

- Developer and owner of two marinas, a boatyard, chandler and boat production.
- Developer and owner of distribution and retail stores.
- Business Interests in tourism, food and beverage, retail, accommodation and real estate.





## VICE-PRESIDENTIAL CANDIDATE

ALAIN ALCINDOR



### SAILING CAREER:

- 2014 – Chair, African Sailing Confederation (ASCON) Steering Committee
- 2009 – 2012 Member, ISAF Development & Youth Committee
- 2007 – Elected Secretary General, African Sailing Confederation (ASCON)
- 2005 – Elected Secretary General, Seychelles NOC
- 2004 Team Leader, Seychelles delegation, Volvo Youth Sailing ISAF World Championship
- 1999 – 2012 Member, ISAF Regional Games Committee
- 1996 – 2008 4 x Team Manager, Seychelles delegation, Olympic Games
- 1991 – Chairman, Seychelles Yachting Association

### BUSINESS CAREER:

- 2007 – Director for Water Sports (Sailing, Windsurfing, Canoeing & Swimming), National Sports Council Seychelles
- 1992 – 2007 Water Sport Coordinator, National Sports Council Seychelles

I started sailing in 1978 and worked as a volunteer sailing instructor from 1980-85. I competed in the Hobie Cat 16 World Championships in 1996 and 1998 in Dubai. I enjoy recreational sailing in the Hobie Cat and keelboats whenever I get the chance. In 2001 I was awarded the "ISAF Volunteer of the Year" in recognition of the work I was doing for the sports of sailing especially in Africa.

## VICE-PRESIDENTIAL CANDIDATE

MALAV SHROFF



### SAILING CAREER:

- 2015 – Board member and chairman Asia, World Olympians Association
- 2013 – President, Asian Sailing Federation
- 2005 – 2012 President, International 49er Class
- 2005 – 2012 Chair, ISAF Olympic Classes Commission and Sub-Committee
- 2008 Sailing Coach, 2008 Olympic Games
- 2004 Sailing Competitor, 2004 Olympic Games
- 1999 World Champion, Albacore Class

### BUSINESS CAREER:

- 2010 – Managing Director, Gulf Packing & Ducon group
- 2004 – Director, Ocean Blue Group
- 2001 – 2004 Management Consultant, Sport & Healthcare Sectors, McKinsey & Co (New York)

As a McKinsey consultant I was part of the team that drafted the restructuring of RYA and contributed to the implementation of RYA's current organisational structure.

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**Kim Andersen**

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