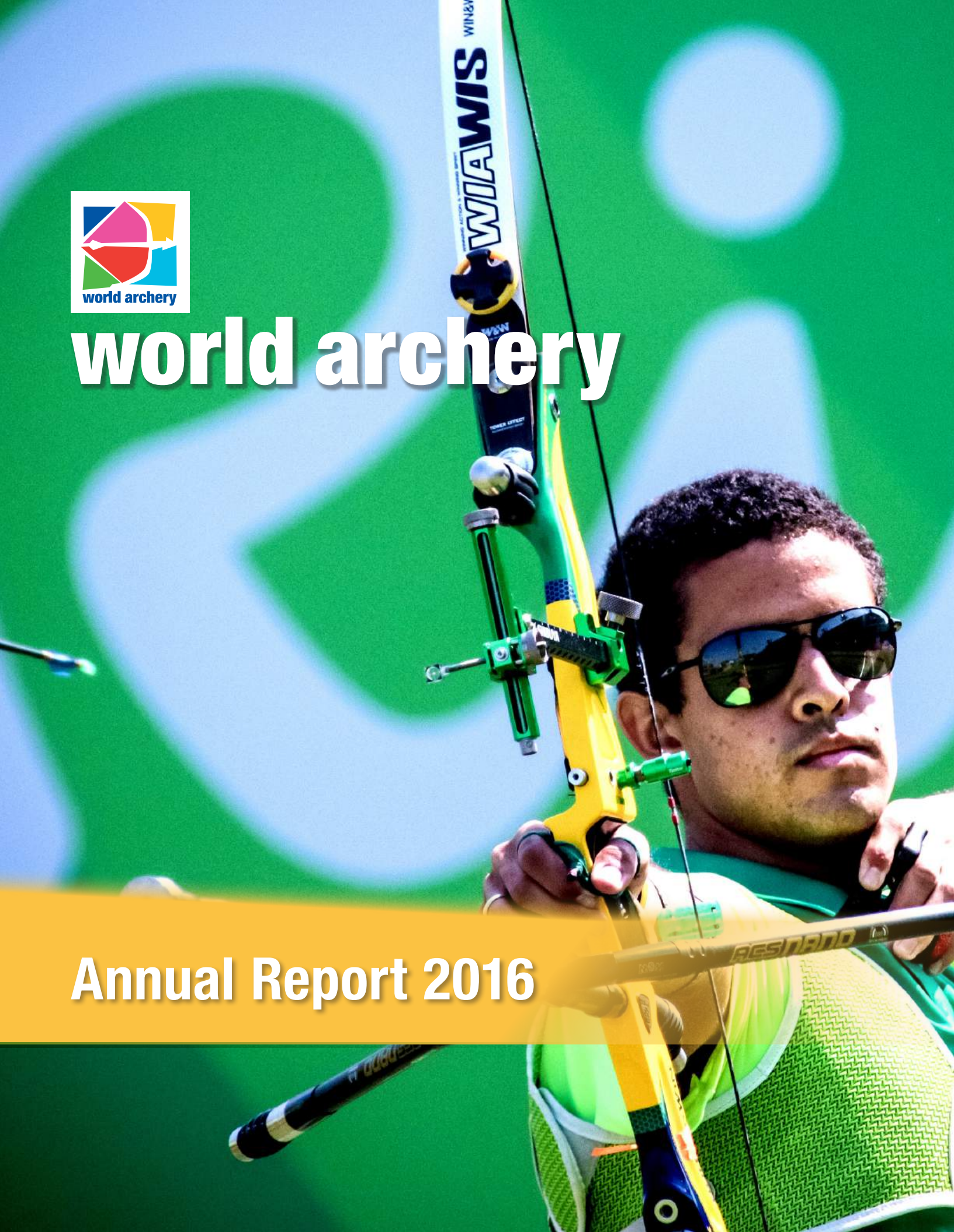




world archery

Annual Report 2016





World Archery

Annual Report 2016



Message from the President

Dear Friends of Archery,

Thank you, once again, for your efforts, contributions and cooperation towards another successful year for World Archery.

There were many highlights, both on and off the field, from the World Archery Indoor Championships in Ankara where we had the pleasure to welcome once more the IOC President, Mr Thomas BACH, to the Olympic and Paralympic Games in Rio. The 11th year of the Archery World Cup saw the arrival of the title sponsor Hyundai. This shows the progress our sport is making.

It was a challenging year for the Olympic Movement but, in the end and despite some challenges, the Olympics in Rio were held and we had an excellent archery competition with great TV figures around the world. We were pleased to see new countries participate. The women's final was the most watched event on the national television station ZDF in Germany.

The Hyundai Archery World Cup season started in Shanghai, then visited Medellin and Antalya – all of which hosted excellence stages with record participation – before culminating in the heart of Odense, in front of a packed crowd that witnessed very exciting matches. Our athletes did themselves and us proud, and the events left lasting and positive impressions on our esteemed guests.

We also hosted, together with the NFAA, the third World Archery Gala in Las Vegas, where the best athletes of the year were honoured, along with other individuals that make the archery community so successful.

In Lausanne, construction on the World Archery Excellence Centre was completed. At the end of 2016, the centre was officially opened in the presence of the IOC President, the Turkish Youth and Sports Minister and many members of the World Archery Family, since the event was held in conjunction with a joint committee meeting.

The process of planning this modern, world-class facility was started by FIDTA, the International Archery Development Foundation, in 2009. Five years later, with the last local permits secure and the support of the Olympic Movement, Lausanne City, Canton of Vaud, Foundation of Sports in Vaud, the Easton Foundations and SporToto, ground was broken. Now the Centre is operational and has already welcomed more than 1000 people for a try archery or other activity. It has also held its first tournament, where Olympic Champion Ku Bonchan tied the world record.

The centre is integral to the sport's plans in the future as it becomes the international hub for elite performance, the training and development of athletes, coaches and officials.

The next phase of the World Archery Plan, designed to make archery an important sport in nations around the world, is already in its final stages – and many of our member associations are doing excellent work.

The number of member associations affiliated to World Archery is steadily increasing and our Hyundai Archery World Cup circuit in 2016 had the biggest participation ever – and this is clear evidence that the sport is becoming bigger and that the competitive level is increasing worldwide.

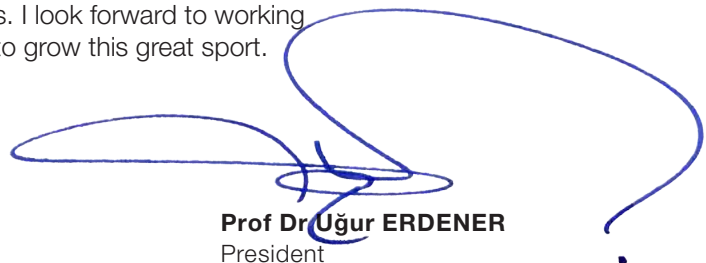
Established countries are becoming challenged more and more, which shows that our development programmes are starting to produce results.

There is much work left to do, but I congratulate everyone for the progress that has been made.

Archery's growth would not be possible without the World Archery sponsors. I would like to thank Hyundai, SporToto, FILA and Longines, our associate members, development and other partners for their support once again throughout 2016.

I am forever encouraged by the passion and devotion of people involved in archery at all levels. The continued hunger to improve is important if archery is to remain relevant and at the forefront of an ever-changing sports landscape in the coming years, and that's why World Archery continues to explore new and exciting avenues of promotion, keeping archery at the forefront of sport innovation.

See you in Mexico at the Congress. I look forward to working together with you as we continue to grow this great sport.



Prof Dr Uğur ERDENER
President



Foreword by the Secretary General

Tom DIELEN
Secretary General

Welcome to each of you reading this annual report, which gives an overview of World Archery's most important activities during a full and exciting Olympic year.

In 2016, international tournaments broke record numbers, the Hyundai Archery World Cup continued to strengthen its positioning in the world of sport and we introduced new ideas to further improve the quality of our events.

The highlights of calendar included, of course, the Hyundai Archery World Cup Final in Odense, the World Archery Indoor Championships in Ankara, the World Archery Field Championships in Dublin, three Hyundai Archery World Cups stages, the Indoor Archery World Cup and, last but certainly not least, the Olympic and Paralympic Games in Rio.

Our staff, officers and members continue to focus on delivering the World Archery Plan, which entered its final phase for 2014-2017.



1. Key Events of 2016

- Indoor Archery World Cup stage in Nimes (FRA) in January
- Indoor Archery World Cup Final in Las Vegas, Nevada (USA) in February
- World Archery Gala in Las Vegas
- World Archery Indoor Championships in Ankara (TUR)
- Hyundai Archery World Cup stage 1 in Shanghai (CHN) in May
- Hyundai Archery World Cup stage 2 in Medellin (COL) in May
- Hyundai Archery World Cup stage 3 and final qualifier for the Olympic Games in Antalya (TUR) in June
- FISU World Archery University Championships in Ulaanbaatar (MGL) in July
- Olympic Games in Rio de Janeiro (BRA) in August
- World Archery Field Championships in Dublin (IRL) in September
- Paralympic Games in Rio de Janeiro (BRA) in September
- Hyundai Archery World Cup Final in Odense (DEN) in September
- Indoor Archery World Cup stage in Marrakesh (MAR) in November
- Indoor Archery World Cup stage in Bangkok (THA) in December
- Joined Committee meeting of all World Archery Permanent and Ad Hoc Committees in Lausanne (SUI)
- Executive Board Meeting in Lausanne (SUI) in December
- Opening of the World Archery Excellence Centre (SUI) in December
- Lausanne Archery Challenge in the World Archery Excellence Centre (SUI) in December



2. World Archery Events

The main conclusions drawn from these events:

- Broadcasters were very positive about the production of our Hyundai Archery World Cup and World Archery Championship events. The concept of separate highlights for compound and recurve competition and a fixed TV schedule have been continued. New camera positions provided excellent images. We have continued to improve relationships with television channels, especially Eurosport.
- Feedback from the IOC and independent studies show that archery continues to maximise, and build upon, its success at the Games. Data sets display attractive demographics with keen interest in the sport in key markets.
- Archery at the Olympic Games, featuring great matches and an enthusiastic public, reached 334 million individuals with 260.4 hours of broadcast worldwide. The highest audiences were recorded in Germany, France, Korea and China.
- Medellin hosted its fourth Hyundai Archery World Cup stage in a new and impressive setting, while Antalya and Shanghai continued to anchor the international series.

3. World Archery Office

The World Archery Office underwent some internal changes with the opening of the centre and the restructuring of the development department which led to the departures of Laurent HADORN and Deqa NIAMKEY. We also saw the arrival of Gwenaël MASSOT who is responsible for several audio-visual tasks that were previously outsourced.

The Development department is split into two parts:

- Development Strategy and Education, based in the main office and managed by Pascal COLMAIRE.
- Development Operations, based in the World Archery Excellence Centre and managed by Centre Director Juan Carlos HOLGADO.

The structure of the World Archery Congress, Executive Board and Office can be found at the end of this report.

4. IOC Relations and World Archery as Part of the Olympic Movement

World Archery's relationships with the International Olympic Committee and the Olympic Family continue to be excellent. In 2016, our President continued to attend many meetings and, due to his role as IOC Vice President, he was unable to be present at all World Archery events

The President is very much involved in the implementation of Olympic Agenda 2020, especially in areas of clean sport, and was a key person in the handling of the Russian eligibility issue for the Olympic Games.

Even though no athlete from archery nor our Russian federation was mentioned at all in either of the McLaren Reports, a lot of resources and time were spent on this matter in the lead up to the Olympic and Paralympic Games.



World Archery is still very much convinced that the decision by IPC to ban the Russian athletes was wrong since innocent athletes paid for the price of wrong doing in other sports. The Russian athletes competing at the Olympic Games had clearly demonstrated, due to our proactive target testing of Russian athletes following the Pound Report, that they were beyond any suspicion and therefore should be and subsequently were given permission to participate in Rio. Russia won a medal as a result.

World Archery fully supported the IOC's strong decision which was more courageous and more appropriate than the unilateral decision of the IPC.

World Archery's Secretary General continues to serve on the ASOIF working Group on Olympic and Multisport Games – which works on the relationships between ASOIF, its members and the OCOGs – and Events Director Juan Carlos HOLGADO on the ASOIF Workgroup on Sport Development and Education. The working group on Multisport Games has been asked to work on the implementation of Olympic Agenda 2020 and the role of the International Federations in the Olympic Games. There was also a taskforce created to assist Rio with the Olympic Games and the Secretary General was appointed to this. At the end of 2016, the Secretary General was also named chair of ASOIF's Paralympic Sports Working Group, formed to assist the IPC and Olympic Sports on the Paralympic Programme to enhance the Games. The Secretary General retained his place on the now standing WADA Committee on Compliance Review and attended several meetings of this group.

5. World Archery and the Future

Work on the World Archery Plan is progressing, especially in the finalisation of the strategy for 2014-2017. During 2016, we continued our excellent cooperation with the Archery Trade Association which financed several archery explanatory videos. We also have developed a new plan leading up to 2020 which has been adopted by the Board in December and will be presented for approval at the Congress even if implementation of certain parts is already in progress.

A very big part of this will be the World Archery Excellence Centre that reached completion in 2016.

I would like to finish this introduction by thanking the World Archery President, the Executive Committee, the Executive Board Members and the Committee Members for their excellent cooperation with the Office. The President's dedication and tremendous commitment to the development of our sport is very much appreciated and necessary.

My thanks also go to our entire event and development teams, and other partners who contributed to projects in 2016.

I would like to conclude by thanking Caroline, Deqa, Jenny, Juan Carlos, Ludivine, Pascal, Laurent, JK, Chris MARSH, Séverine, Chris WELLS, Gwenaël and Thomas for their great efforts and contribution to the work and success of the World Archery Office in 2016.



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Events Report

World Archery Events Department

Introduction

This report was created to summarise the activities, objectives and outcomes from World Archery events in 2016.

In the 11th year of the Archery World Cup it gained a title sponsor. Car manufacturer Hyundai supported the three stages in Shanghai (CHN), Medellin (COL), and Antalya (TUR), plus the final in Odense (DEN).

(There are usually four stages but in an Olympic/Paralympic year it is reduced to three to reduce calendar congestion.)

There were 15 events throughout the year of 2016, the breakdown is listed below:

- ▶ 3 Hyundai Archery World Cup stages
- ▶ 1 Hyundai Archery World Cup Final
- ▶ 2 World Championships
- ▶ 4 Indoor Archery World Cup stages

- ▶ 1 Olympic Games
- ▶ 1 Paralympic Games
- ▶ 1 Universiade
- ▶ 1 World Archery Excellence Centre Opening
- ▶ 1 World Archery Gala

The World Archery Events Department is committed to guiding its local organisers and launched the World Archery Organisers Event Manual in support of this. Organisers have access to itemised, small sections that outline the requirements and responsibilities when delivering successful events.

Co-operating with organisers more closely has enabled finals fields of play to be delivered earlier and to a higher standard. This has allowed the introduction in staged shooting rehearsals held on the day before finals at all Hyundai Archery World Cup stages and world championships in 2016, subsequently improving operations during finals and victory ceremonies.



Staff

After nine years of dedicated service, Juan-Carlos Holgado relinquished his duties as Event Director to be World Archery Olympic Games Development Projects & WAEC Director. Juan-Carlos will focus his attention on the World Archery Excellence Centre in Lausanne.

Chris Marsh, who has acted as Event Manager since 2013, was promoted to World Archery Event Director to assume the role and responsibilities of Juan-Carlos.

Fernando Suarez was subsequently hired as Event Manager on a part-time contractual basis rather than full time.

Sadly, Raheleh Ahadpour, Member Services Coordinator, left World Archery at the end of April to further her career with FIVB. Lee Jae Kyung, an existing intern supported by the Korean Olympic Association, took over the role and joined World Archery full time. Jae Kyung's responsibilities are split 40% for the Event Department and 60% for Member Services.

Equipment

World Archery continues to incorporate new and innovative technology into its events to provide better information to viewers both on venue and online.

Thanks to Matteo PISANI and his IT team, the wireless touch tablet scoring devices have been improved dramatically, enabling live results and increased usability for athletes. The successful integration of new television graphics equipment modernised the look and economics of this aspect of production, with ongoing improvement planned through 2017 and beyond.

The revolutionary laser target scoring system Falco Eye was used at all of World Archery's major events and made its debut at the Olympic and Paralympic Games in Rio. Further testing and research is due to take place to improve the system and performance for the future, as well as provide expanded services to television and teams.

Testing continued throughout the year with Swiss Timing and Biovotion on the heartbeat project to capture the heartbeats of athletes during head to head elimination. Prototypes were tested on athletes at the practice range of the Hyundai Archery World Cup stage in Antalya.

Initial testing proved disappointing as the devices disconnected, struggled in the heat and with the sun's brightness. Data captured from athletes was unreliable due to the difference in skin tones and the location of the device. The device was placed on the athlete's lower leg but readings improved on the upper arm or around the chest which is not an option during live competition.

Further investigation and objectives will be made as technology improves to make the data capture process simpler.

Investigations are to begin to see if the same technology seen in golf could be utilised to show the flight path of the arrow with the view of discovering where athletes are aiming during testing weather conditions to hit the centre.

Hyundai Archery World Cup



Stage 1: Shanghai (CHN) Event date 26 April - 1 May

Participant numbers:

364	Athletes
144	Officials
47	Countries

Observations

- Weather conditions improved when staging in May rather than April.
- Experienced organising committee, enthusiastic to maintain archery in the area to promote Pudong
- Challenges and conflicts in satisfying the agreements of the city and World Archery sponsorship agreements around the title name of the event.
- Highest number of athlete ever. Competitors increased 1.7% compared to entries in 2015.

Positives

- Good accommodation and excellent transport operations.
- Organising committee well organised and experienced.

- Moving from the Riverside to the Lujiazui Central Green Park shooting over water gave a spectacular alternative view to the jaw dropping backdrop of the Shanghai Pudong area.
- Look and feel of the finals venue was uniform and sharp.
- Well-established venues (for both qualification and finals) that enabled excellent athlete performance

Improvements

- Increase marketing and promotional activities of the event within Shanghai.
- Increase online activity locally and nationally, particularly the Chinese archery community. Also see if a real fan zone can be created in the park.
- Increase spectator stands capacity to accommodate the recruitment of more paying spectators.
- Solidify construction of the shooting platform and raise VIP seating for better sightlines.
- Consider staging a night finals.



Stage 2: Medellin (COL)

Event date 10 – 15 May

Participation numbers

217	Athletes
103	Officials
36	Countries

Observations

- Last year of staging a four-year term of the Hyundai Archery World Cup in the Americas.
- New finals venue, moving downtown to the Museum of Modern Art.
- Continental qualifier (CQT) for the Rio 2016 Olympic Games.
- Competitors increased 3.3% compared to entries in 2015. Highest number for event.
- Massive challenge with DHL in shipping World Archery equipment for the event.

Positives

- Good local media engagement.
- Experienced Organising Committee.
- Improved branding and dressing of the venues.

Improvements

- Increase recruitment and engagement of spectators.
- Improve warm up facilities for the finals venue.
- Reduce the height of the shooting platform.
- Seek a better shipping company.



Stage 3: Antalya (TUR)

Event date 13 – 19 June

Participation numbers

539	Athletes
247	Officials
81	Countries

Observations

- Experienced extremely hot temperatures.
- Very popular with the athletes due to the weather conditions and easy commutable distances between the venues and hotels.
- Future of the current venue is in doubt due to development plans of the local government.
- Extra two days of competition to accommodate the increase quantity of participating athletes attempting to qualify quota places for the Rio 2016 Olympic Games.
- With very large participation numbers this created major challenges with availability of practice facilities for all athletes.
- Competitors increased to an impressive 25.35% compared to entries in 2015. This was the highest number of athletes, officials and countries ever to participate in Hyundai Archery World Cup history.

Positives

- Look and feel (venue dressing) improved to another level, particularly in the finals venue.
- Purpose-built archery qualification range.
- Excellent accommodation, transport and catering facilities.
- Experienced Organising Committee that has established relationships with the local hotels, transport company and local authority.
- Distance between hotel and venues no more than five minutes by bus.

Improvements

- World Archery technical area and equipment need to be in air conditioned spaces.
- Increase marketing and promotional activities of the event in Antalya.
- Increase online activity locally and nationally.
- Recruit more spectators from outside the archery community.
- Beach area for the finals venue requires local authority maintenance.

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- Temporary accreditation system is needed to assist FOP access control for those smaller teams where non-competing athletes need to act as a coach/team manager for another team member for their match. A proposal will be made to the Executive Board.
- Following the huge impact of the numbers of participants, WAREOS will be extended to assist with other functional areas such as VISA application, invoicing and accommodations. This should reduce the waiting times in the registration office.
- Coaches and athletes need to appreciate that due to the increased participation numbers it is not possible for LOCs to provide practice facilities all day every day for all athletes. There is a need for scheduling and timed quality training/practice.
- Perception of safety in Turkey from World Archery Member Associations after viewing current news reports. This despite the tremendous work of the LOC and the fact that there never has been any incident during one of our events in Turkey contrary to other countries.
- Very fortunate with the weather conditions, however, the direction of the sunlight did prove a challenge for the athletes and the direction of the field of play was not as requested.
- Too limited budget for a Hyundai Archery World Cup Final which led to cuts in VIP areas, quantity of look and feel items that were not of standard.

Positives

- Very successful youth engagement and try archery activities with the Youth World Cup.
- Well-constructed venue located in the centre of Odense at the King's Castle.
- Professional look and feel design incorporating Hans Christian Andersen.
- Spectator village/fan zone with some trade stands, concession stands and a try archery.
- Good engagement with the local press and media.
- Activation with Hyundai which gave a good legacy for the host city.

Improvements

- Improve location of the television OB van and TV satellite units.
- Increase promotion and spectator ticket sales.
- Avoid high podiums for the shooting and target areas.
- Need for a minimum requirement of podium. The second time having an issue with a podium in Denmark.
- Avoid certain orientations of the field of play when the sun is low in the morning or the late afternoon.

Final: Odense (DEN)

Event date 24 – 25 September

Participation numbers

36	Athletes
36	Officials
14	Countries

Observations

- Enthusiastic and experienced Organising Committee that previously hosted the largest World Archery Championships in Copenhagen in 2015.
- Good links and well supported by Odense city and local school of robotics.

World Championships



World Indoor Championships Ankara (TUR) Event date 1 – 6 March

Participation numbers

262	Athletes
67	Officials
34	Countries

Observations

- Venue was a modern and well-furnished exhibition centre that lend itself to the needs of archery.
- Visited by IOC President and Olympic Champion Thomas Bach as well as other important guests.
- Personnel safety and high hotel costs were a major concern to participating teams, however the security put in place by the LOC was efficient and worked well.
- Competitor entries decreased 25.77% compared to the 2014 Championships in Nimes (FRA). Funding only being available to teams to participate in events that are seen to assist qualification for the Rio 2016 Games as well as the fact many of the strong indoor countries were still in a process to qualify for the Games could also be reasons for a decline in numbers.

- Issues with judging especially in relation to possible conflicts of interests in certain questionable decisions.

Positives

- Excellent finals venue with a TV studio feel.
- Look and feel of the venue.
- TV images were excellent and the light solution on the targets gave great shooting conditions.

Learnings

- Hotel prices raised negative concerns from participating teams.
- Perception of safety in Turkey from World Archery Member Associations after viewing news reports.
- Participation numbers for an World Archery Indoor Championships small compared to the healthy participation numbers of the Indoor World Cups. Is this suggesting, the traditional Indoor World Championships be replaced with a series of events, (a race) at the Indoor World Cups to attain the title of Indoor World Champion?



World Field Championships – Wicklow, Dublin (IRL)

Event date 26 September – 2 October

Participation numbers

307	Athletes
38	Officials
32	Countries

Observations

- ▶ Performance and services expected from the venue owners and a contracted event/promotional company from the LOC were not met. This caused an impact on finances and provided challenges in the events delivery.
- ▶ Hotels were satisfactory and conveniently close.
- ▶ Organising Committee suffered finance difficulties which resulted in cuts to infrastructure and services.
- ▶ Competitor entries increased 24.8% compared to entries in 2014 Zagreb (CRO). The first time this championships topped 300 participants.

Positives

- ▶ Enthusiastic and hardworking volunteers that did whatever it took to deliver the courses with the famous Irish humour and charm.

- ▶ The beautiful scenery of Wicklow and the grand Killruddery estate provided an amazing backdrop and challenging courses that the athletes and spectators enjoyed.
- ▶ Good engagement and support of the local community and city of Dublin.
- ▶ Excellent feedback from athletes, officials and local community.
- ▶ 8.2 million reach on Facebook live during the entire championships.
- ▶ The Irish Tourism board clearly obtained the objective they had set and are interested in future archery events.

Learnings

- ▶ Opportunity missed with the lack of venue look and branding.
- ▶ A certain minimum service has to be guaranteed. The budget on the income side from the bid was correct but the expenses side was not mainly due to the use of an event company that did not deliver their promises.
- ▶ Ireland show potential in hosting international archery events.



FISU - World Archery University Championships – Ulaanbaatar (MGL) Event Date 1 – 5 June

Participating Numbers

166	Athletes Unknown Officials
23	Countries.

Observations

- Very enthusiastic Organising Committee and volunteers.
- Competitor entries decreased 19% compared to the 2014 Championships in Legnica (POL).

Positives

- Very nice location, especially the finals venue in front of the parliamentary building.
- Encouraging interest from the local community and spectators.
- World Archery international events have reached a new geographical area of central Asia.

Learnings

- Organisers in these new regions that have not staged an international archery competition require extra guidance and supervision.
- Double check sports equipment as non-licensed target faces were used resulting in the loss of the world record and world ranking status. A fine has been sent but most likely will not be paid.
- Mongolia has potential to stage international archery events in the future if the above issues are solved.

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Games



Rio 2016 Olympic Games

Event Dates: 5-21 August (Archery 5-12 August)

Participation Numbers

- ▶ 56 countries participated, with six NOCs competing in Olympic archery for the first time.
- ▶ 128 athletes competed (breakdown of 64 Men and 64 Women). 66% of athletes were competing in their first Olympic Games.
- ▶ 14 International Technical Officials (ITO) with full gender balance.
- ▶ 9 National Technical Officials (NTO).

Observations

- ▶ Rio de Janeiro were awarded the Games in October 2009. In 2016, the Organising Committee needed to deliver a games with the threat of the Zika virus, political unrest, a country in its worst economic crisis ever and devaluation of the currency.
- ▶ Russian archers were allowed to compete in the games after the IOC permitted IFs to decide if Russian athletes could compete in their respective sport.

- ▶ Height of the shooting and target platforms were reduced considerably and their appearance greatly improved the main FOP compared to the test event.
- ▶ The main road behind the finals field of play was not closed as agreed in the bid. This impacted negatively on the venues appearance, atmosphere, athlete performance and spectator experience as well as causing a massive security concern.
- ▶ The ticket sales lacked numbers as well as transparency on the process.
- ▶ The Organising Committee, except for the venue sports team, lacked transparency and didn't communicate changes until nothing could be done about them.

Positives

- ▶ Kim Woojin shot a new world record in the recurve men's individual 70m ranking round, shooting 700 out of a possible 720 points – the first recurve archer to break 700. The Korean team also won all the four available gold medals.



- ▶ The Samadromo could stage both the qualification, practice and finals competition all on the same venue for both Olympic and Paralympic archery.
- ▶ The Games movement was hosted in a new geographical area of the world.
- ▶ The competition manager and his team were excellent in trying to deliver the archery event to the best of their ability under very challenging circumstances.
- ▶ The debut of the laser scoring targets Falco Eye was successful.
- ▶ Good iconic OBS images of archery with great market penetrations in Germany, France, Korea, Australia... In total archery received 334.4 million reach in the 17 markets researched for 260 hours of television; 35% of the Korean population, 31.2% of the French, 25.6% of the German, 25.9% of the UK and 23.2% of the Italian population saw archery for at least five minutes.
- ▶ 17 million Facebook impressions.

Learnings

- ▶ To assist the Organising Committee in their planning and delivery to the needs of the sport, more input/supervision and decision making is required from the IF.
- ▶ One company should not be given the responsibility to deliver all the look and feel items to dress the venue for a Games as it did not arrive on time. Athletes sadly arrived to the venue for training with the venue not ready or complete.
- ▶ Temporary venue built layout, qualification platforms and ground undulation were not satisfactory and at time a health and safety issue.
- ▶ Organising Committee had major challenges with finances limiting their capacity to make decisions quickly and deliver a venue suitable to the sports needs.
- ▶ The introduction of the mixed team would be a fantastic addition to the Olympic archery programme.



Rio 2016 Paralympic Games

Event Dates: 7-18 September (Archery 10-17 September)

Participation Numbers

- ▶ 40 countries participated.
- ▶ 137 athletes competed (breakdown of 79 Men and 58 Women).
- ▶ 13 International Technical Officials (ITO).
- ▶ 9 National Technical Officials (NTO).

Observations

- ▶ Without any IF consultation, the Russian NPC was totally suspended by IPC resulting in no participation by any Russian athletes at the games. It was very challenging reallocating, in a short amount of time, the 12 quota places the Russian NPC qualified in archery. World Archery tried to assist Russia as much as possible but to no avail.
- ▶ Organising Committee ran out of sufficient finances to be able to deliver the Paralympic Games to agreed levels. Therefore, certain operations and levels of services were reduced, namely Games transport lanes.

- ▶ Issues of venue look and feel not arriving or being installed at venues before athletes arrived continued. Once venue look did arrive and was installed it actually appeared an improvement compared to what was delivered for the Olympic Games.
- ▶ The main road behind the finals field of play remained open continuing a negative impacted on the venues appearance, atmosphere, athlete performance and spectator experience as well as a massive security concern.
- ▶ Classification was not really necessary at the games as most classification was completed before athletes arrived. IPC has a desire to eliminate classification and classifiers at Games time.

Positives

- ▶ The same Olympic venue, the Sambodromo, was used to stage the Paralympic archery event and that the qualification range, practice and finals competition were all contained in one venue.



- ▶ Combining all categories of impairment into three simple categories – recurve open, compound open and W1 – provided excellent results.
- ▶ The mixed team competition proved a success with new emerging nations taking medals.
- ▶ Disabled sport and the Paralympic movement has reached a new geographical area of the world.
- ▶ The competition manager and his team were excellent in providing the gap that venue management left in their absences delivering the para archery event to the best of their ability.
- ▶ 81% of archery tickets were sold and attendance/ atmosphere exceeded expectations. Six million impressions on Facebook.

Learnings

- ▶ Broadcasting and distribution of images continues to be a very frustrating, painful and expensive process. This is a situation IPC and OBS must resolve to advise and guide World Archery to achieve its goals of promoting disability sport and

treating its para discipline on the same level as its other divisions.

- ▶ More work is needed to increase participation on the W1 category, particularly in the women's event
- ▶ To assist the Organising Committee in their planning and delivery to the needs of the sport, more input/ supervision and decision making is required from the IF.
- ▶ IPC wishes to have all classification complete before athletes arrive to the Games.
- ▶ Temporary venue built layout, qualification platforms and ground undulation were not satisfactory or catered to the needs of disabled athletes.



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Indoor Archery World Cup

2016 Indoor Archery World Cup
Stage 3 – Nimes (FRA)

2016 Indoor Archery World Cup
Stage 4 – Las Vegas (USA)

2016 Indoor Archery World Cup
Stage 1 – Marrakesh (MOR)

2016 Indoor Archery World Cup
Stage 2 – Bangkok (THA)

The newer stages of Marrakesh and Bangkok continue to develop and establish their status in the Indoor Archery World Cup but this is proving very challenging in terms of facilities and finances. While Nimes has established its capacity around 1063 participants and Las Vegas continues to grow impressively breaking the 3000-athlete participation mark.

The Indoor Archery World Cup is proving extremely popular and inclusive, allowing open entry to archers that our current and valid members of our Member Associations. All athletes, globally, get the opportunity to enjoy and experience top level competition while also enjoying local tourism each destination has to offer.

World Archery needs to develop the Indoor World Cup to maximise on the demand and enthusiasm for this concept of archery tourism competition. Develop a plan/direction to take this forward in possibly changing some destinations and or introduce additional stages as there are several organisations keen to host a stage.

Future events

Multi sporting Events

- ▶ 2017 World Games, Wroclaw (POL)
- ▶ 2017 FISU Universiade, Taipei (TPE)

Hyundai Archery World Cup in 2017

- ▶ Stage 1 – Shanghai (CHN) 16-21 May
- ▶ Stage 2 – Antalya (TUR) 6-11 June
- ▶ Stage 3 – Salt Lake City (USA) 20-25 June
- ▶ Stage 4 – Berlin (GER) 8-13 August
- ▶ Final – Rome (ITA) 2-3 September

World Championships in 2017

- ▶ Para World Championships – Beijing (CHN)
- ▶ 3D World Championships – Robion (FRA)
- ▶ Youth World Championships – Rosario (ARG)
- ▶ World Championships & Congress – Mexico City (MEX)

2017 – 2019

World Cup inspection visits s-Hertogenbosch (NED)

- ▶ Experienced Organising Committee that has delivered many international events, such as ITF tennis masters, UCI BMX and Ironman events
- ▶ Very ambitious to stage the World Archery Para Championships, Congress and World Archery Championships at the same location/venues over two weeks
- ▶ Finals venue is ideally located in the centre of the city and will be used over the two weeks as an archery festival to generate finances and engage the community in all things archery related.
- ▶ The city and local government are engaged and in full support.



- ▶ Will be using existing parks and sports fields that are five-minute walk from the finals venue and city.
- ▶ As these championships will be the main qualification tournament for Tokyo 2020 the challenge will be accommodating the number of participants on the qualification range and practice ranges. Compromises or alternative measures will be required such as, AB-CD shooting format, establishing a qualification level and limiting the time for practice as it becomes more difficult to find such large spaces of land close to community/city areas to accommodate all the targets. In addition, the finances to provide so many targets for both the competition and practice ranges.
- ▶ Good selection and range of separate hotels that can be used for each event of the two weeks.

2017 World Games Wroclaw (POL)

- ▶ Two competition management meetings and TD visits already conducted successfully
- ▶ Venues are satisfactory with the finals venue having previously being used for the Wroclaw Hyundai Archery World Cup stage in 2013-2015



- ▶ Archery Competition Manager appointed for the World Games was part of the Organising Committee of the Hyundai Archery World Cup stage in Wroclaw and 2011 World Archery Youth Championships in Legnica.
- ▶ Quota places have already been achieved in both field and compound target by our Member Associations and awaiting formal acceptance.
- ▶ There is a need for the good governance issues of the Polish Federation to be finished prior to these Games to ensure a good event with good Polish athletes.

Inspection visits outstanding 2017 Youth World Championships – Rosario (ARG)

- ▶ Due to the venue complications with the 2018 Youth Olympic Games these championships needed to be reallocated to Rosario. The original plan was to stage at the same venue as the games one year before
- ▶ An inspection visit will take place in February to coincide with the visit for the Youth Olympic Games.

2017 World Championships – Mexico City (MEX)

- ▶ Frustratingly, this championship has not progressed as quickly as hoped due to the outstanding financial commitment from the city and LOC. Ongoing issues with the national sporting federations, decrease in currency value has reduced projected budgets and concerns on the outcome of the US Presidential election and the impact it would have on Mexico are the causes.
- ▶ There has been a renegotiation on the staging fee which has been finalized at 6.8 million Pesos which is close to 330000 CHF. It is still the highest ever but lower than the original amount due to the issues cited above.
- ▶ Inspection visit will be scheduled early 2017.

2018 Youth Olympic Games Buenos Aires (ARG)

- ▶ Disappointingly, the archery venue has been moved from what was originally presented in the bid. First impressions of alternative proposal are not encouraging therefore a viewing is required in February to evaluate
- ▶ Consequently, there will be no legacy venue for archery in Argentina

world

Other projects

- ▶ Upgrading of WAREOS to be more efficient to our Member Associations and organising committees. WAREOS will be able to display hotel options, produce invoicing, visa invitation letters and capture the data of participating teams more accurately
- ▶ A new accreditation system is being reviewed and hopefully launched in 2017 to improve venue access control
- ▶ Review current operations of Falco Eye and discover ways to improve use and accuracy
- ▶ Incorporate the new Swiss Timing equipment for timing and scoring at all our events
- ▶ Increase cooperation with our various committees to address tasks and challenges in order to listen, engage and address issues to continually improve our sport globally

Conclusion

Although, challenging at times, it was another successful year for World Archery events. Reaching new geographical areas, improving services, accuracy with developing technology while increasing exposure using various social media platforms to new audiences.

However, collectively, World Archery, Continental Associations and National Federations need to be

mindful in planning when their events take place, with how congested the international events calendar is becoming.

It is very satisfying to see more and more of our organisers using the new World Archery organisers' event manual.

Sport is now entertainment, providing a great day out to all the family. Local organisers need to think beyond just delivering a technically correct FOP to the rules and regulations of the sport but finding ways to make financial gains through increasing spectator attendance, tickets sales and event sponsorship.

More efforts are needed to use the try archery concept, wherever possible, to engage, improve perceptions, attract and activate sponsorship, hospitality entertainment, increase membership and recognise new talent. Think and do locally in an effort to extend regionally and nationally.

On behalf of all at World Archery, we would like to thank all our judges, local organising committees and volunteers that give their time, expertise and enthusiasm in making these events a great success.

We would also like to thank our athletes, team managers, coaches and member associations, who prepare, train, finance and manage the administration to participate in our events.

Archery



World Archery Excellence Centre

Report by **Juan Carlos HOLGADO**
Excellence Centre and Development Operations Director



world archery

**excellence
centre**



Introduction

The World Archery Excellence Centre is a state-of-the-art sports facility situated in the Olympic Capital of Lausanne.

Designed to host world-class archers and events, educate archery coaches and officials, it acts as a hub for archery development. The Centre is key to World Archery's vision of a world in which everyone has an opportunity to try and develop in the sport of archery.

As well as hosting archery activities, the Centre can welcome conferences and meetings, corporate team building events and includes a modern gym, sauna and restaurant available to users and events held in the building.

The World Archery Excellence Centre started its activities in July 2016. After six years of planning, attaining the permits needed and the construction phase of the facilities, the facility was ready to open its doors after the Rio 2016 Olympic Games.

One of the initial challenges the Centre and its team faced was the delivery of events, archery activities and providing services during the period in which the

Centre was not fully operational. Most the construction was finished, but small adjustments had to be made and several elements of the building still needed to be finished.

The main priority during this time was checking off the construction push list quickly, building a team of people to staff the Centre and begin preparation to deliver the official opening ceremony and its linked international competition.

This work, combined with the delivery of different commercial events booked since August (including seminars, workshops, year-end corporate archery initiations), demanded a lot of time and effort from everybody involved during the initial months.

The opening

At the end 2016, an official opening ceremony that welcomed more than 300 guests saw the World Archery Excellence Centre inaugurated by key dignitaries from various sport organisations, international, regional and local authorities, partners and world-class athletes.



The Centre was declared open by IOC President Thomas Bach on Friday 2 December 2016. Olympic medallists, Ku Bonchan (KOR) and Ki Bo Bae (KOR) were present, along with top archers Choi Misun (KOR), Sara Lopez (COL), Reo Wilde (USA), Naomi Folkard (GBR), Sjef van den Berg (NED) and Pierre-Julien Deloche (FRA).

Archery legends Rick McKinney and Jay Barrs were among the special guests on the day.

Positive feedback was received from many of them, the athletes being impressed by the quality, functionality and convenience of the facilities, designed specifically for archery, both for performance and development activities.

Two days after the official opening, the Centre organised its first competition, the Lausanne Archery Classic. With 105 participants from 15 countries, the first event hosted in the Centre was a success. Ku Bonchan tied the qualification world record and some personal best scores were beaten, which proved that the facility is of the highest-level for competition archery.

Programmes

The principle and most popular activity since the opening of the Centre has been archery initiations; from corporate teambuilding to social groups, diverse sports associations, families, friends and kids' birthday parties.

Two school archery programmes started in 2016 from the local public schools of Epalinges and Isabelle-de-Montolieu. Young people aged from nine to 12 from both schools attended the Centre on a regular basis to learn and practise archery. Several other schools also made one-off initiations.

The Centre rented its facilities for training purposes to four Unihockey teams (three times a week) and the Kyudo Lausanne Club (twice a week). The teams used approximately half of the indoor hall with the other half being reserved for archery.

Next steps

The focus since the official opening was to finalise the various Archery for All programmes and launch them during 2017.



Three programmes have since been created, implemented and branded:

DISCOVER ARCHERY Programme

A one-off session of an hour and a half, either scheduled or private, where people can try archery for the first time.

START ARCHERY Programme

This programme teaches the basics of archery over a period of 10 weeks, one session per week, at scheduled times on Wednesday, Saturday and Sunday morning.

IMPROVE ARCHERY Programme

This programme requires Start Archery as a prerequisite and is intended for those who wish to take up archery as a regular sport. The 10 sessions lead the archers to the point where they will be evaluated, receive a certificate and be able to practise archery without a coach present at the Excellence Centre or to apply for a license in a club.

The 2017 calendar has already filled up and includes a mix of elite sport, coach workshops and courses, athlete training camps, sport for all activities and school programmes.

The World Archery Excellence Centre aims to be a tool for World Archery and its members to improve archery in all levels: from education, to research, development or performance. The Centre is available to everybody who wants to enjoy and participate in archery at any level.

FACTS

Cost	17 million CHF
Owner	FIDTA
Architects	Tardin & Pittet (Lausanne, SUI)
Floor area	6,169m ²
Outdoor range	up to 90m
Indoor range	up to 70m
Ground broken	Dec 2014
Opening	Dec 2016

www.worldarcherycentre.org



Marketing Report

Thomas AUBERT and Karim SIDAOU
Marketing Services Coordinator and Marketing Consultant

In 2016, World Archery continued collaboration with GPS Performance SA on general sponsorship and branding matters. They worked in cooperation with Thomas AUBERT, World Archery Marketing Services Coordinator.

Sponsorship

World Archery is proud to count in its family of sponsors and is grateful for their collaboration and support in 2016:

Official Sponsors

- ▶ Hyundai
- ▶ SporToto
- ▶ FILA
- ▶ Longines

Official Partners

- ▶ DHL
- ▶ Easton
- ▶ Hoyt
- ▶ Axcel

This year marked a new milestone in World Archery sponsorship, as Hyundai replaced KIA Motors, but also extended partnership to become title sponsor of the re-branded Hyundai Archery World Cup and Hyundai World Archery Championships 2017 in Mexico City.

The contract was signed for three years.

FILA provided uniforms for judges and all staff working on many events. SporToto has also been a key partner allowing sports and archery development in Turkey.

Unfortunately, the collaboration with Turkish Airlines terminated at the end of 2015, World Archery is actively looking for another partner in the airline sector.

All scoring and timing equipment for World Archery events was supplied by a great partner, Longines who also awarded watches to the individual winners at each Hyundai Archery World Cup stage, Final and World Archery Championships.

For the sixth consecutive year, the Longines Prize of Precision was presented to the two most

accurate athletes throughout the Archery World Cup in either the compound or recurve division. The winners received 5,000 Swiss Francs in prize money as well as a Longines watch.

In 2016, recurve athletes Brady Ellison (USA) and Tan Ya-Ting (TPE) won the Prize for Precision by shooting the most 10s across the Hyundai Archery World Cup stages and Final.

A Longines Prize for Precision was also awarded at each stage – to one of the four categories – in 2016. The winners were Mike Schloesser (NED), Sara Lopez (COL), Kim Woojin (KOR) and Choi Misun (KOR).

Archery companies Easton, Hoyt and Axcel were respectively Official Arrow, Official Bow and Official Sight partners of the Hyundai Archery World Cup and World Archery Championships. Hoyt and Easton also supported development programmes of World Archery.

Licensees

In 2016, World Archery had the following Target Face Licensees: Arrowhead Target faces, Björn Bengston, FIVICS, Geologic, JVD, Krüger and Maple Leaf Press.

In July, World Archery had to revoke Björn Bengston's license, so that the company is no longer recognised as an official target face manufacturer and cannot be used on World Archery Events any longer.

E-Shop

The E-Shop sales, and on-site event sales (Indoor Archery World Cup stage in Nimes) strongly increased. A project to renew a part of the product catalogue was launched.




The providers pool for the products was also increased. At the end of 2016, World Archery terminated cooperation with PG SA, the third-party company responsible to manage shop activities.

World Archery's online shop closed at the beginning of December, and all the infrastructure was re-integrated at the World Archery office. Re-opening was planned to happen at the beginning of 2017 with improved services and a new interface.


Official Sponsors

 HYUNDAI	HYUNDAI Motors
	SporToto
	FILA
	Longines



Official Partners

	Hoyt
	Easton Technical Products
	TRU Ball Archery and Axcel Sights

Gold associates

	Damage of Scandinavia
	Rinehart Targets
	Win & Win Archery

Red associates

	Rosa Inc
	Decut

Blue associates

	Arrowhead* (also sells under "Temple Faces")
	FIVICS Archery*
	Geologic*
	Krueger Targets*
	Maple Leaf Press*
	Mathews
	SSA Sporting Good
	JVD DISTRIBUTION*

**Licensed Manufacturers of World Archery target faces. Only target faces produced by licensed manufacturers may be used at World Archery events.*



Television Report

World Archery Communications Department

All three Hyundai Archery World Cup STAGES, the Hyundai Archery World Cup Final and the Ankara 2016 World Archery Indoor championships received television time throughout the year as World Archery persisted in delivering high-quality international broadcast feeds.

The World Archery Field Championships were streamed online using equipment in the event toolbox, with news clips distributed at the close of the event.

Production

All events were produced in high definition 16:9 format with TV graphics and expert English audio commentary. Footage was distributed live via satellite and web stream, accompanied by key features and interviews of athletes.

Per event, the following material was produced:

- ▶ Live coverage of finals matches (two days, for a total of around eight hours)
- ▶ Two 26-minute highlights, one each for the recurve and the compound competitions
- ▶ A three-minute international newscast as

part of a 15-minute newsfeed – partly or fully available on EVS, Reuters, SNTV

- ▶ Interviews of all medallists, made available for TV stations
- ▶ Dedicated TV interviews upon request
- ▶ Dedicated ENG match footage upon request
- ▶ Three- to four-minute feature stories and interviews each day of the competition under the Archery Fan Reporter programme (primarily done for web platforms but also available to channels)

Aim

World Archery's strategy for distribution remains in house. The focus is still to maximise the distribution of television and to acquire rights fees in key markets, achieving:

- ▶ Increased numbers live or slight delayed broadcast
- ▶ Increased numbers of takers of highlights
- ▶ Increased news coverage, particularly in host countries of events
- ▶ Increased viewers on web platform for live streaming and features



Specific Markets

Archery continued its presence on major sports broadcasting channels in 2016, commanding time on: Eurosport, Fox Sports Asia and Setanta Middle East Africa. The agreement with Eurosport continued and includes live coverage and highlights, and TV and web advertising campaigns.

On a country-specific basis, World Archery continued its collaboration with SBS Sport in Korea – a key market for archery – and signed additional highlight deals in EMEA and APAC countries. Archery received strong coverage in important countries such as China, India, Mexico, France and Turkey.

World Archery can guarantee that broadcast from events featured on nearly 100 TV channels covering around 125 territories in 2016.

Eurosport Report

World Archery received an extensive report from Eurosport that detailed the exposure of events throughout the year, from highlights and live programming across Eurosport 1 and 2:

Program	Reach in '000s
15/16 Indoor Archery World Cup Highlights	305
World Archery Indoor Championships	2,385
Hyundai Archery World Cup stages (x3)	2,595
Hyundai Archery World Cup Final	2,216

An accompanying promotional campaign with 360 TV spots was viewed more than 107 million times and reached 34 million unique viewers – and the digital campaign achieved over 7 million digital impressions on web, mobile and tablet platforms.

Over 6 million people watched archery's extensive coverage on Eurosport in 2016.

Olympic Games

Archery's broadcast at the Rio 2016 Olympic Games was successful. An assessment by ASOIF highlighted an audience of 334.4 million over 260.4 total broadcast territories in 17 key territories, with an average population share of 8.2%.

Figures were particularly strong in China, Germany (where Lisa Unruh's silver medal received significant coverage), the USA and Korea.



Communication Report

Chris WELLS
Communications Manager



World Archery Communication Department

1. Introduction

The goals of the communications department in 2016 included maximising the impact and engagement of the public with the archery competition at the Rio 2016 Olympic Games, providing fast and accurate data from this and other events and expanding the offering for the non-archery audience.

2. Staff

I. Office staff

- i. Chris Wells, Communication Manager (100%)
- ii. Ludivine Maitre Wicki, Senior Communication Coordinator (50%).
- iii. Gwenael Massot, Communication Coordinator (100%) – from November.

II. Freelance staff

- i. Dean Alberga – photography and design services
- ii. Alex (Sun Jian) – Chinese social media management

- iii. Andrea Vasquez – social media management and reporter (web/print)
- iv. John Stanley – reporter (web/print)
- v. Heather Flint – reporter (web/print)

III. Volunteers

- i. Emily Bayci (also IPC) – reporter (web)
- ii. Sjef van den Berg – reporter (web)
- iii. Izzy Carpenter – reporter (web)

3. Activities

I. Website: worldarchery.org

In 2016, the breakdown of content visits: articles – 20%, competition results – 20%, athlete profiles – 12%, world rankings – 5%. (World cup ranking and world records each 0.5%.) These figures are almost identical to 2015.

News content was also distributed on Google News and Facebook Instant Articles, potentially decreasing the counts as people consumed this content on different platforms.

Metric	2014	1 Jan - 19 Jul 2015	20 Jul - 31 Dec 2015	2015	2016
Unique users	444,668	291,171	295,006	(unknown)	1,029,182
Sessions	1,118,289	666,102	658,706	1,324,808	2,035,698
Page views	3,510,114	1,777,463	2,169,460	3,946,923	5,429,537

Metric	2014	2015	2016
Geography	USA 14%, France 10%, UK 7%, Germany 5%, Italy 5%	USA 14%, France 9%, UK 7%, Germany 5%, India 4.5%	USA 16%, UK 8%, France 8%, Korea 7%, India 5%
Language	EN 40%, FR 11%, DE 6%, ES 6%, Other 37%	EN 40%, FR 10%, ES 6%, DE 5%, Other 29%	EN 44%, FR 9%, KO 5%, ES 5%, other 27%
Devices	Desktop 66%, mobile 22%, tablet 12%	Desktop 55%, mobile 33%, tablet 12%	Desktop 47%, mobile 43%, tablet 10%



II. Social media

Extensive presence was maintained on Facebook, Twitter, YouTube and Instagram. Accounts with Pinterest and Tumblr were also expanded, while China-specific platforms were also used. Google+ was not updated. World Archery enjoyed the second-largest increase of followers by percentage of any sport at the Rio 2016 Olympic Games.

iv. Facebook (World Archery)

Metric	2013	2014	2015	2016
Likes	75,120	109,309	124,262	228,916
Page impressions	-	43.4 million	54.6 million	87.3 million
Demographic, Gender	-	64% M, 36% F	67% M, 33% F	74% M, 26% F
Demographic, Age	-	Majority 18-44	Majority 18-34, growing 25<, shrinking <18	Majority 18-24, large 25-54
Geography, Popular cities	-	1 Mexico City, 2 Singapore, 3 Hong Kong, 4 London, 5 Sao Paulo	1 Mexico City, 2 Singapore, 3 London, 4 Istanbul, 5 Paris	1 Mexico City, 2 Calcutta, 3 New Delhi, 4 Bangalore, 5 Rio de Janeiro
Geography, by country	-	1 USA, 2 Mexico, 3 UK, 4 France, 5 Italy	1 USA, 2 UK, 3 France 4 Mexico, 5 Italy	1 India, 2 USA, 3 Brazil, 4 Mexico, 5 UK
Language	-	EN 55k, ES 20k, FR 6k, IT 4k, PT 4k	EN 62k, ES 20k, FR 7k, IT 4k, PT 4k	EN 110k, ES 35k, PT 20k, FR 10k

v. Twitter (@worldarchery)

Metric	2013	2014	2015	2016
Followers	8,439	17,243	25,212	46,793
Impressions	-	7.9 million	11 million	8.7 million
Engagements	-	-	160.7k	262k
Link clicks	-	-	18.9k	24k
Demographic, Gender	-	73% M, 27% F	73% M, 27% F	73% M, 27% F
Demographic, Age	-	Large majority 25-44	Large majority 25-44	Large majority 25-44



vi. Instagram (@worldarchery)

Metric	2015	2016
Followers	14,892	33,846
Likes	50.2k	356k
Comments	776	2,736

vii. YouTube (World Archery, www.archery.tv)

Metric	2013	2014	2015	2016
Views, (year/total)	5m/17m	5.6m/22.6m	6.9m/29.5m	7.9m/37.4m
Watch time, (year/total)	32m/40m	42m/82m	57m/139m	62m/201m
Average view duration	6:22 minutes	7:28 minutes	8:15 minutes	7:50 minutes
Subscribers (year/total)	17.3k/30k	16.6k/46.6k	20.1k/66.7k	17k/83.7k
Demographic, gender	89% M, 11% F	88% M, 12% F	87% M, 13% F	87% M, 13% F
Demographic, age	Majority 18-34	Majority 18-34	Majority 18-44	Majority 25-34
Geography, by country	USA 29%, Germany 7%, France 6%, UK 6%, Canada 4%	USA 28%, UK 7%, Germany 6%, France 6%, Japan 4%	USA 27%, UK 7%, Germany 6%, France 6%, Canada 4%	USA 26%, UK 6%, Germany 6%, France 5%, Indonesia 5%

viii. Social media in China

Metric	2013	2014	2015	2016
TuDou views	40,027	75,722	170,116	171,116
WeChat users	119,556	291,825	326,571	409,552

World a

III. Publications

The following were produced in 2016 and uploaded to the Issuu platform.

- a. The Target yearbook – printed
- b. World Archery Annual Report – online only
- c. World Archery Newsletter – monthly, online only

IV. Press relations

Sports industry and event articles were distributed through World Archery's Relevant Tools email mailing list and Sports Features.

Stories on sponsorship, media rights and organisational announcements were published in Olympic trade outlets like InsideTheGames.biz, Around the Rings, SportCal, SportsBusiness, SportFeatures.com and others.

4. Events

I. Team

The communications manager ran live operations at all Hyundai Archery World Cup events, the Olympic and Paralympic Games, World Archery Indoor Championships and the Indoor Archery World Cups in Nimes, Las Vegas, Marrakesh and Bangkok.

Photographer Dean Alberga travelled to all events.

Different freelance and office staff joined the communications team at events throughout the year:

- ▶ Ankara 2016 World Archery Indoor Championships: Andrea Vasquez and Katharina Dziacko
- ▶ Shanghai 2016 Archery World Cup stage 1: John Stanley
- ▶ Medellin 2016 Archery World Cup stage 2: Andrea Vasquez
- ▶ Antalya 2016 Archery World Cup stage 3: Andrea Vasquez

- ▶ Rio 2016 Olympic Games: Andrea Vasquez, Ludivine Maitre Wicki, John Stanley (LOC)
- ▶ Rio 2016 Paralympic Games: Emily Bayci, John Stanley (LOC)
- ▶ Odense 2016 Archery World Cup Final: John Stanley, Andrea Vasquez
- ▶ Dublin 2016 World Archery Field Championships: Andrea Vasquez

II. Content

On-site event staff produced social media and website content – including translations, with support from off-site volunteers and office team – and assisted the TV team with production of Archery Fan Reporter footage and interviews.

Stories were split and targeted and specific audiences, using less-event specific content to increase longevity. Cross-platform integration was regular: Videos were embedded in relevant news pieces, with complementary social media promotion.

III. Image distribution

Getty Images distributed official pictures from all four Archery World Cup events in 2016, plus the World Archery Indoor Championships.

Getty-distributed photographs were downloaded by large organisations such as Yahoo, CNN, China Fotopress, The Hindu Group, Eurosport, First News, BSKYB, ESPN and many others.

5. Projects

I. Website

Improvements for the website continued to be rolled out during the season. Prior to the Olympic Games, a complete rework of the event results system was released, as well as a reverse cache to protect the servers.

Archery



This resulted in a total of 0 seconds of downtime during the Games, when the site reached peaks in traffic.

II. ATA Video Project

Funded by a grant from the ATA, 11 videos aimed at non-archery public and explaining the sport were released throughout the year. These videos have accrued approximately 1 million views on Facebook and 200,000 views on YouTube to date.

III. Historical Results Database

In time for the Olympic Games, results history of the event back to 1972 was entered into the database. This project needs to expand to other events in 2017.

IV. Workplace

Facebook's work-based project, Workplace, was implemented towards the end of the year to act as an intranet for World Archery. This project is under test.

6. Conclusion

Over the course of 2016, the communications department moved further towards having a stable of content-driven and integrated digital platforms, designed to create high-engagement in users.

During Rio, archery received 44% more social shares than the average sport and World Archery's social platforms grew by the second-largest amount of any sport in the Games. These aspects were a success, however the activation of those interested in archery during the event could have been improved.

The upcoming Olympic cycle towards Tokyo marks an opportunity to put archery ahead of the curve and implement systems that position archery as one of the leading sports in 2020.

7. Aims for 2017 and beyond

1. Increase between-event content output

Issue: Website usage variation

The spikes at events are incredible – but directly related to the activity in the lead up and in between events.

Improving the quality and increasing the quantity of content between events should grow our engaged fan-base and ensure our events receive better coverage. This aim is ongoing.

2. Club finder?

Issue: Activation

Our constant challenge is to convert interest in archery into action. With how to and 101 content we are already encouraging people to try archery, but the development of a destination and referral website, deeper than the new member portal, will push people to their respective member associations.

3. New application

Issue: Engagement

Push notifications and driven information is required to retain the fans already developed. A new iteration of the World Archery application, to be released sometime in early 2017, will act as the vehicle for this.



Development & Coaching Education 2016 Report

Mr Pascal COLMAIRE

3 December 2016

Below is a report on the activities implemented by World Archery's Development Department in 2017. The department also works on coach education, membership, continental associations and with some foundations.

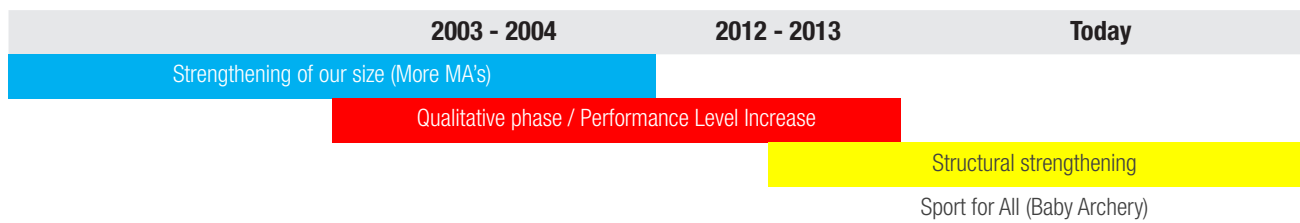
The stages of World Archery's development strategy are as follows:

At present, the department strives to strengthen structures, management and governance in federations.

This report highlights some activities, not the regular ones, such as the assistance of World Archery in equipment (donations and workshops), coaching education (courses and scholarships) and professionalisation, and planning (strategic development plan for member associations).

1. At a glance

As the last year in the Olympic cycle, 2016 was busy.



In plain colour are the main implemented steps for that period. Projects and past steps (still under implementation) are with black tasks.



On top of the usual number of projects, which continues to grow, the department worked on several areas of Olympic qualification and preparation with scholarships, training camps and equipment assistance.

Publications like the Guide of Equipment Making and the Beginner Awards Programme were revised and updates to presentations for coach trainers were also issued. An online library of resources also began development.

The transfer of activities from the Bangkok Archery Centre to the World Archery Excellence Centre in Lausanne started in July and is an ongoing process.

Continued collaboration from the staff of the World Archery Excellence Centre will be required to ensure World Archery's effectiveness in areas of development and coach education.

2. Changes in the working team

- Responsibility for the coaching committee was moved away from the department as the group's remit was redefined.
- Satakhun KOSAVINTA and CHONG Yap Lee stopped their functions at the Bangkok Archery Centre at the end of June.
- Deqa NIAMKEY left the office on 11 October 2016.

Perspectives:

- The contracts of Paul ZINSOU (World Archery development agent for West Africa) and of Ivan YOTOV (coach agent in charge of the Latin-

American Youth programme) concluded at the end of 2016.

- A budget to implement continental development agents in Africa and Oceania has been requested, to mirror the successful approach in the Americas.
- The World Archery Excellence Centre will manage future operational aspects of the department.

3. Publications

- The Beginner Award Programme was revised after a survey among users.
- The Make Your Own Equipment guide was revised with the collaboration of several coaches.
- The project to launch an E-Technical and Coaching Library was started. The tree of topics was finalised and documents and articles were collected. Some items were already uploaded.

Thank you to the three persons contracted for the three above projects; namely Nico BRETTNER (LUX), Anu UUSMAA (EST) and Alberto ZAGAMI (ITA).

- Documents for the World Archery certified coach trainers were revised.

Perspectives:

- A budget to develop an application allowing beginners to monitor their own progress and awards has been requested.
- Further revisions to coach trainer documents will be required for restricted launch in 2017.



4. World Archery Centres

- ▶ The Bangkok World Archery accredited partner centre remained in operation but on 1 July 2016 all World Archery projects were moved to the World Archery Excellence Centre. Setting the calendar of activities is an ongoing process.

Perspectives:

- ▶ The World Archery Excellence Centre calendar will continue to evolve.
- ▶ The World Archery Excellence Centre should eventually coordinate a network of World Archery Accredited Partner Centres.

5. Elite archers

- ▶ With the assistance of Olympic Solidarity, continental training camps were conducted in Africa, Americas, Europe and Oceania. The goal of these camps was either to increase the chances of the participants to qualify to the Olympic Games or to increase their level for Rio (or both).
- ▶ On top of the 30 Olympic Solidarity scholarships granted in 2015, some extra funds (from Olympic Solidarity, GSD and World Archery) were given to some qualified athletes from Fiji, Kenya, Bhutan, Sudan, Tonga and Zimbabwe.

- ▶ Individual training camps were arranged and/or equipment assistance offered to some qualified athletes from Fiji, Ivory Coast, Iraq, Kenya, Sudan and Zimbabwe.

- ▶ Allocation of the tripartite invitation places to Rio 2016.

- ▶ World Archery assisted the training programme of young archers from some countries of Latin America (an ongoing project since 2011), including Argentina, Colombia, Guatemala, Paraguay, Peru, Puerto Rico and Venezuela.

Perspectives:

- ▶ Olympic Solidarity scholarships will be sought for the 2018 Youth Olympic Games.
- ▶ With the assistance of Olympic Solidarity, continental camps should be organised ahead of the 2018 Youth Olympic Games (probably only in 2018).
- ▶ There will be a drive to establish a base of elite youth athletes in Oceania and Africa (from 2017).

6. Coach Training

- ▶ Several national coaches have benefited from Olympic Solidarity continental training camps.
- ▶ Other coaches (from Bangladesh, Estonia, Israel, Philippines and Uganda) benefited from



a scholarship from various partners including International Coaching Enrichment Certificate Program (ICECP), International Sport Relations Foundation (iSR) and Programme d'Appui International au Sport Africain et des Caraïbes (PAISAC).

- For the first time a coach trainer course was successfully conducted in Africa and in Chinese Taipei upon request.

Perspective:

- Bespoke training should be offered to coaches at the World Archery Excellence Centre.

7. New member associations

Andorra, Burkina Faso, British Virgin Islands, Democratic Republic of Congo, Djibouti, Madagascar, Turkmenistan, and Togo became temporary members of World Archery in 2016.

8. Budget of continental archery associations

On top of the World Archery Plan, customised guidelines detailing how to apply for budgets was sent to World Archery's continental associations.

Perspective:

- Renew these guidelines annually and redefine according to progress indicators from each continental archery association.

9. Changes in the 2017-2020 Olympic Solidarity programmes

The National Olympic Committees were informed of the revised Olympic Solidarity programmes in December 2016, with international federations to follow in January 2017. Two significant changes are expected:

- The possibility of associating some modules over a couple of days, to the Technical Course for Coaches. For instance, module about rules or generic sport subjects. These modules could be open to participants external to the coaching course.
- The Tokyo 2020 scholarships for athletes will start one year earlier than those for 2016 Rio; from 1 July 2018.

10. Thanks

- To the entire World Archery staff and particularly to Deqa NIAMKEY, Paul ZINSOU, Sergio FONT, CHONG Yap Lee, Satakhun KOSAVINTA and Ivan YOTOV.
- To the coaches and World Archery certified coach trainers.
- To the organisers and coordinators of development and coaching events.

Clean Sport

1. Testing Programmes

I. Out-of-Competition

In 2016, 58 tests were completed out-of-competition (40 in 2015). Steroidal profile monitoring was applied to all athletes. Cooperation with National Anti-Doping Organisations (NADOs) continued, especially in areas of test planning and information sharing, thanks to their increased usage of the Anti-Doping Administration and Management System (ADAMS).

II. In-Competition

In 2016, 183 tests were completed at Hyundai Archery World Cup stages and the Final, Continental and World Archery Championships:

African Championships (OQT)	6
Hyundai Archery World Cup Stage 1 (CHN)	10
Hyundai Archery World Cup Stage 2 (COL)	10
Hyundai Archery World Cup Stage 3 (TUR)	46
World Archery Indoor Championships (TUR)	35
Oceania OQT (TON)	5
European Para Championships (FRA)	10
Panamerican Championships (CRC)	12
European Youth Championships (ROM)	14
European 3D Championships (SLO)	10
Hyundai Archery World Cup Final (DEN)	10
World Field Championships (IRL)	15

All tests were recorded into ADAMS.

Athletes selected for urine sample collection at the events listed above were also tested for alcohol through breath analysis.

In addition, testing took place at other international events: Olympic and Paralympic Games, World Ranking Events and Grand Prix.

2. Registered Testing Pool

In 2016, 25 archers representing nine member associations were listed in the registered testing pool, including two para athletes.

In 2016, the following athletes were included:

- ▶ The World Archery Para Champions
- ▶ The top three compound individuals after the Hyundai Archery World Cup Final
- ▶ The top four recurve individuals after the Hyundai Archery World Cup Final
- ▶ The team and individual World Archery Champions
- ▶ Any athlete included at the discretion of the Medical and Sports Science Committee throughout the year

3. Whereabouts management

Training on ADAMS was given individually, on request, using email and phone by the Doping Free Sports Unit (DFSU).

The whereabouts request/submission procedure is as follows:

1. Athletes provide whereabouts every three months. A notification is sent to all registered testing pool athletes and member associations to remind them whereabouts information can be submitted for the next quarter onto ADAMS. This notification is issued at least one month before the deadline (the deadlines for 2016 were 20 December 2015, 25 March 2016, 25 June 2016 and 25 September 2016).
2. No additional reminder is sent after the deadline. As soon as the quarter begins, filing failures are issued against athletes who have not complied with the requirements. Athletes are given a chance to explain the reason for the failure to comply, then a decision is taken on whether the whereabouts failure is justified. In any case, athletes must provide



whereabouts information at this stage, otherwise they may be immediately issued with another filing failure.

3. Any whereabouts information received is automatically shared with WADA and the relevant NADO.

This procedure proved to be successful as World Archery reached 100% whereabouts information submission rate every quarter and only two athletes received a filing failure.

Four missed tests were reported in 2016. (This concerns athletes that were not available for testing within their daily one-hour slot provided in their whereabouts.)

4. Therapeutic Use Exemption (TUE) Management

The World Archery TUE Panel included two independent members and World Archery Medical and Sports Science Committee member Dr Martin BAUER as chair. The Panel also included a para archery sports medicine expert, when possible for TUE cases involving athletes with impairments.

In 2016, 78 (36 in 2015) TUEs were granted in archery (10 directly granted, three recognised based on the principle of mutual recognition with NADOs and 65 granted by NADOs).

5. Results Management

Table 1 summarises the 13 results management cases for 2016. Three cases resulted in a sanction, six were dismissed because of TUEs and four are ongoing.

6. Education and Information

An outreach programme took place in Turkey during the Hyundai Archery World Cup stage in Antalya, aimed at the coaches.

In partnership with WADA, World Archery continued to promote its “Shoot Clean! – Say No! to Doping” campaign. The aim is to display World Archery’s commitment to the fight for clean sport through a visible, modern and eye-catching design. It aims to heighten awareness of athletes worldwide, from beginner to elite level, to the importance of shooting clean, with respect and through fair play.

World Archery delivers information and develops clean sport awareness among its stakeholders through the distribution of the World Archery newsletter, Clean Sport section of the website and promoting the existing WADA Education tools.

World Archery promoted the Coach True online tool. These tools are used in coaching courses and directed at young registered testing pool and Olympic Solidarity athletes.

Table 1 – 2016 Adverse Analytical Findings

Country	Gender	Testing Authority	Status	Class and Substance
CAN	M	International	2 years starting 19 May 2016	S6. Stimulants, oxilofrine (methylnephrine)
GUA	M	International	1 year starting 12 May 2016	S1.1A Exogenous AAS, Clostebol
ITA	M	National	8 years from 26 Feb 2016	Trafficking



162 Member Associations

Correct as of 31 December 2016

World Archery Africa

34 members

ALG	Algeria
BEN	Benin
BUR	Burkina Faso
CAF	Central African Republic
CHA	Chad
CIV	Ivory Coast
CMR	Cameroon
COD	Democratic Republic of the Congo
COM	Comoros
DJI	Djibouti
EGY	Egypt
GHA	Ghana
GUI	Guinea
KEN	Kenya
LBA	Libya
LBR	Liberia
MAD	Madagascar
MAR	Morocco
MAW	Malawi
MLI	Mali
MRI	Mauritius
NAM	Namibia
NGR	Nigeria
NIG	Niger
RSA	South Africa
RWA	Rwanda
SEN	Senegal
SLE	Sierra Leone
SOM	Somalia
SUD	Sudan
TOG	Togo
TUN	Tunisia
UGA	Uganda
ZIM	Zimbabwe

World Archery Americas

32 members

ARG	Argentina
BAH	Bahamas
BAR	Barbados
BER	Bermuda
BOL	Bolivia
BRA	Brazil
CAN	Canada
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DOM	Dominican Republic
ECU	Ecuador
ESA	El Salvador
FLK	Falkland Islands
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
ISV	Virgin Islands
IVB	British Virgin Islands
MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
USA	United States of America
VEN	Venezuela

World Archery Asia

34 members

BAN	Bangladesh
BHU	Bhutan
CHN	People's Republic of China
HKG	Hong Kong, China
INA	Indonesia
IND	India
IRI	Islamic Republic of Iran
IRQ	Iraq
JPN	Japan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KOR	Korea
KSA	Saudi Arabia
KUW	Kuwait
LAO	Lao People's Democratic Republic
LIB	Lebanon
MAC	Macau
MAS	Malaysia
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
PAK	Pakistan
PHI	Philippines
PRK	Democratic People's Republic of Korea
QAT	Qatar
SIN	Singapore
SRI	Sri Lanka
THA	Thailand
TJK	Tajikistan
TKM	Turkmenistan
TPE	Chinese Taipei
UAE	United Arab Emirates
UZB	Uzbekistan
VIE	Vietnam

World Archery Europe

51 members

ALB	Albania
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BEL	Belgium
BIH	Bosnia and Herzegovina
BLR	Belarus
BUL	Bulgaria
CRO	Croatia
CYP	Cyprus
CZE	Czech Republic
DEN	Denmark
ESP	Spain
EST	Estonia
FIN	Finland
FRA	France
FRO	Faroe Islands
GBR	Great Britain
GEO	Georgia
GER	Germany
GRE	Greece
HUN	Hungary
IRL	Ireland
ISL	Iceland
ISR	Israel
ITA	Italy
KOS	Kosovo
LAT	Latvia
LIE	Liechtenstein
LTU	Lithuania
LUX	Luxembourg
MDA	Republic of Moldova
MKD	F.Y.R.O. Macedonia
MLT	Malta
MNE	Republic of Montenegro
MON	Monaco
NED	Netherlands
NOR	Norway
POL	Poland
POR	Portugal
ROU	Romania
RUS	Russian Federation
SLO	Slovenia
SMR	San Marino
SRB	Serbia
SUI	Switzerland
SVK	Slovakia
SWE	Sweden
TUR	Turkey
UKR	Ukraine

World Archery Oceania

11 members

AUS	Australia
FIJ	Fiji
FPO	Tahiti
KIR	Kiribati
NFI	Norfolk Islands
NZL	New Zealand
PLW	Palau
PNG	Papa New Guinea
SAM	Samoa
TGA	Tonga
VAN	Vanuatu



Corporate and Constitutional Activities Report

1. Constitution and Rules

Constitution and rules administration includes consultation, liaison work, translations, publications in liaison with the Constitution and Rules Committee, the Secretary General, relevant committees and their office liaisons, and the World Archery communications department. In 2016 there were:

- ▶ 11 approved bylaws
- ▶ 13 official interpretations

2. Official Meetings and Committee Liaisons

The Executive Board met twice in 2016. In addition, World Archery office staff members acted as ex-officio liaisons to the various World Archery committees as well as providing administrative assistance and follow-up support, preparing meetings or offering advice and active participation to committee meetings according to their responsibilities. As was done in 2014, World Archery held a joint committee meeting in Lausanne to improve communication between committees.

Field Archery Committee	10-12 January	Lausanne (SUI)
Finance and Audit Board	5-6 March	Lausanne (SUI)
Classifiers	11-12 April	Lausanne (SUI)
Executive Board	8 August	Rio de Janeiro (BRA)
Finance and Audit Board	6-8 November	Lausanne (SUI)
Committees Meeting	29 Nov- 3 Dec	Lausanne (SUI)

1. Coaches
2. Athletes
3. Target Archery
4. Constitution and Rules
5. Technical
6. Field and 3D Archery
7. Medical and Sport Science
8. Para Archery
9. Judges
10. Classifiers

Executive Board	2-3 December	Lausanne (SUI)
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Finances

All figures in this report are based on the PWC audited report of 2016. Furthermore, the financial statements are prepared in accordance with the new accounting law which came into effect in 2015. These numbers have yet to be approved by the 2017 World Archery Congress in Mexico City (MEX) in October.

This report is therefore to be considered for informational purposes only: it should not be considered as a report approved by Congress or the Executive Board. The currency employed in this report is Swiss Francs (CHF) because World Archery uses CHF as the currency reference for all matters related to its finances.

As is evident from the Income 2016 chart above, most of World Archery's income in 2016 was related

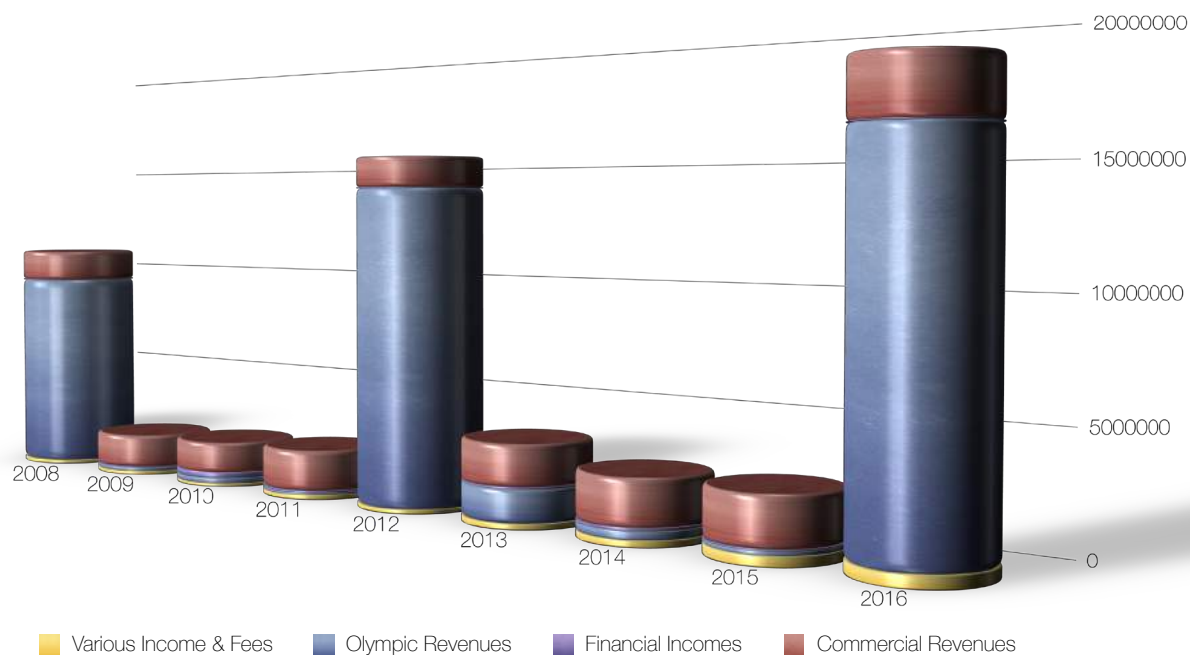
to Olympics revenues. This is to be expected for an Olympic Year. The commercial revenues combine cash income and value-in-kind revenue.

The federation was able to convert most USD from the Olympics income to CHF at rates averaging 0.99.

Also in 2016, various income & fees increased by 17.12% compared to 2015, thanks to Associate members fees and other event services.

The financial revenues in 2016 decreased by 22.27% compared to 2015 and World Archery had a return on investments of -1.48% in 2016 compared to -0.27% in 2015. This is linked to the fact that as planned we had cash flow issues due to a lack of return of investments in the current difficult economic climate.

I. Income in CHF



The increase of 6.93% in administration expenses is mainly linked to staff costs and office projects and activities.

In 2016, operating expenses increased by around 8.81% on the previous year. World Archery had significant expenses in consulting, joint committee meetings, event toolbox and event services. In 2013, World Archery hosted two World Archery Championships, and operated at the Olympics and Paralympics, which of course generates a certain amount of expenses. The Olympic Games in Rio had a significant cost +56.68% compared to the one in London.

The cost of TV production decreased by 24.48% and TV distribution increased by 9.09% compared to 2015.

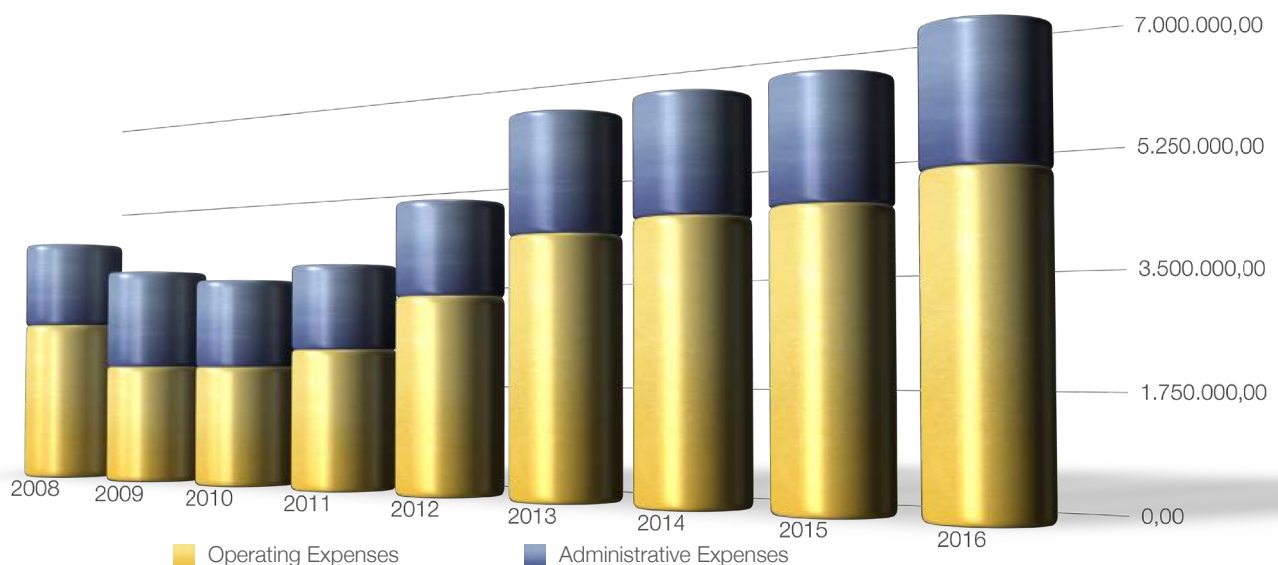
In other parts of this annual report, you can see the positive impact that additional television production

and distribution has had on World Archery's image. This increased television presence was necessary in order to deliver what was promised to the organisation's partners. Furthermore, World Archery generated income from the TV rights, especially in Korea, while establishing excellent relations with Eurosport which has led to our contract being renewed for the campaign 2017-2020

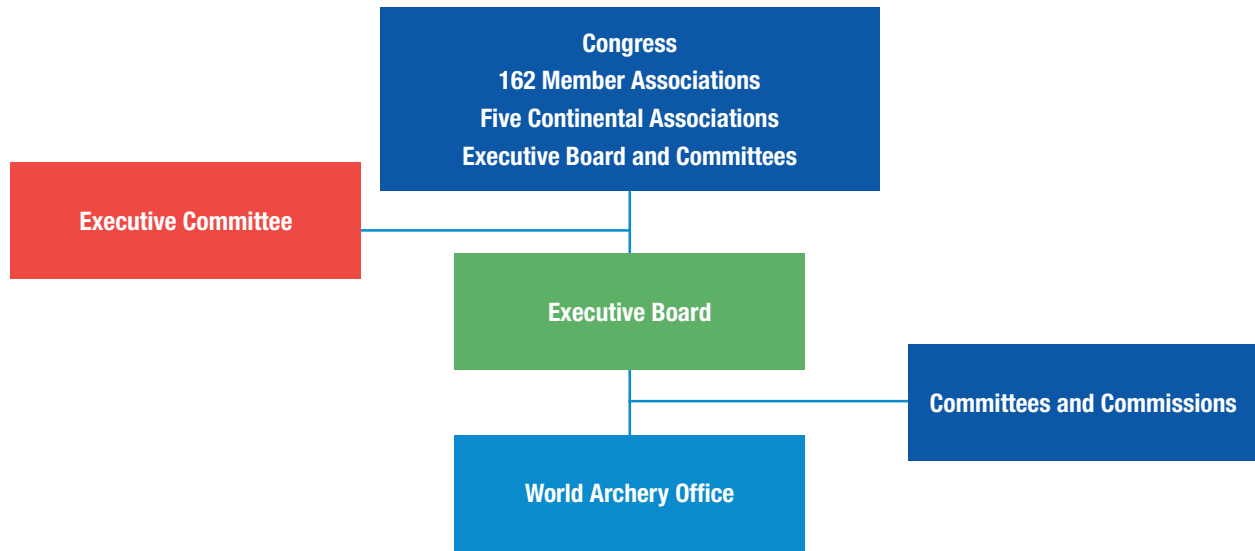
For 2017, strict budgetary control and financial procedures continue to be observed to ensure that World Archery will preserve and generate adequate financial reserves for the future.

It is critical that we monitor expenses and that the organisation generates more revenue. Priority goals remain to make major events self-sufficient and to increase revenue especially by obtaining broad-based sponsors.

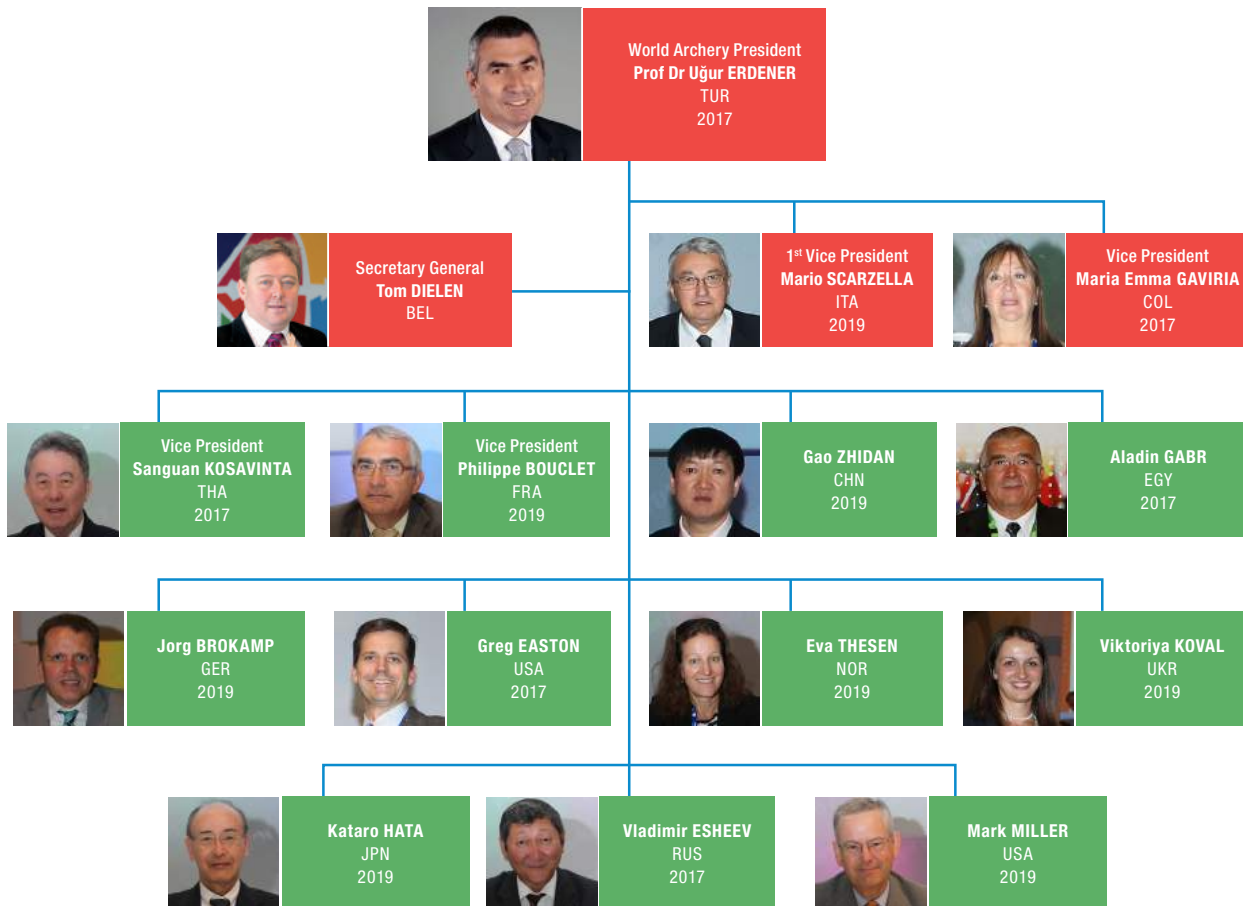
II. Expenses in CHF



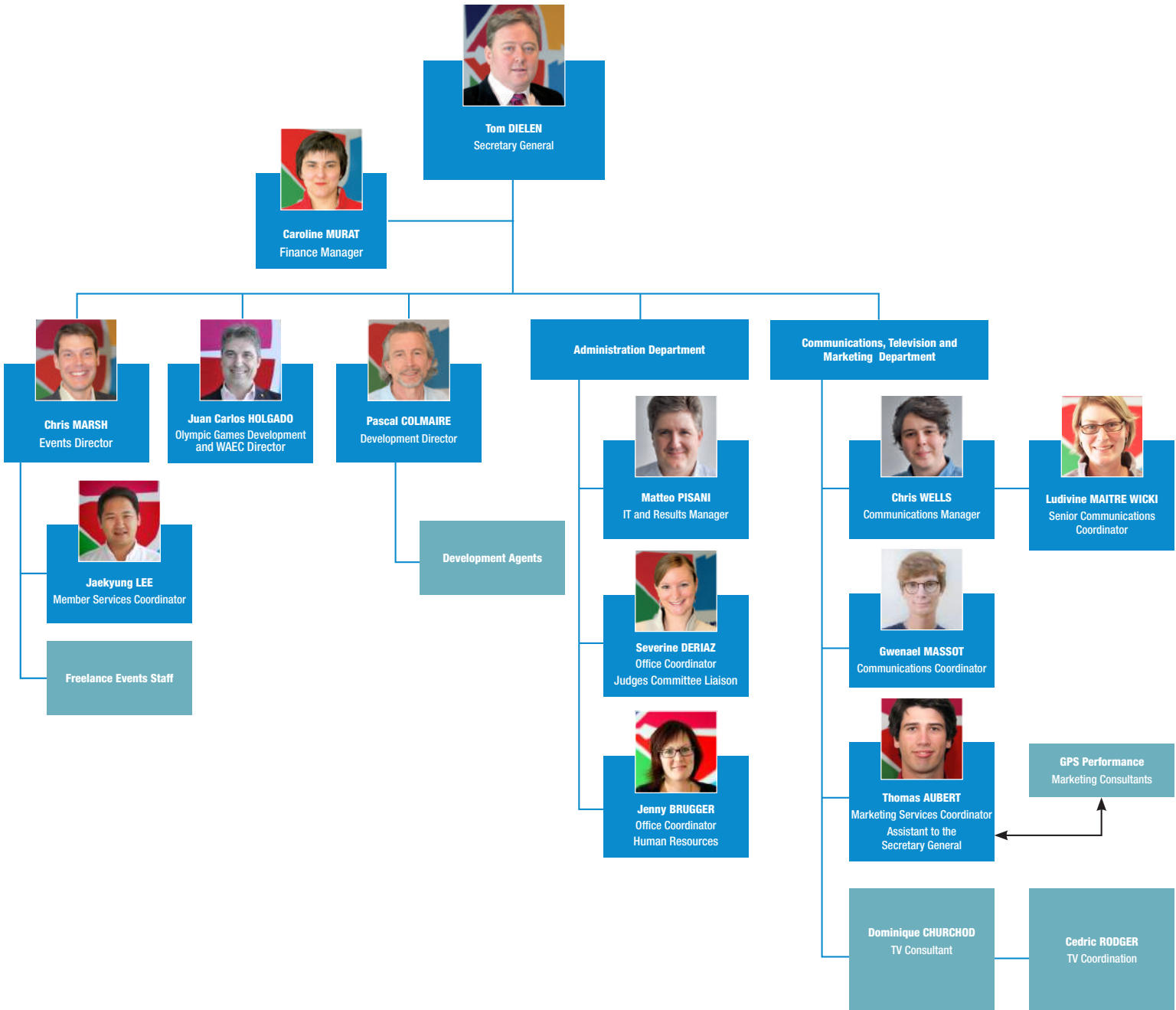
World Archery Structure



World Archery Executive Board



World Archery Office





Tom DIELEN (SUI) – tdielen@archery.org

Secretary General

After graduating with a Master of Engineering in IT, Tom DIELEN worked for SWIFT in the financial sector. In 1996 he became Executive Director of World Archery, moved the organisation's headquarters from Milan to Lausanne and began developing its structure with a permanent staff. In 2002, Tom left to join WADA, where he was Director of the European Office and in charge of International Federation relations.

Tom re-joined World Archery in 2005 as Secretary General and Executive Director. These two roles were combined at the 2007 Congress into the Secretary General position. He competed at national level in archery and has been national champion in several disciplines.

Responsibilities:

- ▶ General Management of World Archery and office operations
- ▶ Assisting the President in representing World Archery in the Olympic Family
- ▶ Approving and distributing Congress and Executive Board Minutes and implementing resolutions
- ▶ TV and media production arrangements (contract and budget), interfacing with external associations, human resources (benefits), strategic plan, interpretations of rules, World Archery Doping Free Sports Unit – Results Management
- ▶ Liaison to the Executive Board, Executive Committee, World Archery continental and member associations, Constitution & Rules Committee, Board of Justice & Ethics and to the Olympic Family

Office and Administration Department



Matteo PISANI (ITA) – mpisani@archery.org

IT Manager

An experienced developer and programmer, Matteo is well known for his work on lanseo, with FITArco – the Italian archery federation – and World Archery Europe. He joined World Archery at the start of 2014 and is responsible for managing results, scoring and timing, databases, developing current and implementing new technologies throughout the organisation.

Responsibilities:

- ▶ Results, timing and scoring: Delivering on-venue results at World Archery events and managing timing and scoring team
- ▶ IT strategy
- ▶ Database management
- ▶ New technologies



Caroline MURAT (FRA) – cmurat@archery.org

Finance Manager (60%)

After graduating in Business Administration and Management from a university in English, Caroline worked for various international companies in different industries in Europe and America. At World Archery, she is responsible for all accounting tasks from creditors, debtors, cash flow requirements to producing quarterly reports. Then, on an annual basis she prepares and presents to the Finance & Audit Board the budget and she is the main point of contact with auditors.

Responsibilities:

- ▶ Financial records
- ▶ Budget preparation and presentation
- ▶ Insurances (financial aspect)
- ▶ Contact point with Auditors and other administration



Séverine DERIAZ (SUI) – sderiaz@archery.org

Officer Coordinator – including Judges Committee Administration (50%)

After graduating in trade and economy, Séverine studied tourism and obtained the International Air Transport Association Certification. She worked for five years as a Business Travel Consultant for Carlson Wagonlit, one of the leading agencies in business travel, before joining World Archery in 2009. Séverine is passionate about sports and practised synchronised skating for several years. She also likes traveling, which she enjoys on World Archery events. Among her duties are Judges Committee administration, handling of world records and high performance awards and several other office activities.

Responsibilities:

- ▶ Front desk operations,
- ▶ Suppliers
- ▶ Travel and accommodation
- ▶ Judges Committee administration



Jenny BRUGGER (SUI) – jbrugger@archery.org

Office Coordinator – including Human Resources (50%)

After obtaining the International Air Transport Association Certification in 2002, Jenny worked as a Business Travel Consultant for Carlson Wagonlit for 10 years in different cities over Switzerland. The last was Lausanne in Maison du Sport International, where World Archery has its office. Jenny likes sport in general and takes care of her three children during her free time. Since October 2011 she taken approached this new professional challenge and with a motivation, a smile and commitment.

Responsibilities:

- ▶ Front desk operations
- ▶ Suppliers
- ▶ Travel and accommodation
- ▶ Human Resources
- ▶ Athletes Committee and athletes election coordination

Events Department



Chris MARSH (GBR) – cmarsh@archery.org

Events Director

A former British champion and record holder, Chris has competed from club to world championship level across five continents, representing both Great Britain and Switzerland. Previously worked as a Sales Director for Eastern Europe for an English Language Provider and the Archery Competition Manager for the London 2012 Olympic and Paralympic Games. He joined World Archery after the conclusion of the London Olympics.

Chris works with a wide variety of Local Organising Committees in all areas of event planning and delivery.

Responsibilities:

- Event coordination, from bid to delivery
- Event logistics
- Timing, scoring and results systems, look and protocol, entries and accreditations
- Federation live event production management
- Event management delivery and operations
- Advice and guidance for present and future organising committees
- Event bidding and contracts
- Event documentation and manuals
- Assisted by a freelance Events Manager



Jaekyung LEE (KOR) – jklee@archery.org

Member Services Coordinator and Events Assistant

Jaekyung graduated from Central Saint Martin's College of Art and Design in London with a degree in Product Design. Although art is a keen interest of his, Jaekyung gained a passion for sports after London 2012 – where he got to experience the power of the Olympic Games. He soon moved to Switzerland to study for an AISTS Masters in 2014.

Responsibilities:

- Follow up on Strategic Plan and Management Seminar
- Logistics for events and projects
- WAREOS (Online Registration System)
- Para archery and classification
- Follow up with Events Department activities
- Assistant to the Events Director in all departmental activities

Development Department



Pascal COLMAIRE (FRA) – pcolmaire@archery.org

Development and Education Director

A former Physical Education Teacher, Pascal was also national archery champion a dozen times, and European and world champion in team events. Pascal extended his archery career as national coach or technical director in three countries. He has since conducted training camps and coaching courses in all continents and many countries.

As well as developing several training aids and coaching materials, Pascal has been a technical delegate for several international archery events up to the Olympic Games.

Since 2000, Pascal has headed development for World Archery in collaboration with some partners such as Olympic Solidarity, various foundations, continental archery associations and FIDTA – and been in charge of coach education.

Responsibilities:

- Coaches and development projects
- Management of development and coaching staff, continental liaisons and committees
- Equipment assistance program
- Managing the collaboration with external development partners
- Affiliations
- Strategy and governance of member associations
- Olympic preparation and invitations



Juan Carlos HOLGADO (ESP) – jcholgado@archery.org

Olympic Games, Development Projects and WAEC Director

Juan Carlos holds a Master of Management and Administration of Sport, Polytechnic University of Madrid and a License in physical education and sports, Polytechnic University of Madrid. He joined World Archery as Events Manager in October 2004, after serving as Technical Operations Manager at the Athens 2004 Olympic Games. The Spaniard already had previous significant experience in events, as organiser, coach and competitor.

Six-time senior national champion, JC is also a four-time Olympian (athlete in 1988 and 1992, coach in 1996 and 2000). His sports career culminated when he became team Olympic Champion on home soil at Barcelona 1992.

Juan Carlos has run or participated in more than 200 archery seminars in all levels and helped to develop and grow archery around the World with Olympic Solidarity, World Archery and regional-national courses.

Responsibilities:

- Primary liaison with OCOGs for bidding, planning and delivery of Olympic World Archery events
- Specific Development Projects such as the Master Plan for Rio, the World Archery Gala and the Indoor Archery World Cup
- Construction, delivery and operations of the World Archery Excellence Centre in Lausanne (opening 2016)

Communications and Marketing Department



Chris WELLS (GBR) – cwells@archery.org

Communications Manager

After a run in the publishing industry, working as a member of the creative staff on niche sports magazines, Chris worked in services for the competition department at archery at the London 2012 Olympic and Paralympic Games. He began working for World Archery as a freelancer in 2013 and assumed the role of Communications Manager at the start of 2014.

He made a grand return to the competition field when he shot The Vegas Shoot in 2015, after taking a short sabbatical as an athlete... but makes no promises that it will become a regular occurrence.

Chris works on all aspects of World Archery's communications strategy, online platforms, press interaction, events and producing various publications throughout the year.

Responsibilities:

- ▶ Communications strategy and implementation
- ▶ Online platforms, including website and social media
- ▶ Publications
- ▶ Event communications
- ▶ Press releases and liaison



Gwenael MASSOT (FRA) – gmassot@archery.org

Communications Coordinator

After graduating in Multimedia Communications and Web Design, Gwenaël has built an experience in the audiovisual field, as a cameraman, drone pilot and editor.

He is passionate about new technologies, cinema, music and sports (he has practiced football in a club for over 10 years).

After several internships in video production, Gwenaël joined World Archery in 2016 to the communication service as Video Coordinator.

Responsibilities:

- ▶ Manage World Archery YouTube Channel
- ▶ Primary point of contact for Toolbox projects
- ▶ Create/curate and edit video content for World Archery platforms
- ▶ Manage World Archery video catalogue
- ▶ Support other Communications Department projects



Ludivine MAITRE WICKI (SUI) – lmaitre@archery.org

Senior Communications Coordinator

With petanque (boules) as Ludivine’s main sports background – since 1988, and she was a member of the national team (as junior then woman) from 1995 till 2009 – she can boast a trophy cabinet that includes both European and world medals, as well as several national titles.

Ludivine became a mother in 2009, and still competes – although less than before – in petanque, and is also a pastime archer.

A University degree graduate in English Linguistics and Literature and Social Communications, she started as World Archery Administration Officer in April 2003 before later moving to the role of Communications Officer.

Responsibilities:

- ▶ Content production for new media and traditional platforms
- ▶ Newsletter publication
- ▶ Coordination of all French language activity
- ▶ Contacts database management
- ▶ Online calendar management



Thomas AUBERT (FRA) – taubert@archery.org

Marketing Services Coordinator

After graduating in Business Administration (Logistics) and a successful career as an archer in the French national team (world team silver medallist in 2009), Thomas joined World Archery as intern and later as the Assistant to the Secretary General.

In 2015, he became World Archery’s full-time Marketing Services Coordinator while continuing his role as Assistant to the Secretary General for rule matters.

Responsibilities:

- ▶ Laws, bylaws and interpretations of rules
- ▶ Quality control of information and documents for Congress, Executive Board and Executive Committee meetings.
- ▶ General assistance to the Secretary General
- ▶ Sponsorship programs for the archery manufacturing industry
- ▶ Coordination of marketing services in collaboration with external agency



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1007 Lausanne
Switzerland

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F : +41 21 614 3055

