

A large, stylized gold boxing ring graphic that frames the central text. The ring is composed of several horizontal bars of varying lengths, creating a circular shape with a white center.

**WORLD BOXING**  
**STRATEGIC PLAN**  
**2023 to 2028**

# TABLE OF CONTENTS

Section	Page
Executive Summary	3
1. World Boxing as a Business	5
2. Boxing as a Core Business Product	6
3. World Boxing Corporate Governance	8
4. World Boxing Strategic Focus	9
5. World Boxing Strategic Goals	11
6. Implementing the Strategic Action Plan for Boxing	14
7. Market Analysis	28
8. Marketing of Boxing Products	30
9. World Boxing Organisational Management	31
10. Financial Requirements	33
11. World Boxing Performance Measurements	34

## EXECUTIVE SUMMARY

World Boxing is a non-profit organisation registered in Switzerland. The goal is to be a recognised Olympic International Sports Federation. Due to its recent turbulent past in world sport, the responsibilities, tasks and subsequent workload on the boxing community has meant dynamic changes required in the administration and management of the sport. It is imperative that World Boxing operates differently than previous organisations and needs to remain relevant, credible and respected to the sport and its stakeholders.

The ultimate objective for World Boxing is that boxing remains on the Olympic Programme for the benefit of boxers worldwide. World Boxing will provide principled leadership to its members and is committed to delivering five key pledges that will safeguard the future of both the sport and its athletes worldwide.

### **World Boxing will:**

- ❖ Keep boxing at the heart of the Olympic movement;
- ❖ Ensure the interests of boxers are put first;
- ❖ Deliver sporting integrity and fair competitions;
- ❖ Create a competition structure designed in the best interests of the boxers;
- ❖ Operate according to strong governance standards and transparent financial management.

The World Boxing Executive Board will present the World Boxing's Strategic Plan to the World Boxing Congress. The Strategic Plan and the associated operational tasks will be regularly assessed and reviewed by the Executive Board.

The Strategic Plan will be used to ensure World Boxing's Governance policies are adhered to and that the values and principles of the organisation are followed to ensure the organisation is effective and efficient in its governance and management of the sport of boxing. The key areas are:

- World Boxing must fulfil its duty to protect the boxers, and put their welfare at the forefront of all decisions. All boxers competing in boxing must have the assurance that they are competing on a level playing field and that people are not cheating to determine a certain result. To this end, World Boxing must impose the highest standards for anti-doping, anti-corruption, and manipulation of competitions throughout the organisation and the sport to ensure fair play in all competitions.

- The business opportunity for World Boxing is to expand its product on all types of broadcast and social media. TV and digital exposure are paramount in engaging the general public and enthusiasts to maintain the sport at an international level. The aim is to remain as an Olympic sport ensuring the sport is fair, void of any scandals being led in a transparent and ethical way. Boxing needs to be easier to understand and exciting to watch to engage a larger global audience.
- World Boxing's main products are the competitions and boxers that are controlled under World Boxing rules. All decisions and projects must have the boxer as the primary focus.
- World Boxing is committed and will introduce transparent, ethical and credible good governance practices for decision making and management of the sport. By implementing these practices, World Boxing must be credible and reliable in organising non-controversial competitions which give boxers the ability to showcase the sport in the best manner possible. All competitions should include boxer wellbeing protocols, as well as promoting and activating environmental and sustainable practices.
- The Marketing Strategy for World Boxing is defined with the broadcasting and social media development as a main commodity for attracting sponsorship. World Boxing's focus is on extending social media and broadcasting reach/viewership as well as extending broadcasting sales. Securing corporate sponsorship will be based on companies benefiting from the broadcasting exposure and promoting similar brand values and practices.
- World Boxing headquarters need to expand to be a relatively small highly dedicated and experienced professional staff that manage the operations of the organisation, under the responsibility of the Secretary General. The headquarters will closely collaborate with the elected Executive Board. The Executive Board members are extremely important in providing direction and constructive feedback to the headquarters in order to shape the direction of the sport.
- **The main World Boxing Strategic Objectives for the period 2023 to 2028 are:**
  - **Establish World Boxing as a recognised credible organisation**
  - **Best practice governance**
  - **World standard competitions**
  - **Increase worldwide media exposure of boxing**
  - **Achieve financial stability and sustainability**

## SECTION ONE

### WORLD BOXING AS A BUSINESS

World Boxing has the objective to be a global governing body for Olympic style boxing as recognised by the International Olympic Committee and Association of Summer Olympic International Federations (ASOIF). It seeks to provide leadership and a sustainable framework for global development of boxing around the world. This includes the delivery of international competitions pursuing a universal set of rules based upon core ethical values and mutual respect applying equally to all its members.

World Boxing was founded in 2022 and is currently the newest international sports organisation. World Boxing is made up of the national members who elect a President and an Executive Board to run the organisation. There are currently 22 national federation members.

The World Boxing Headquarters is currently located in Lausanne, Switzerland.

Alongside the World Boxing Headquarter professional staff, there are several technical Committees and Commissions that help to fulfil the duties for the sport giving advice and which carry out specific tasks related to competitions, governance oversight, rules of competitions and the general wellbeing of the sport.

Boxing has been a core sport of the modern Olympic Games and is arguably the main traditional combat sport currently on the Olympic Programme. However, in recent years the turmoil and mismanagement of the sport has led to questions being asked about the sports position on the Olympic Programme as well as the integrity of those that have run in the sport in the past. The primary objective of World Boxing is to keep boxing on the Olympic Programme managed by a credible, transparent and highly ethical organisation accountable to its members and boxers.

## SECTION TWO

### THE CORE BUSINESS PRODUCT OF BOXING

The advantage of boxing is that it is a core sport of the Olympic Games and uniquely measures directly the combat of competitors. The cultural diversity and world reach of the sport is generally under promoted and leaves much potential untapped.

Boxing is probably the largest mass participation combat sport worldwide and has well documented mental and health benefits for all ages.

The recent negative attention to boxing and the previous International Federation has had a marked impact and the business must therefore realign itself and represent itself in a transparent, honest, fair and robust way putting the interest of the boxers first.

Boxing has incredible popularity and potential which mass audiences can appeal to.

There are many attractive personal stories in boxing on the road from “rags to riches”, and as a sport it can transform people’s lives for the better through the acronym,

#### **HOPE:**

**H – HONESTY** – Act truthfully, transparently and with integrity and dignity for the sport;

**O – OPENNESS** – Accessibility, solidarity and diversity means that all walks of life are accepted in the sport;

**P – Purpose** – Perseverance, persistence and motivation are all required traits in boxers as it is a tough sport. Commitment, dedication and discipline are required in order to succeed.

**E – Excellence** – To strive for excellence and the rewards associated with success. Training, dedication and overcoming challenges and adversity are core to Boxing. Boxing promotes both mental and physical wellbeing.

#### **Analysis of World Boxing and its core business**

##### **Current Situation**

The recent impact of Covid 19 certainly increased the popularity of fitness worldwide. Boxing has seen a growth in popularity over the last few years especially in areas such as training, recreational fitness and women boxing. The key strategy for World Boxing is how to capitalise on this growth whilst improving the credibility of the organisation and safeguarding the health of the boxers.

World Boxing needs to improve the sport's commercial model and bring the competitions alive more, including a more understandable way of following the sport. Innovative media promotions and sports presentation would benefit the sports image significantly. World Boxing needs to be vigilant and constantly striving for fair competitions without manipulation.

### **Key Product and Market Issues**

Boxing is one of the few sports that is truly global and can be practiced anywhere. The largest markets include USA and China. Potential large territories like India and Brazil could be capitalised to increase the sports exposure. Whilst the negative issues surrounding boxing recently has affected the sport it is possible that the global interest in the sport can be translated into popularity and media exposure in these territories with the right strategy.

Development of the sport in Pan-America, Asia and Africa requires a measured logical strategy focusing on education and boxer pathways to better performances to raise the standards of the sport in targeted countries.

### **Key Business Strategies**

- Determine growth and viability in territories to attract new boxers.
- Create links to the boxing and the related fitness industry.
- Coaching and education across the sport to keep doping out of the sport.
- Establish cross over sports participation of existing athletes in and out of boxing.
- Systematic and objective management of the competition programme for World Boxing.

## SECTION THREE

### CORPORATE GOVERNANCE

#### **World Boxing Corporate Structure 2022:**

The World Boxing structure is determined by the World Boxing Congress and is detailed in the World Boxing Statutes.

#### **Board of Directors - Size and Composition**

19 Members

World Boxing President

World Boxing Secretary General (ex-officio)

First Vice President

Second and third Vice Presidents

4 Executive Board members

5 Continental Federation Representatives

2 Boxers from the Athlete Committee (One (1) male, one (1) female)

1 Chair of Sport and Competition Committee

1 Chair of Finance and Audit Committee

1 Chair of the Medical and Anti-doping Committee

#### **Duties and Responsibilities of the Board**

To give strategic direction and guidance to the sport through the World Boxing Headquarters and to fulfil the duties as outlined by the World Boxing Congress.

#### **Board Performance**

Currently no set performance indicators are set for World Boxing Executive Board members.

#### **Advisors to the Board**

No specific advisors in place at this time.



## **SECTION FOUR**

### **WORLD BOXING STRATEGIC FOCUS**

#### **The Aim of this Plan**

The overall objective for World Boxing is to have transparent, fair and ethical leadership with a focus and direction to achieve credibility and stability of boxing. Ensuring boxing keeps its position in the Olympic Programme is of primary and critical importance. The improvement in boxing exposure to mass media and the general public around the world is key to the improvement and further development of the sport.

#### **World Boxing Vision is to:**

**INSPIRE AND ENGAGE PEOPLE TO PURSUE A PASSION FOR BOXING THROUGH INTEGRITY AND EXCELLENCE**

#### **The World Boxing Mission**

To provide an inclusive and sustainable global sporting structure based on strong governance and transparent financial management, where boxers worldwide can compete and excel knowing that the integrity of the sport is guaranteed and competition is fair.

#### **Core Organisational Competencies**

- ❖ Vision
- ❖ Team work
- ❖ Systematic assessment and evaluation
- ❖ Transparent decision making
- ❖ Accountability of elected and non-elected stakeholders

## World Boxing Core Values

World Boxing’s key organisational values that must be practiced by stakeholders at all times are:

### **Integrity and Fair Play**

To consistently act in accordance with high ethical values and demonstrate mutual respect and honesty. Ensure clean sport is guaranteed at all times.

### **Honesty**

To lead and take responsibility of the collective ownership of the sport by showing initiative through utilisation of best practices in the industry through transparent and open processes.

### **Excellence**

To achieve high standards for all World Boxing activities.

### **Inclusivity and Sportsmanship**

To act with fairness, impartiality, justice and inclusiveness with regard to race, gender, religion, ability, age, national or ethnic origin. To show compassion and empathy at all times.

### **Inspiration**

To act with vigour, passion, enthusiasm and pride with the desire to excel in boxing.

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The definition of boxing sport is:

**A traditional combat sport that measures directly two opponents encompassing a healthy lifestyle**

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## SECTION FIVE

### WORLD BOXING STRATEGIC GOALS

The pivotal goals for World Boxing for 2023 - 2028 must be specific in nature, easily measured, actionable, achievable within an existing financial structure and defined timeframe. In essence the World Boxing's strategic goals will consolidate the organisation as a respectable Olympic sport improving credibility and trust in the organisation.

#### **First Strategic Goal**

#### **ESTABLISH WORLD BOXING AS A RECOGNISED CREDIBLE ORGANISATION**

- Obtain International Olympic Committee recognition for Boxing.
- Ensure Boxing remains on the Olympic Programme. Ensure the maximum medals and maximum athlete quotas for boxing at the Olympic Games.
- Build strong relationships and obtain membership of sport umbrella organisations such as, ASOIF, Sportaccord and WADA, Commonwealth Games Federation, ANOC, Continental Olympic Associations.
- Build and maintain the image of Olympic style boxing.
- Deliver fair and trustworthy boxing competitions.

#### **Second Strategic Goal**

#### **BEST PRACTICE GOVERNANCE**

- Define the best practice robust and ethical World Boxing governance structure with related regulations.
- Reinforce the culture and uphold the principles and values of World Boxing at all levels of decision making and activities of World Boxing.
- Enhance the working structure, roles and responsibilities to provide high quality consistency and efficiencies both at the Executive Board level and the headquarters level.

- Enhance transparent and open two-way communication with all stakeholders.
- Eliminate manipulation of bouts and doping from the sport of boxing. Introduce guaranteed third-party oversight for judging of bouts.

### **Third Strategic Goal**

#### **WORLD STANDARD COMPETITIONS**

- Organise consistent high level quality World Boxing Championships
- Develop Competition Technical Operating plan for organisers that deliver consistent and high-level competitions providing clear direction to organisers on event delivery model.
- Transparent bidding process for events.
- Development of countries and boxers that could increase the quality of the competition at international boxing competitions.
- Utilise the World Boxing Athlete Committee as role models to promote Boxing competitions and the health and welfare benefits of the sport to a mass audience.

### **Fourth Strategic Goal**

#### **INCREASE WORLDWIDE MEDIA EXPOSURE OF BOXING**

- Develop media exposure (both TV and digital) that can attract larger audiences to the sport.
- Improve the visibility of the sport worldwide and promote the brand of boxing systemically by effective channels of communication.
- Develop new forms of sport presentation including new technologies for the sport to show transparency and fairness as well as increase the understanding of the sport by the general public.
- Development of technology, especially e-sport and Artificial Intelligence usage to increase the engagement of fans in the sport.

## **Fifth Strategic Goal**

### **ACHIEVE FINANCIAL STABILITY AND SUSTAINABILITY**

- Build a financial model that has long term sustainability and stability for World Boxing.
- Build a marketing programme that is beneficial for all parties that follows the values and principles of World Boxing.
- To actively search for revenue opportunities through marketing and sponsorship activities
- Activate a sustainable pathway for World Boxing events whilst limiting the negative environmental effects by hosting of World Boxing events.

## SECTION SIX

### IMPLEMENTING THE STRATEGIC ACTION PLAN FOR WORLD BOXING

#### Primary Goals, Objectives and Tasks

The aim of this chapter of World Boxing’s Strategic Plan is to create a clear roadmap of achievable actions that will obtain the objectives agreed upon. Ideally, World Boxing Headquarters would implement each Goal and its supporting objectives, strategies and action/task plans reporting back to World Boxing Executive Board regularly on the outcome.

These objectives should be used as a reference by World Boxing at all times in all decision-making processes at all levels.

#### *Strategic Goal One*

#### **ESTABLISH WORLD BOXING AS A RECOGNISED CREDIBLE ORGANISATION**

<b>OBJECTIVES</b> TO ACHIEVE THIS STRATEGIC GOAL, WE WILL:	<b>STRATEGIES</b> TO ACHIEVE EACH OBJECTIVE WE WILL IMPLEMENT:	<b>TASK PLAN</b> TO ACHIEVE EACH STRATEGY WE WILL:
<b>Obtain International Olympic Committee recognition for Boxing</b>	1. Plan for applying to the IOC for World Boxing to be recognised as the International Federation of Olympic boxing	1. Submit application for IOC Recognition  Meet the criteria required for IOC Recognition  Communicate and meet with IOC administration regularly to build close relationship
<b>Keep boxing on the Olympic Programme with maximum medals and athlete quotas</b>	1. Political intervention at all levels	1. World Boxing to apply for full recognition to the International Olympic Committee

	<p>2. Assessment and review of Olympic programmes</p> <p>3. Ensure World Boxing targets exceed the IOC measurements for Olympic inclusion</p>	<p>Ensure World Boxing voice is heard during discussions on Olympic Programme by providing advice and opinion.</p> <p>2. Provide objective research, statistics and analysis regarding boxing on the Olympic Programme.</p> <p>Utilise Olympic Games statistics and construct detailed measurements for assessing the sport.</p> <p>3. Target new technology and sport presentation that could be considered for the Olympic Games. Implement the ideas in World Boxing events.</p> <p>Meet with IOC administration regarding assessment of Olympic Sports.</p>
<p><b>Build strong relationships and obtain membership of Sport umbrella organisations</b></p>	<p>1. Connect and work with ASOIF, Sportaccord and WADA.</p> <p>2. Build relationships with wider sporting bodies, such as Commonwealth</p>	<p>1. Analyse the requirements for membership of each organisation.</p> <p>Meet the requirements for membership of the organisations</p> <p>Apply for membership of organisation</p> <p>Build working relationships with each organisation with regular meetings and communication</p> <p>2. Initiate communication and discussion with sports organisation that could promote</p>

	Games Federation, ANOC, Continental Olympic Associations	Boxing in their activities. Offer to officiate and oversee the boxing competitions at their events.
<b>Build and maintain positive reputation of World Boxing</b>	<ol style="list-style-type: none"> <li>1. Create positive messaging through strategy and decision making made with the view to benefiting the boxers</li> <li>2. Create open and honest communication with stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Outline the sport strategic plan for the future.  Define and operationalise Media relations plan including transparent notice of decisions.  Connect with World Boxing stakeholders on a regular basis to give confidence and trust in the new organisation.  Use the World Boxing Athlete Committee in communication and seek their opinion on important decisions for the sport.</li> </ol>
<b>Deliver fair and trustworthy boxing competitions</b>	<ol style="list-style-type: none"> <li>1. Build policies and procedures to deliver high quality events with a view to remove manipulation of results</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement independent third-party oversight for results of bouts  Ensure the highest level of integrity is involved with relation to Referees and Judges  Implement evaluation procedure for bouts, including performance of referees and judges.  Utilise new technology to support the enforcement of fair bouts.</li> </ol>



*Strategic Goal Two*  
**BEST PRACTICE GOVERNANCE**

<b>OBJECTIVES</b> TO ACHIEVE THIS STRATEGIC GOAL, WE WILL:	<b>STRATEGIES</b> TO ACHIEVE EACH OBJECTIVE, WE WILL:	<b>TASK PLAN</b> TO ACHIEVE EACH STRATEGY, WE WILL:
<b>Define the best practice robust and ethical World Boxing Governance structure with related regulations</b>	<ol style="list-style-type: none"> <li>1. Improve efficiency and transparency of World Boxing Executive Board Decisions</li>   <li>2. Clearly define working procedures for members of World Boxing</li>   <li>3. Implement unique Independent Ethical Procedures related to all sectors of World Boxing</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft meeting protocols. Determine Roles and Responsibilities for each position in World Boxing. Reinforce accountability of members in World Boxing for their roles.  Assess performance every year of all World Boxing executives and staff.</li>   <li>2. Draft governance policies in-line with business and ASOIF Governance best practices.  Draft working protocols for members and staff.</li>   <li>3. Contract independent third-party company to independently monitor and oversee World Boxing activities  Create independent Ethics Chief to monitor World Boxing and liaise with independent third-party company</li> </ol>
<b>Reinforce the culture and uphold the principles and</b>	<ol style="list-style-type: none"> <li>1. Refine policies and procedures that clarify</li> </ol>	<ol style="list-style-type: none"> <li>1. Internal and external assessment and review of</li> </ol>

<p><b>values of World Boxing</b></p>	<p>working practices within World Boxing leading to transparent and informed decision making</p>	<p>World Boxing Governance policies.</p> <p>Consultation with all stakeholders on important subjects and decisions particularly with national federations and boxers.</p> <p>Timely publication of all decisions with transparent reasoning provided for such decisions.</p>
<p><b>Enhance the working structure, roles and responsibilities to provide high quality consistency and efficiencies for Executive Board and Headquarters</b></p>	<p>1. Clarify roles and responsibilities for each Board member and staff of World Boxing and evaluate the efficiency of the organisation</p>	<p>1. Define clear working organigram for Executive Board and staffing.</p> <p>Publish terms of reference and policies for the working roles of Executive Board and staff of World Boxing.</p> <p>Regular appraisal of the working relationship between Executive Board and headquarters.</p>
<p><b>Transparent and open two-way communication with stakeholders</b></p>	<p>1. Build platforms for discussion and exchange with stakeholders</p>	<p>1. Create online forums for stakeholders to discuss boxing topics.</p> <p>Create sounding or working groups (eg. Athletes, Chief Executives and Presidents of NFs).</p> <p>Publish information behind the reasoning of World Boxing decisions.</p>

	<ol style="list-style-type: none"> <li>2. Organise Workshops and Seminars on important boxing topics</li> </ol>	<ol style="list-style-type: none"> <li>2. Initiate specific group workshops for competition rules, media and TV, technical equipment of boxing, sponsorship etc.</li> </ol> <p>Utilise feedback in the decision-making processes of World Boxing.</p>
<p><b>Eliminate manipulation of bouts and doping from the sport of boxing</b></p>	<ol style="list-style-type: none"> <li>1. Operate high quality Anti-doping programme for boxing in a transparent and fair manner</li> <li>2. Educate boxers, coaches and boxer’s entourage on doping control regulations.</li> <li>3. Develop anti-manipulation measures for boxing</li> </ol>	<ol style="list-style-type: none"> <li>1. Become WADA Compliant.</li> </ol> <p>Work with ITA to complete agreement on high quality Anti-Doping testing programme.</p> <ol style="list-style-type: none"> <li>2. Promote educational tools for anti-doping and introduce mandatory education for boxer’s entourage.</li> <li>3. Work with independent third parties to oversee the major boxing competitions to eradicate manipulation of bouts.</li> </ol> <p>Work closely with international bodies and industry experts to monitor and take suitable action against those that try to manipulate boxing competitions.</p>

*Strategic Goal Three*  
**WORLD STANDARD COMPETITIONS**

<b>OBJECTIVES</b> TO ACHIEVE THIS STRATEGIC GOAL WE WILL:	<b>STRATEGIES</b> TO ACHIEVE EACH OBJECTIVE WE WILL:	<b>TASK PLAN</b> TO ACHIEVE EACH STRATEGY WE WILL:
<p><b>Organise World Boxing events of the highest quality and standard</b></p>	<ol style="list-style-type: none"> <li>1. Deliver world class events with quality, reliability and consistency as goals.</li>   <li>2. Assess World Boxing Technical requirements for competitions including contingency measures (Eg. Cancellation, COVID)</li>   <li>3. Enforce quality control of competition delivery</li>   <li>4. Improve sport presentation at competitions for</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess previous competition operations and determine good practices for future events.  Outline the requirements and deliverables for each level of event in World Boxing’s calendar</li>   <li>2. Reduce the complexity and obligations for competitions and publish event technical deliverables for competitions.  Implement event management system for managing boxers’ entries, biographies, results and event data.</li>   <li>3. Assessment of competition and monitoring processes to be drafted.  Draft contingency plans for all eventualities for competitions.</li>   <li>4. Make competition strategy easier to understand for</li> </ol>

	<p>audience to understand better and also improve the boxer’s exposure to the audience.</p>	<p>audience. Make the event more of a show for the audience (eg. Use of graphics, light, music, data)</p>
<p><b>Develop Competition Operating Specifications for Boxing Events</b></p>	<p>1. Define Competition Operational Manual</p>	<p>1. Collate all technical rules and related material for operating boxing competitions.</p> <p>Format, draft and produce competition delivery manual.</p> <p>Liaise and discuss sport technical requirements with Sport Technical Committee and boxers.</p> <p>Introduce new procedures that help audience understand the sport and bring the boxer to the centre of the sport.</p>
<p><b>Transparent bidding process for events</b></p>	<p>1. Determine a fair, transparent process for choosing hosts of World Boxing Championships</p>	<p>1. Publish a clear procedure for bidding to host World Boxing events.</p> <p>Technical analysis to be conducted by the Sport Technical Committee which gives objective recommendations to the Executive Board who vote on the best bidder.</p> <p>Publish clear timelines for bidding and appointing championships ideally 4 years before World Championships and 18</p>

		months for World Cups or other World Boxing events.
<b>Identify countries and their boxers that could increase the quality of competition</b>	<ol style="list-style-type: none"> <li>1. Arrange Talent Identification projects as core development projects in different regions</li> <li>2. Build close relationships with Olympic Solidarity, sport funding bodies and boxing manufacturers</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft a four-year plan with locations of training camps and budgets. Determine objectives and goals for each camp. Set specific boxer performance targets for boxers and coaching staff.</li> <li>2. Identify specific liaison person for working with Olympic Solidarity. Apply for all suitable available funding. Make templates for NFs and encourage them to apply for Solidarity funding.  Meet with manufacturers to explore agreements to support training camps and coaching courses.</li> </ol>
<b>World Boxing Athlete Committee to act as role models to promote Boxing competitions</b>	<ol style="list-style-type: none"> <li>1. Make plan for the involvement of the Athlete Committee in promoting the sport of boxing and World Boxing events</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify boxers that can act as Ambassadors for World Boxing and promote boxing competitions. Boxers from the Athlete Committee would be ideal candidates.  Construct platforms and opportunities where the boxing ambassadors can promote the sport and World Boxing competitions.  Provide media and public meeting opportunities for the boxing ambassadors.</li> </ol>

*Strategic Goal Four*

**INCREASE WORLDWIDE MEDIA EXPOSURE OF BOXING**

<p><b>OBJECTIVES</b> TO ACHIEVE THIS STRATEGIC GOAL WE WILL:</p>	<p><b>STRATEGIES</b> TO ACHIEVE EACH OBJECTIVE WE WILL:</p>	<p><b>TASK PLAN</b> TO ACHIEVE EACH STRATEGY WE WILL:</p>
<p><b>Develop media exposure (both TV and digital) that can attract larger audiences to the sport</b></p>	<ol style="list-style-type: none"> <li>1. Maximize rights holder advantages</li> <li>2. Strategic competition structure and dates that support high quality content for consumption</li> <li>3. Build global platforms for content distribution</li> </ol>	<ol style="list-style-type: none"> <li>1. Explore territory by territory media agreements.  Determine territory exposure and strategic showcasing of boxing. Balance exposure of sport with commercial value.</li> <li>2. World Boxing to strategically position all competitions to maximise media exposure.</li> <li>3. Obtain long term agreement with media partners that ensure good exposure and reliability for the sport.  Promote own channels of distribution of content. Explore external partners involvement in World Boxing media strategy plan.</li> </ol>
<p><b>Improve the visibility of the sport worldwide and promote the brand of boxing systemically by effective channels of</b></p>	<ol style="list-style-type: none"> <li>1. Build uniform brand identity at events</li> </ol>	<ol style="list-style-type: none"> <li>1. Invest in content creation teams at events. Determine online strategy and TV strategy for consistent messaging and</li> </ol>

<p><b>communication</b></p>	<p>2. Consistent timing of events and regular content production that allows to build a story and regular news for spectators</p> <p>3. Enhance level and consistency of reporting at competitions and build the brand as a recognised and reputable content source.</p>	<p>operations.</p> <p>Connect NF Media personnel with World Boxing and build global network for sharing and distributing content.</p> <p>2. Formalise competition scheduling and timing to maximise exposure.</p> <p>Regular and consistent programming is the key to remain in the public eye.</p> <p>3. Resource more staffing to ensure consistent quality content at each World Boxing competition.</p> <p>Outline World Boxing Media operations plan for all competitions.</p> <p>Connect NF Media personnel with World Boxing media and build global network for sharing and distributing content.</p> <p>Work with external partners interested in boxing to use their platforms for increased reach.</p>
<p><b>Develop new forms of sport presentation including new technologies to show transparency and fairness as well as</b></p>	<p>1. Undertake research and analysis regarding how boxing is consumed by general public</p>	<p>1. Research industry norms and state of the art developments in sport presentation to apply to boxing competitions.</p>



<p><b>increase the understanding of the sport</b></p>		<p>Commission work on digital mouthguards, video analysis and heat mapping to add information for sport presentation and reinforce judging decisions of bouts.</p> <p>Collate biographies and historical information for use as sport presentation</p>
<p><b>Development of technology, especially e-sport and Artificial Intelligence usage to increase the engagement of fans in the sport</b></p>	<p>1. Examine e-sport development and AI usage</p>	<p>1. Commission work on an e-sport platform or develop existing boxing programmes.</p> <p>Engage company to expand usage of boxing e-sport programmes.</p>

*Strategic Goal Five*

**ACHIEVE FINANCIAL STABILITY AND SUSTAINABILITY**

<p><b>OBJECTIVES</b> TO ACHIEVE THIS STRATEGIC GOAL WE WILL:</p>	<p><b>STRATEGIES</b> TO ACHIEVE EACH OBJECTIVE WE WILL:</p>	<p><b>TASK PLAN</b> TO ACHIEVE EACH STRATEGY WE WILL:</p>
<p><b>Build a financial model that has long term sustainability and stability for World Boxing</b></p>	<p>1. Outline financial plan for the four year period 2024-2028</p>	<p>1. Draft financial plans for 2024 to 2028</p> <p>Determine revenues and expenditures on a yearly basis for the next four years.</p> <p>Identify growth areas for revenue in the organisation’s activities.</p>
<p><b>Build a marketing programme that is beneficial for all parties that follows the values and principles of World Boxing</b></p>	<p>1. Produce marketing plan for World Boxing</p>	<p>1. Draft Marketing Plan and Deck</p> <p>Determine framework for the marketing plan and align with World Boxing’s principles and values</p> <p>Utilise advice from the Marketing and Commercial Commission in drafting of the Marketing Plan.</p> <p>Activate the Marketing Plan.</p>
<p><b>Actively search for revenue opportunities through marketing and sponsorship activities</b></p>	<p>1. Define strategy for engaging sponsors and partners</p>	<p>1. Produce a sponsor deck for promoting the marketability of World Boxing to sponsors</p>

		<p>Work with recognised sport marketing agencies to prospect sponsors and partners</p> <p>Determine ideal sponsors or partners that suit World Boxing’s principles and values.</p> <p>Engage with potential sponsors and partners</p> <p>Draft sponsor agreement template.</p>
<p><b>Activate a sustainable pathway for World Boxing events whilst limiting the negative environmental effects by hosting of World Boxing events</b></p>	<ol style="list-style-type: none"> <li>1. Partner with sustainability and environmental organisations to promote better care of the environment</li> <li>2. Create sustainability programmes around World Boxing events to achieve neutral carbon waste for the events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with IOC, ASOIF and external sustainability groups to formalise World Boxing sustainability model for competitions.</li> <li>2. Create best practices document on sustainability for World Boxing and its stakeholders.</li> </ol> <p>Impose sustainability regulations for World Boxing competitions and give host organisers targets to meet on sustainability.</p>

## SECTION SEVEN

### MARKET ANALYSIS

World Boxing is at a cross roads in the history of Olympic boxing. The image of the sport and the organisation leading the sport has been severely damaged over the years and the position in the sport industry is weak. World Boxing must analyse each of the following areas to identify and quantify key market opportunities/gaps, barriers, threats, risks, opportunities, critical success factors that would clearly assist in developing high priority product development, marketing and business strategies for boxing.

#### **Areas of focus:**

- Determine the popularity of boxing worldwide;
- Global/National Trends of relevance of boxing;
- Demographics of participation worldwide from recreational to elite boxers;
- Understand the depth and quality of the manufacturer sector of boxing equipment;
- Determine the markets, potential customers and suppliers for boxing;
- Determine the competitors and risks to the development and sustainability of boxing.

#### **Questions to be asked during the analysis should include:**

- How healthy is boxing worldwide? Where is it practiced and what are the current participation numbers?
- Who are the key clients and markets that World Boxing should consider?
- What are the sizes of the target markets? Are they growing? If yes, at what rate?
- What different modes are practiced and where?
- What are the demographics for each area? Age? Gender?
- How much money do individuals and clubs spend on boxing?
- What is the depth of knowledge of the general public regarding boxing?

#### **Key questions about your primary customers:**

- How do they describe boxing?
- How do they rate the governing body?
- What made them start boxing?
- If they no longer participate, why did they stop?
- What other activities do they do similar to boxing?
- Do they follow boxing in the media and TV? When do they watch or follow?
- Which improvements would they like to see to the sport?

**Strategic questions and considerations for World Boxing are:**

- What is realistic across the main markets/territories in terms of boxing reach?
- In order of priority what are World Boxing's primary markets? Why?
- What are the primary boxing products?
- What are the major barriers to developing a territory?
- What success indicators and levels are associated with development initiatives?
- Which boxing products could be developed in the future?
- What new or emerging technologies and trends could help development?
- What does boxing look like in 5, 10 and 20 years?

It is strongly recommended World Boxing use a well-respected sport research company to carry out this work.

## SECTION EIGHT

### MARKETING OF BOXING

Based on the results and conclusions from the work done in the previous sections of this Strategic Plan, World Boxing can develop a concise set of highly focussed marketing strategies for the most attractive/highest priority markets and most commercially viable boxing products.

#### **Critical Development Pathways for Boxing**

By adopting specific market strategies and defining critical development pathways, World Boxing can concentrate and guide market development and brand building activities. By setting realistic and measurable performance targets and time lines for each development strategy for boxing. World Boxing does have positive products that are commercially viable.

In essence, using marketing strategies in combination with defined development pathways create the well differentiated, high value and compelling proposition to stakeholders that persuades them to support boxing.

A boxing marketing pathway should include:

- Showcase boxing and highlight the benefits that could be highly valued by stakeholders;
- Ensure worldwide boxing public exposure – ease of access and participation, ample media coverage;
- Boxing promotion – Determine media strategy and activation;
- Determine stakeholder communication strategies, interaction and feedback;
- Establish stakeholder services provided by World Boxing;
- Determine Marketing strategy, revenue streams and level of value of World Boxing competitions and other products;
- Produce potential sponsor and partner marketing deck for prospecting;
- Outline in detail World Boxing competition presentation to the public.

## SECTION NINE

### WORLD BOXING ORGANISATIONAL MANAGEMENT

In order to achieve the objectives, set out for World Boxing's Strategic Plan an organisational structure and human resource roadmap needs to be put in place to meet the expanding needs of the organisation. There is a need to grow and provide enough resources for World Boxing Headquarters to function effectively and efficiently as the organisation matures.

#### **Organisational Chart**

World Boxing currently has the smallest Headquarter professional staff of all International Sports Federations. Staff growth and retention is critical. Staff recruitment should not only focus on the skills to complete and expand the operations of the organisation, but the staff must reflect the values of the organisation. The goal would be to refine the headquarter structure with clear working practices, especially decision-making responsibilities as the organisation develops.

#### **The Management team**

Congress is the ultimate power and decision-making body for World Boxing made up of approved National Federation members.

For political and major decisions, the World Boxing President, Secretary General and Vice Presidents (and rest of Executive Board when needed) work to formulate the decision.

For World Boxing finance matters, the World Boxing President, Secretary General and Finance and Audit Committee Chair will work to determine the decisions and direction.

The independent Ethics Chief and the nominated Independent Third Party organisation are responsible for ensuring World Boxing operates and respects its principles, rules and regulations at all times.

For World Boxing event management and technical issues, the Secretary General and sports Manager will work closely with the Sport and Competition Chair to ensure a seamless administration where decisions are made to benefit the sport.

The decision-making pathways for all working matters should be agreed and practiced

at all times.

### **Staffing**

World Boxing staff ideally will be grown as demand and work requirements grow for the organisation. The required structure, expertise and physical need for the organisation should grow organically and not as a requirement of having a large number of staff.

Future management requirements include:

- Location and size of Headquarters;
- Identifying the staffing resources required to work effectively;
- Identification of budgets per work area rather than per project;
- Robust structure and reporting hierarchy which leads to clear working practices.

Performance reviews of both the staff and the Executive Board should occur annually which should lead to improved internal administration systems and processes.



## SECTION TEN

### FINANCIAL REQUIREMENTS

Based on the strategies and plans formulated, costings calculated, and revenues projected, World Boxing can develop a set of financial reports for the duration of the Strategic Plan.

The World Boxing financial strategic starting point which should take into account the danger of Olympic exclusion and other potential negative situations (eg. COVID) to have the objective of a minimum of 1 million Euros in reserves at all times so as to mitigate any negative circumstances that could affect the organisation.

Revenues and expenditure are predicted to be between 2 and 5 million Euros per year. As the organisation starts its journey, the expenditure will be lower, growing as revenues come on line. However, should an Olympic Games not occur and financial assistance is therefore reduced, it is estimated that expenditure should be reduced to 500,000 euros to one (1) million Euros per year.

The World Boxing financial budget should be drafted with a view to attaining success of the objectives outlined in this Strategic Plan for the period 2023-2028.

Financial reporting should be presented to the Executive Board every 3 months.

The World Boxing annual budget must be detailed and transparent. Project budgets should be detailed and approved by the Secretary General and more globally at the Executive Board level. Department heads should have financial flexibility, within reason and overall financial vision to manage their workflows and objectives. Approval and authorisation would still rest with those responsible for financial issues.

## SECTION ELEVEN

### World Boxing Performance Measurements

The performance of World Boxing’s Strategic Plan and the stakeholders involved will be assessed against its effectiveness in achieving the high priority goals and performance targets.

<b>Performance Area</b>	<b>Performance Measures</b>	<b>Target</b>	<b>Time Frame</b>
<b>World Boxing Financial Performance</b>	<ul style="list-style-type: none"> <li>- Budget performance</li> <li>- Performance of investments</li> <li>- Performance of Spending</li> <li>- Income generation</li> </ul>	<ul style="list-style-type: none"> <li>- Balanced budget</li> <li>- Positive investment trend</li> <li>- Efficient use of World Boxing funding for projects</li> <li>- Analysis of benefit of each spend.</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly updates</li> <li>- Yearly budget</li> <li>- Full assessment every 2 years</li> <li>- Review strategy every 4 years</li> </ul>
<b>World Boxing Competition Performance</b>	<ul style="list-style-type: none"> <li>- Events held</li> <li>- Boxer feedback</li> <li>- Stakeholders feedback</li> <li>- Quality of field of play</li> <li>- Media outputs</li> <li>- Financial aspects</li> </ul>	<ul style="list-style-type: none"> <li>- Quantifiable success of World Boxing competitions</li> <li>- Participation numbers</li> <li>- Media coverage per competition</li> <li>- Post-event reporting</li> </ul>	<ul style="list-style-type: none"> <li>- Yearly assessment of World Boxing competitions</li> </ul>
<b>World Boxing Board Management Efficiency and Effectiveness</b>	<ul style="list-style-type: none"> <li>- Initiatives</li> <li>- Clear Decision Making</li> <li>- Achieving World Boxing Strategic Plan Objectives</li> </ul>	<ul style="list-style-type: none"> <li>- Review performance</li> <li>- Review decisions</li> <li>- Review status of work and progress on Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Every meeting</li> </ul>
<b>World Boxing Headquarters Efficiency and Effectiveness</b>	<ul style="list-style-type: none"> <li>- Completion of tasks from Executive Board</li> <li>- Initiatives taken from Headquarters</li> <li>- Mistakes or problem resolution</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of work delegated by World Boxing Executive Board.</li> <li>- Success of work completed by Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>- Every Board meeting</li> <li>- Individual assessment completed yearly</li> </ul>

		- How many mistakes, problems occurred in the period?	
<b>World Boxing Long Term Development and Innovation</b>	- Review World Boxing Strategic Plan	- Did World Boxing achieve the Strategic Objectives?	- Review every year and detailed review every 2 years.

## World Boxing Strategic Plan Review

To ensure World Boxing’s Strategic Plan continues to provide a sharp focus and remain responsive to change, it should be formally reviewed and updated quarterly by the Executive Board or at the achievement of a specific strategic goal and at any other time deemed necessary. Ideally, the implementation of this plan should be a fixed agenda item of the Executive Board and at the Congress.