

LEADING CHANGE



**SVEIN ARNE
HANSEN**

www.svein4president.com

Leading change

I am Svein Arne Hansen and I am standing for the Presidency of European Athletics.

Like you and most Member Federation leaders, I understand that our great sport of athletics and our federations are facing major challenges. We know that the world is changing and the way the sport was run in the 20th century will not be the way to the financial sustainability and the success we are striving for.

The coming four years will be critical for how athletics grows and develops long into the future. We in European Athletics will need to be bold and make significant, sometimes difficult, changes – not just to our events and how we serve our federations, but also to the whole culture of our organisation and how we do business.

I am convinced that strong leadership will be the key to success.

My candidature is based on the belief that I have a proven record as a leader who has delivered positive, transformational change as the president of my national federation.

In addition, I have wide experience from other important positions in the sport – including the very commercial role of organiser of a successful Diamond League meeting and the more political role of European Athletics Vice President, which included chairing the Development Committee that set the agenda of projects and programmes that the organisation currently follows.

This Manifesto briefly outlines how I see our sport's current situation, my vision for how we can work together and my ambitious agenda of ideas for the work we need to do. I invite you to take a few moments to read through it and to visit my campaign website www.svein4president.com where further details and background information can be found.

As the European Athletics Constitution limits me to one term as President, I will have no political concerns about re-election in 2019 and be free to concentrate on the work at hand. My sole aim will be to lead a four-year programme with a perspective well beyond my mandate. I believe this is a great advantage in a situation that will inevitably require straight talking and hard choices that cannot be delayed.

If you, the Member Federations presidents, grant me the honour and privilege of leading European Athletics, you can expect that my focus, and that of my team, will be on transforming our organisation to meet the needs of the sport in your countries and throughout Europe.

Thank you very much for your interest and support.



Svein Arne Hansen

DATE OF BIRTH:

6 May 1946

NATIONALITY:

Norwegian

PROFESSION:

Stamp Dealer, Owner of S.A. Hansen SA



SPORT ADMINISTRATION:

- | | |
|----------------|---|
| 1968 - 1972 | Member, Norwegian Athletics Federation Junior Committee |
| 1973 - 1984 | Assistant Meeting Director, Bislett Games |
| 1985 - 2009 | Meeting Director, Bislett Games (IAAF Grand Prix, Golden4, Golden League, Diamond League) |
| 1985 - 1998 | Member, IAAF Grand Prix Commission |
| 1997 - 2009 | Member, IAAF Golden League working group |
| 1998 - 2006 | President, Euro-Meetings |
| 2001 - 2003 | Vice President, Norwegian Athletics Federation |
| 2003 - present | President, Norwegian Athletics Federation |
| 2007 - 2011 | Vice President, European Athletics (Member of Executive Committee) |
| 2007 - 2011 | Chairman, European Athletics Development Committee |

Our athletics

Athletics is a wonderful sport: number one in the Olympic Games, entertaining, educational, and full of history and tradition. Importantly, it is loaded with potential to serve society, particularly young people, in the future.

European Athletics has long been the leader among the IAAF's six Area associations and we have always had a special influence on the way the sport is run globally. Currently we enjoy a strong, stable financial position, we deliver an international competition programme that is appreciated by audiences and partners, and we have a skilled and motivated administrative staff that will soon be housed in a new, fully owned headquarters building in Lausanne.

For those of us who love athletics this situation is comforting, as is the fact that there are many talented people in the European Athletics Family with good ideas for developing our sport and our organisation.

It is no secret, however, that we face challenging times. The competition from other sports as well as the profound and rapid social, economic and technological changes taking place throughout the world call for big changes if athletics is to stay at the head of the pack. We need to grow the commercial value of our competition programme, broaden our offer of services to society and address the increasing struggle for attention and resources that is putting our Member Federations under tremendous pressure . . . in some cases with their very survival at stake.





There are many, including me, who believe European Athletics and the IAAF must confront the issues and the opportunities in a bold, comprehensive and systematic way – looking to the past or making a few small adjustments here and there simply won't be enough. A better future calls for real change to the way our sport works – starting with our organisation, European Athletics.

We all know that change can be difficult and uncomfortable, even if it is necessary. There are, of course, many factors involved in the type of change I believe European Athletics needs: the internal culture, communication, the sense of urgency, the degree of consensus on the direction forward and sensitivity for the difficulties that will be encountered.

In my experience, however, the real key to success is the quality of leadership.

The big question that you, the Member Federation presidents, must answer is: what kind of leadership will it take to make the changes necessary to realise our sport's potential and to position European Athletics and its Member Federations for a successful future?

The moment for action is now and our time window is limited. When you cast your federation's vote for European Athletics President on 11 April you will choose the course for our athletics.

Be sure about it, your decision is important.

My vision

Having listened to hundreds of Member Federation leaders, athletes and many other experts, I am convinced that aligning strategies in key areas, working together and achieving jointly agreed targets can, and will, lead to an exciting new era of growth for athletics and strength for our federations.

But what will it take to make this happen?

If you, the Member Federations presidents, grant me the honour and privilege of leading European Athletics, you can expect work to begin from Day One on the ambitious agenda of priorities outlined here. You can also expect to see real differences in the organisation and how it functions.

Within European Athletics, my byword, as it has always been, will be "teamwork". I will foster a culture of dialogue, consensus building, partnership and transparency that mirrors what we have developed in the Norwegian federation over the last decade.

For a start, Council members will be more closely involved, not only in decision-making but also in the early development of ideas. Next, more people from across the sport will be contributing to our policy discussions through expert working groups. And finally, our staff in Lausanne will be more empowered to implement the decisions, run the business as professionals and contribute their own ideas.





Teamwork will also characterise our relations with the IAAF. Most importantly, I will work to ensure that all the European members of the IAAF Council are closely involved in all the policies of European Athletics and well coordinated on the issues that are important to our Member Federations. In addition, we will support the IAAF to help ensure its initiatives are successful – piloting important projects here in Europe and diplomatically shaping all policies to best meet our needs.

To the outside world, I will use the authority of the office of President to be a regular and forceful voice for our sport. As I have done in Norway, I will clearly articulate European Athletics' positions and promote our interests to the media, to governments and to potential sponsors. My communication priorities will include a principled and consistent stance against doping and active lobbying with all appropriate parties to help secure the facilities and resources our Member Federations need to grow the sport in their countries. I am convinced that a stronger, bolder voice for Europe

will lead to valuable partnerships based on mutual respect. And it will bring greater visibility to European Athletics, our Member Federations and our sport.

But communication has another important side – listening. I believe our success in the future will be built on how open we are to the ideas of those we serve. Understanding the wants and needs of Member Federations, our partners and our audiences, especially young people, through systematic information gathering will be one of the features introduced to make European Athletics a more data driven and business-like organisation.

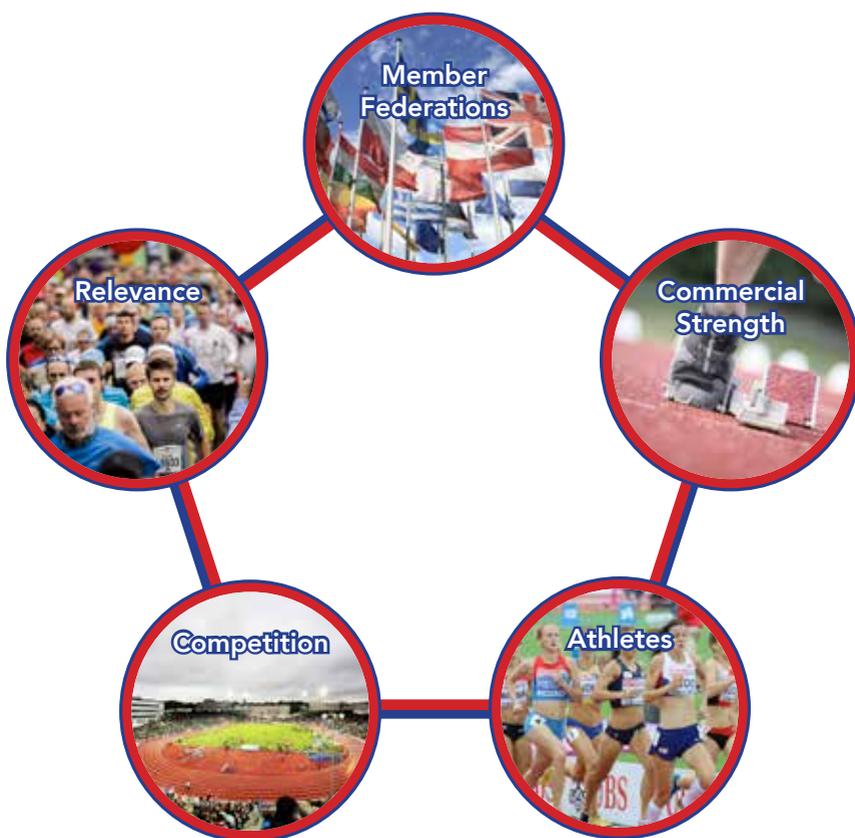
To sum up, I see a future in which European Athletics has a very different culture: more inclusive, more dynamic, more commercial and more visible. We will be an organisation that looks forward, not backward, and we will embrace change and innovation, and we will act decisively to grow our sport in all corners of Europe.

I need your vote to make it happen.



Priority agenda 2015 to 2019

The following sections represent the key agendas and ideas that I will prioritise for development and delivery by European Athletics' team of expert groups, commissions, Council and staff.



Member Federations



European Athletics must never forget that it is a membership organisation and our first responsibility is to serve the Member Federations and work for their success. My priorities in this area will be measures that aim to increase the financial stability and operational competence of federations.

- New uniform advertisement rules for international competitions to maximise federation income possibilities.
- Coordinated marketing of the athletics brand to create additional value at the national level.
- Strategy for accessing EU project funding.
- Customised support programmes based on European Athletics-federation discussions and MOUs (Memorandums of Understanding) that include:
 - strategic consultancies with federation leaders,
 - targeted education and on-going development opportunities for key personnel,
 - programme templates and central coordination to create new revenue streams in the running, fitness and health markets ,
 - grants to support federation projects, development of club systems, presidents' travel to the European Athletics Championships, participants travel to the European Athletics Convention, etc.

Commercial Strength



European Athletics is currently limited in the support we can afford to provide because we have not expanded our commercial model or generated significant additional revenue in many years. My priority in this area will be to tap the best minds available for their ideas and then invest in measures that will create new value for us and for our partners.

- Non-stop public research to understand what audiences and participants think of athletics and what they want (as opposed to what we think they want).
- Professionally designed PR, digital and social media strategy to:
 - market our events,
 - strengthen our brand,
 - raise the visibility of the sport.
- Special measures to promote athletics in the years when no Olympic Games or World Championships are staged in Europe.
- Aggressive support for potential and confirmed host cities (our most important partners):
 - extensive use of economic impact data,
 - pre-bid promotion events in conjunction with Member Federations,
 - link European Athletics Championships to European Masters Championships to create added value,
 - city road race series linked to European Athletics Championships,
 - joint long-term development and promotion activities leading up to events.

Athletes



We all know that athletics exists first of all for the athletes and that we must serve them or lose them. My priorities in this area will be measures that give a better deal to talented competitors by increasing the opportunities and support they need to excel and at the same time demonstrate their commitment to the sport and its values.

- Financial incentives to attract the best athletes to the European Athletics Championships.
- European only events in one-day meetings.
- New competition and financial opportunities for European U23 athletes.
- Targeted performance initiatives for Europe's weaker disciplines.
- Scholarships to support the post-career development of elite athletes.
- Enhanced anti-doping education leading to a "driver's license" to compete for all youth, junior and U23 athletes.
- Increased use of athlete ambassadors for promoting European Athletics events and programmes.



Competition



The international systems of major events and meetings are no longer effectively serving our sport. My priorities in this area will be to work closely with the IAAF and other stakeholders to restructure the athletics calendar while preserving the interests of European federations and to deliver measures to help organisers increase the attractiveness of their competitions.

- Fully integrated major events system (including youth, junior and U23 age groups).
- Logical annual calendar with a clear narrative linking European one-day meetings and championships.
- Restructured European Team Championships.
- Improved timetables and event presentation techniques at championships and meetings in Europe.
- Support for new and special events:
 - Small nations,
 - European Half Marathon Championships,
 - European Relays.

Relevance



More and more, federations are realising the value of expanding athletics' offer beyond elite competition in order to deliver on our "Your Sport for Life" promise. My priority in this area will be to help all interested federations by supporting projects and programmes that reach out to new audiences, attract new partners and reinforce our importance to society.

- Expanded services for joggers, recreational runners and serious club runners to make them feel part of our sport.
- School and club programmes to introduce children to athletics and retain them in our sport.
- Improved links with the Masters Athletics movement.
- Programmes that will help federations and clubs serve the health and fitness markets.
- Young volunteers programme linked to employability that supports other activities in the sport.

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Svein Arne Hansen
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