



Dr. Urs Lehmann  
FIS - Our **Future** Is Strong

Unity

Excellence

Innovation



“ I want to see a united FIS, one that serves both athletes and National Ski Associations, big or small, and delivers great sport and sports events in all our disciplines globally.

Dr. Urs Lehmann



## Dear FIS family, dear friends,

As a former competitive ski racer, I have experienced the exhilaration of winning the biggest trophy of the FIS event family, as well as learnt humility in the face of defeat. My 10-year skiing career has given me invaluable, first-hand experience of the demands an athlete faces, day in day out.

And it has fostered in me an undying passion and deep admiration for the sport and its governance.

It is this passion and insight from within the sport, coupled with my experience as a CEO in the pharmaceutical industry and President of a leading National Ski Association (NSA), that have emboldened me to run for the election of the office of FIS President.

During my tenure as President of Swiss Ski we turned around what was a sleeping giant into a dynamic sports force with annual revenues of CHF 60 million and tremendous sporting success including two consecutive wins of the FIS Alpine Skiing World Cup Nations Cup (2020, 2021) as well as this year's triumph in the FIS Ski Freestyle World Cup nations ranking. During both the 2019/20 and the 2020/21 season, Swiss Ski also won the most crystal globes across all FIS disciplines.

Indeed, based on the results of the diligent and outstanding work during the successful tenure of Gian Franco Kasper, I see phenomenal potential at FIS that we must unlock in order to ensure that future generations can enjoy the sport we all cherish so dearly.

**I want to see a united FIS, one that serves both athletes and National Ski Associations, big or small.**

This adapted manifesto lays out my vision and strategy for securing a strong future for FIS, one in which we all have an important role to play. Covid-19 has strengthened our bond as global skiing family. My appreciation goes to all of those who worked tirelessly to get us through the 2020/21 season.

**Only together can we be strong and even stronger. Our Future Is Strong.**

Yours,



## My vision and mission statement

We live in a rapidly changing world where sharp shifts in society and unforeseeable challenges such as the Covid-19 crisis are shaping the way that governments, organizations and individuals behave. To keep pace with this change and for sports federations to remain relevant, one must be willing to adapt and adopt, or risk being left behind.

For FIS to thrive and prosper into the future, it needs to be run based on modern and state-of-the-art governance, while continuing to embrace the advantages of a democratic, membership-driven institution. Some of its current, historically grown structures are simply no longer suitable for an organization of this size in our world of today and tomorrow.

Drawing on my career as a former athlete and combined with my experience as a corporate executive and President of a leading NSA, I have defined the following four pillars as the bedrock of my presidency:

- Pillar 1: Foster a highly cohesive and united FIS;
- Pillar 2: Enhance FIS' governance and structures;
- Pillar 3: Elevate our sport for both athletes and fans;
- Pillar 4: Leverage the untapped commercial potential of FIS events.

These four pillars represent the necessary groundwork to more effectively strengthen our sport, enhance the experience for athletes and fans, and build a stronger institution in the process. One that functions for all, big or small.





## PILLAR 1: Foster a highly cohesive and united FIS

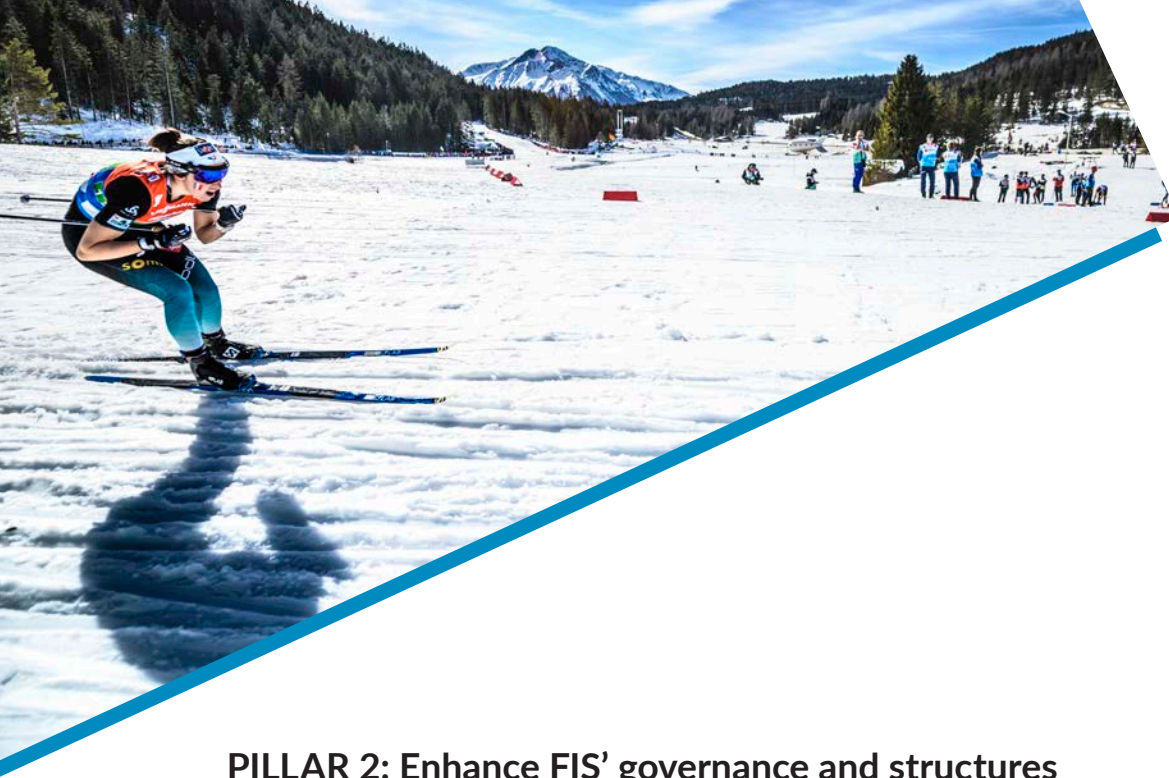
I am a firm believer in the institutional merits of a federation, in its *raison d'être* as a governing body empowering its members. As President of Swiss Ski, I am acutely aware that each member's situation and challenges are unique, requiring individual attention as well as flexible and bespoke solutions.

At the same time, however, I feel passionately that the sum of our members is stronger than their individual parts. Getting this balance right is of utmost importance to me in my quest to foster unity, cohesion and the exchange of best-practice knowledge among members.

A paramount responsibility of my presidency will center on encouraging very active and direct collaboration among all our stakeholders. To ensure this happens I will champion transparency in our governance and administration so that we can communicate, listen and learn more effectively in unity.

My presidency will focus sharply on:

- Serving members and embracing a unified culture, because together Our Future Is Strong;
- Investing in education initiatives and development programs for the smaller NSAs to help bridge the divide;
- Stimulating further professionalization and knowledge sharing of the more established NSAs;
- Streamlining the distribution of funds for optimum impact;
- Driving the institutionalization of continental confederations and establishing a new President's Conference giving smaller NSAs a seat at the table.



## PILLAR 2: Enhance FIS' governance and structures

I strongly believe that for something to grow and flourish, much like with a plant, you need some considered root and branch reform. FIS is due for an overhaul of its structures to better position it in, and to address the challenges of, our rapidly changing world. Our beautiful sport and its passionate athletes and fans deserve no less. Indeed, I will strive to consolidate and strengthen FIS' leading position among Olympic winter sports federations.

To this end, I will initiate a joint of review FIS' current structures – be they governance, administrative or operational – to expedite a more targeted use of resources and facilitate enhanced collaboration among all stakeholders.

The following priorities will be set:

- Establish a state-of-the-art organizational structure and governance (operational, committee work, etc.), including the related key processes of cooperation within and among these bodies;
- Establish a FIS Strategy 2025 with a clear outline of the long-term vision, goals, objectives and measurable milestones;
- Develop a definitive and comprehensive corporate social responsibility policy that addresses climate change, environmental protection, gender disparity, human rights;
- Introduce a set of values to guide FIS' behavioral compass: transparency, sustainability, accountability, inclusivity and unity.



### PILLAR 3: Elevate our sport for both athletes and fans

The rapid development of new technology has triggered a revolution in how fans consume sport. All sports rights holders must reassess their value proposition in order to survive and thrive in this ever-fragmenting environment.

To stay relevant to spectators, sponsors and broadcasters, FIS must focus on staging events that attract wide interest and provide a top-quality experience for athletes, fans, media and commercial partners – be it onsite, online or on TV.

My plan of action centers on the following:

- Increase the appeal of competitions and events in the Alpine, Nordic, Ski Freestyle, Snowboard and Telemark disciplines:
  - Create attractive, compact formats that are compatible with the demands of both fans and the media;
  - Set up streamlined calendars to foster the quality, rather than the quantity, of events;
  - Establish one consistent “world ranking” system per discipline;
  - Standardize the look and feel of FIS events, thereby strengthening the FIS brand.
- Enhance the role of FIS in promoting skiing on a grassroots level and delivering unmatched snow sports experience for everybody;
- Focus on developing Asia as a new market: launch an annual Asia tour across China, Japan and South Korea to showcase all our sport’s disciplines;
- Attract new audiences and fans: bridge the gap to younger generations, including through e-sports and virtual event formats, among other things;
- Showcase the unique appeal of Freestyle Ski and Snowboard events to the media and sponsors to encourage more involvement;
- Enhance the positioning and promotion of athlete “brands” through tailored storytelling and content production.



## PILLAR 4: Leverage the untapped commercial potential of FIS events

Our sport as we know it and love it today would not exist without commercial backing from sponsors and broadcasters. While one cornerstone of my strategy is to pursue greater revenue streams, another is to leverage the extensive opportunities digital transformation provides.

In my final pledge for the presidency, I will focus on harnessing innovation to enhance the experience of our sport and its distribution, as well as take firmer control of our financial well-being by reviewing our global commercialization.

My game plan is as follows:

- Strengthen collaboration with NSAs and event organizers to enable the most attractive events with a truly global appeal;
- Increase the overall value of FIS and its events/competitions and provide new service offerings (e.g. touristic), thereby boosting financial support for NSAs and event organizers;
- Adopt a 360° marketing approach for events, sports and FIS, exploiting the numerous existing and new digital channels and tools to drive reach, fan engagement and monetization;
- Review our commercial program with a view to multiplying its overall value and strategic development opportunities;
- Introduce a more egalitarian and targeted mechanism for the distribution of funds to all NSAs through additional marketing income.





## Our Future Is Strong

The commitments in my manifesto are clear, credible and critical to building an even stronger and most resilient FIS family for all.

During my many discussions with stakeholders in the run-up to announcing my candidacy as well as during the past year, one message has consistently rung loud and clear: We need a FIS family that bears the hallmarks of **unity**, **excellence** and **innovation** to master the challenges we face.

I believe I embody the necessary grit and determination to make change happen. Place your faith in me and I shall not disappoint.

That is my pledge to you.



“ I believe I am suitable for the role of President because I am child of snow and winter sports. That's where I grew up, matured and still live passionately every single day.

Dr. Urs Lehmann



## My career to date: athlete - entrepreneur - sports executive



### Athlete:

- World Cup athlete Alpine 1988 - 1997
- World Champion Downhill 1993
- Junior World Champion Downhill 1987
- Swiss National Team 1992 - 1997



### For the love of skiing & sport:

- Eurosport: Co-commentator since 1997
- Salomon: Race Director Switzerland (1997 - 2002) - Managing the Swiss Salomon team with athletes such as Didier Cuche, Corinne Rey-Bellet, Franziska Aufdenblatten, Nadia Styger etc. and Service Team
- Member of the Board of the Laureus Sports for Good Foundation Switzerland



### Entrepreneur:

- CEO and shareholder of Similasan Group
  - Significant growth of revenue (> +50%)
  - Launched new product lines
  - Drove global strategy, establishing 10+ new countries in LatAm, Europe, Asia
- Owner of Lehmann transportation company since 2018



### Sports executive:

- Swiss Ski President since 2008 / member of the Board of Directors since 2006
  - Financial turnaround and establishment of strong financial structure / growth
  - Boosted organization to around 200 employees and 300 athletes
  - Overseeing 11 existing disciplines - integration and revival of Freeski
  - Enabling outstanding sporting performances in Freestyle, Snowboard, Cross Country and Alpine



### Education & language:

- Master's in Economics from the University of St. Gallen in 2001
- Postgraduate studies at INSEAD, Fontainebleau (France) in 2005
- PhD in Economics from the University of Zurich in 2008
- Fluent in German, English, French, Italian and Spanish

