



## World Archery Annual Report 2018

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## Message: From the World Archery President

PROF DR UGUR ERDENER  
PRESIDENT



Dear friends,

My appreciation goes to all of you who have contributed towards an enjoyable, entertaining and successful 2018 for World Archery. Thank you.

It was another year of growth for the Hyundai Archery World Cup, which saw commitment and exposure from broadcasters increase significantly, and a heightened sense of competition at each of the four stages in Shanghai, Antalya, Salt Lake City and Berlin.

As the culmination of a full season of tournament drama, the Hyundai Archery World Cup Final in Samsun drew the largest television audience of all in 2018. The athletes performed at their very best and the showcase for the sport was one of tension, excitement and quality.

Congratulations to Kim Woojin, Lee Eun Gyeong, Kris Schaff and Sara Lopez on their Hyundai Archery World Cup Champion titles.

There was also competitive success for younger athletes. The Youth Olympic Games in Buenos Aires in October, which were broadcast across the Olympic Channel, saw archers from four of the five continents climb the podium. I was extremely pleased to see the host nation taking a medal in the mixed team event once again – this time, Argentina.

While it continues to be critical that we attract young people to the sport, it's equally important that we remember that the clubs and structures that allow athletes to thrive usually rely on volunteers. Many of these people who give up their time are older but still passionate archers.

The World Archery Masters Championships held in Lausanne at the World Archery Excellence Centre gave

athletes aged 50 and older their first opportunity to compete for world champion titles. The response was excellent, participation was high, and it was clear evidence that archery is a sport for all, no matter age, location or ability.

As it grows, archery's rebranded indoor circuit – now the Indoor Archery World Series – will also give passionate athletes around the world a consistent outlet for world-class competition.

All of this work at the international level ties in with our World Archery Plan, to make archery important in countries around the world, setting a strong example for national federations to follow and providing the tools to enable progression.

Every one of you who is working towards that goal has my gratitude. I thank you for your commitment and passion, and the time and effort you contribute towards making our sport a great one.

Our work would not be possible without Hyundai, SporToto, Errea and Longines, our associate members, development partners and other stakeholders who continue to support the growth of archery. Thank you for your assistance throughout 2018.

I would also thank our executive board for their hard and harmonious work, our permanent and ad-hoc committee members and the staff at the World Archery office and the World Archery Excellence Centre.

As we reflect on the past, we evaluate and look forward to the future. Time is constant and so is progress – and we must remain ahead of the curve. I look forward to working with you for the benefit of archery in 2019 and hope to see you at a tournament somewhere during the course of the year.

**Prof Dr Ugur Erdener**  
World Archery President

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## Foreword: Secretary General's Report

TOM DIELEN  
SECRETARY GENERAL



Welcome to World Archery's annual report for 2018, which gives an overview of the international federation's key activities during the course of the year.

Among the highlights were the Youth Olympic Games in Buenos Aires, which demonstrated the result of development efforts in unparalleled parity and the spread of countries climbing the podium; the Hyundai Archery World Cup, across its four stages and the final in Samsun; and the first World Archery Masters Championships in Lausanne, Switzerland.

It is an exciting new time for archery. With our broadcast model solidifying, our new base of development at the World Archery Excellence Centre beginning to have a real impact – and an international calendar of events that attracts large numbers of athletes on a regular basis.

We've been able to make small tweaks – like having the winner of each stage of the Hyundai Archery World Cup qualify for the final and to the schedules – taking into account feedback from athletes, media partners and other stakeholders that have allowed us to take large steps forward. Archery is a game of millimetres, and improvements, no matter how small, contribute to the larger success of the sport.

Innovation is at the forefront of all of our minds – as we close 2018 and look to the future. While we have progressed at a faster pace than many sports, others have caught up and it is imperative that we continue to self-evaluate, review and look to change for the better before the present becomes the past and we are too late.



## Headquarters and staff

There were changes in the staff during 2018. Primarily, after her contribution to the good governance project, Siret Luik joined the office as international communications manager to improve links within the staff, with federations and stakeholders across the sport.

The evolution of the World Archery Excellence Centre and its links with the development department also caused some shuffling of personnel. The office and governance structures can be found at the end of this report.

## Events and broadcast

The Hyundai Archery World Cup visited Shanghai, Antalya, Salt Lake City, Berlin and Samsun in 2018. The quality of finals field of plays continues to improve, as well as the general organisation – meaning events are being delivered to a consistently high level, not matter the local around the world.

Following years of partnership with SBS in Korea, KBS came on-board as exclusive broadcaster in the region. There was additional progress made in India and Latin America, where Sony Ten and Claro began testing targeted content on their platforms.

This progress was made possible due to the implementation of a new production and distribution strategy and partners. QTV Sports acted as host broadcaster for 2018, using local facilities to make economies, while a developed strategy of open content made archery footage more easily available to interested channels.

Broadcast time of the Hyundai Archery World Cup doubled to over 600 hours in 2018. In addition, a World Archery-supported broadcast of the European Championships was seen live by three-plus million people, not least thanks to support from the continent's member associations, and the first international highlights programme for the World Archery Field Championships was broadcast in upwards of 70 territories worldwide.

## The Olympic Movement

World Archery continues to maintain excellent relationships with the International Olympic Committee and the Olympic Family. Our President remains an IOC Vice President among his many roles and, as such, was not able to attend all of World Archery's events as he fulfilled other duties.

I was elected as Vice President of the new Association of Paralympic Sports Organisations, the equivalent of ASOIF for the Paralympic Movement, which has already led to improved communication with the International Paralympic Committee.

In 2018, I finished my mandate as an Executive Committee Member of the International World Games Association and decided not to stand for a fourth term due to my other commitments, such as being a member of the World Anti-Doping Agency's Compliance and Review Committee.

On the whole, World Archery's relations within the Olympic Movement are excellent and improving.

## The future

The World Archery Plan continues to act as the blueprint for our activities. Our focus on national federations persists because, while we are doing all that we can to make a difference at the international level, our growth is dependent on having strong roots in every country.

To this end, further work has and will be done on offering assistance on a regional basis. Firstly, in terms of good governance, and then with a variety of support and informational programmes to boost the knowledge of local officers.

Our goal remains to make archery an important Olympic sport in nations around the world.

## Thanks

I would like to finish this introduction by thanking the World Archery President, Executive Committee, Executive Board members and all committee members for their dedication, hard work and cooperation with the office. The President's commitment and contribution is paramount to archery's continued success.

My thanks also go to our entire event and development teams and other stakeholders and partners who contributed to archery's growth in 2018.

I would like to conclude by thanking the staff in the office and at the World Archery Excellence Centre. In no particular order: Pascal, Caroline, Ludivine, Matteo, Séverine, Jenny, Chris Marsh, Chris Wells, Thomas, JK Lee, Siret and Gwenael as well as Centre staff Juan Carlos, Junoh, Fermin, Charlotte, Jeoung, Raymond, Corinne, Alexane and Melany.

## Key events in 2018

Event	Location	Month
Indoor Archery World Cup stage 3	Nîmes, France	January
Indoor Archery World Cup stage 4 and Final	Las Vegas, USA	February
Athlete of the Year Awards	Las Vegas, USA	February
World Archery Indoor Championships	Yankton, USA	February
IOC Session	Pyeongchang, Korea	February
Joint meeting of all World Archery permanent and ad-hoc committees	Lausanne, Switzerland	March
Hyundai Archery World Cup stage 1	Shanghai, China	April
Hyundai Archery World Cup stage 2	Antalya, Turkey	May
Gymnasiade	Marrakesh, Morocco	May
Hyundai Archery World Cup stage 3	Salt Lake City, USA	June
Hyundai Archery World Cup stage 4	Berlin, Germany	July
Executive Board meeting	Berlin, Germany	July
World Archery Masters Championships	Lausanne, Switzerland	August
World Archery Field Championships	Cortina d'Ampezzo, Italy	September
Hyundai Archery World Cup Final	Samsun, Turkey	September
IOC Sport in Action Conference	Buenos Aires, Argentina	September
IOC Session	Buenos Aires, Argentina	October
Youth Olympic Games	Buenos Aires, Argentina	October
Indoor Archery World Series (250 stage)	Strassen, Luxembourg	November
Indoor Archery World Series (250 stage)	Macao, China	November
Level 3 coaching course	Lausanne, Switzerland	November
Indoor Archery World Series (250 stage)	Rome, Italy	December



## Officials and staff with positions in the Olympic Movement

Person	Organisation	Position
Prof Dr Ugur Erdener	International Olympic Committee	Vice President
		Youth Olympic Games Evaluation Commission Chair
		Medical Commission Chair
	World Anti-Doping Agency	Coordination Commission for Paris 2024 Member
		Executive Committee Member
	Turkish Olympic Committee	Foundation Board Member
Tom Dielen	Association of Paralympic Sports Organisations	Health, Medical and Research Committee Chair
		Foundation Board Member
	Association of Summer Olympic International Federations	President
	WADA	
Jorg Brokamp	International Olympic Committee	Sport and Active Society Commission Member
Juan Carlos Holgado	Association of Summer Olympic International Federations	Workgroup on Sport Development and Education Member
Matteo Pisani	Association of Summer Olympic International Federations	Workgroup on Technology Member



## Events: International calendar

CHRIS MARSH  
EVENTS DIRECTOR



World Archery's events offer an consistent platform for international teams to compete at a world-class level, and are the federation's primary product for sponsorship and television.

The Hyundai Archery World Cup entered its 13th year in 2018, with stages in Shanghai, Antalya, Salt Lake City and Berlin, and a Hyundai Archery World Cup Final in Samsun – on the coast of the Black Sea in Turkey.

Changes to the circuit rules included the introduction of a win-and-in principle, guaranteeing the gold medallist at each stage of the tour a spot at the Hyundai Archery World Cup Final. While this made little change to the athletes that qualified – it did make the story at each event easier to tell in written press and on television.

A random draw for seedings at the event was also trialled – effectively extending the length of the tournament by introducing an early opportunity for coverage.

As well the World Archery Field Championships and World Archery Indoor Championships, a World Archery Masters Championships was held for the very first time. This event, for archers aged 40 years and over, proved very successful – giving a place for former talented champions and latecomers to the sport alike – and is the first international competition in World Archery's calendar specifically targeted at older athletes.

It fits with a wider initiative to leverage the potential of mass participation tournaments. This has been put into action with the evaluation and rebranding of the indoor circuit, with a clear goal of establish a strong circuit of

individual tournaments, each with a marketable identity, and the expertise to deliver world-class events.

This growth is supported by ever-improving technology and a talented team of event staff.

Additions to WAREOS, World Archery's central registration system, have streamlined the logistics of events for organisers – and continue to improve the participation experience. This is key with the system being relied upon more and more to cope with both closed (national team only) and open competitions.

I'd like to thank athletes, staff and organisers for contributing to a successful schedule of international tournaments in 2018 – and look forward to developing on the wealth of feedback for next season.

### Hyundai Archery World Cup stage 1 Shanghai, China / 23-29 April 2018



- 365 Athletes
- 154 Officials
- 46 Countries

Shanghai's organising committee continued to impress in evaluating and implementing improvements year on year. The community engagement events are unique and a good example for other tournaments.

**Positives:** Better promotion, improved venue build and branding.

**Learnings:** Increased range of hotel food and spectator facility required.

### Hyundai Archery World Cup stage 2 Antalya, Turkey / 20-26 May 2018



- 359 Athletes
- 140 Officials
- 47 Countries

The event was moved out of normal location due to development of beach arena. The stage remained popular due to timing and location.

**Positives:** Excellent athlete feedback, improved branding.

**Learnings:** New venue extremely challenging, promotional activity lacking.

### Hyundai Archery World Cup stage 3 Salt Lake City, USA / 18-24 June 2018



- 202 Athletes
- 90 Officials
- 33 Countries

The Easton Salt Lake Archery Centre hosted a stage of the international circuit for a second consecutive year. The wind was challenging– but with the whole site dedicated to archery, the facilities for athletes are excellent.

**Positives:** Improved catering facilities, single-site permanent and purpose-built venue.

**Learnings:** Expectation for recognisable finals location not fulfilled.



### Hyundai Archery World Cup stage 4 Berlin, Germany / 16-22 July 2018



- **380 Athletes**
- **160 Officials**
- **51 Countries**

Berlin's iconic Olympic Stadium remains the most improve qualification field on the tour. The introduction of the win-and-in principle made the competition dramatic.

**Positives:** Excellent ranking round facility and strong volunteer and fan base in Germany.

**Learnings:** Feedback that food variety needed improvement and finals venue requires more creativity.

### Hyundai Archery World Cup Final Samsun, Turkey / 29-30 September 2018



- **32 Athletes (eight per category)**
- **14 Countries**

The variety of continents and countries covered at this Hyundai Archery World Cup Final was excellent. The venue was maximised with branding and television figures were the best-ever for the event.

Strong performances from the host country, Turkey, resulted in large crowds. A random draw was also used for the first time.

**Positives:** Branding excellent, existing stadia well-used and great local support.

**Learnings:** Value balance needs to be better-explained, competition structure is good for television because of single winner, and event can be better commercialised.

## World Archery Indoor Championships Yankton, USA / 14-19 February 2018



- 207 Athletes
- 75 Officials
- 31 Countries

The NFAA Yankton Archery Centre hosted its second world championship in 2018 after the World Archery Youth Championships in 2015.

**Positives:** Excellent purpose-built facility, which was expanded for the tournament, fantastic branding and strong community engagement

**Learnings:** Participation for event low compared to indoor series, Sioux Falls local airport struggles with event traffic.



### World Archery Masters Championships Lausanne, Switzerland / 13-19 August 2018



- 332 Athletes
- 41 Countries

The first world titles for athletes aged 50+ were awarded at the first world championships in the World Archery Excellence Centre in the Olympic Capital of Lausanne.

**Positives:** Much-needed tournament for mature audience, excellent venue and good feedback.

**Learnings:** Necessary addition to international calendar, balance between competition and enjoyment needed, promotion improvable, holiday destinations preferable.

### World Archery Field Championships Cortina d'Ampezzo, Italy / 4-9 September 2018



- 271 Athletes
- 53 Officials
- 31 Countries

Cortina's beautiful landscape was an excellent backdrop for the championships. Using the old Olympic ski-jump venue was creative. For the first time, footage from the championships was distributed to television channels.

**Positives:** Incredible location, meals in local restaurants resulted in good engagement with town, educated volunteers from archery community.

**Learnings:** Airport distance too long, event somewhat unprepared for logistic requirements.

### Youth Olympic Games Buenos Aires, Argentina / 11-18 October 2018



- 64 Athletes
- 45 Countries

In an encouraging display for the future of the sport, the parity of competition at the Youth Olympic Games in Buenos Aires was a step forward from future editions. The tournament engaged schools and the public – and resulted in a world-class archery event and, hopefully, a legacy for the sport in South America.

**Positives:** Varied continents on podium, good local engagement, fan facilities in cluster great.

**Learnings:** Athlete role model programme excellent – but should be leveraged further, increased transparency between organiser and international federation required.

## Calendar of major events in 2019

Event	Location	Date
<i>2019 Indoor Archery World Series</i>		
Nimes Tournament	Nimes, France	18-20 January
Vegas Shoot	Vegas, USA	8-10 February
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<i>2019 outdoor season</i>		
Hyundai Archery World Cup stage 1	Medellin, Colombia	22-28 April
Hyundai Archery World Cup stage 2	Shanghai, China	6-12 May
Hyundai Archery World Cup stage 3	Antalya, Turkey	20-26 May
World Archery Para Championships	's-Hertogenbosch, Netherlands	3-9 June
Hyundai World Archery Championships	's-Hertogenbosch, Netherlands	10-16 June
Hyundai Archery World Cup stage 4	Berlin, Germany	1-7 July
Tokyo 2020 Test Event	Tokyo, Japan	11-18 July
World Archery Youth Championships	Madrid, Spain	19-25 August
World Archery 3D Championships	Lac la Biche, Canada	2-6 September
Hyundai Archery World Cup Final	Moscow, Russia	6-7 September
<hr/>		
<i>2020 Indoor Archery World Series</i>		
GT Open	Strassen, Luxembourg	23-25 November
Macau Open	Macau, China	1-2 December
Roma Trophy	Rome, Italy	14-16 December





# SAMSUN

HYUNDAI ARCHERY  
WORLD CUP FINAL



29-30 SEP 2018





## Excellence Centre: Hub for development

JUAN-CARLOS HOLGADO  
EXCELLENCE CENTRE DIRECTOR



The focus for the World Archery Excellence Centre in 2018 was to increase the number of clients, income and participation with improved operational efficiency and quality of service.

As well as hosting the first World Archery Masters Championships, which attracted more than 330 archers to compete across three venues in Lausanne, the Centre held its first para archery seminar for coaches, a youth judge seminar and introduced a resident athlete programme supported by Olympic Solidarity.

Three official World Archery coaching courses, one USA Archery coaching course and two coachig workshops were held during the year. Recurve archery expert Kim Hyung Tak visited in September.

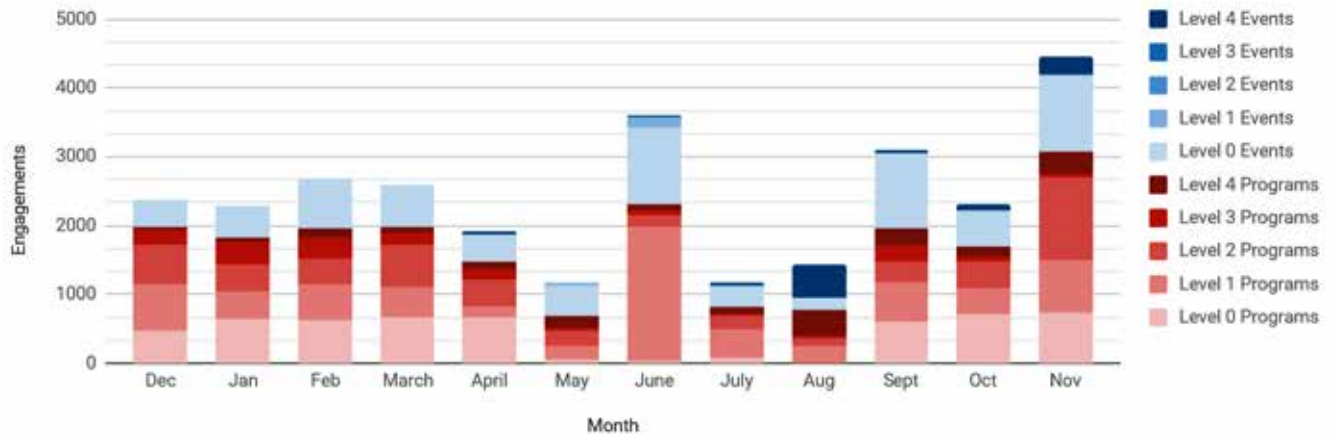
More than 240 events for external organisations were organised, ranging in size from 15 to 700 participants, with birthday parties accounting for 40 of those.

At the end of 2018, the Excellence Centre had 31 full members, who benefit from exclusive member days and a new weekly member-only training session, supervised by Centre coaches, on Friday evenings.

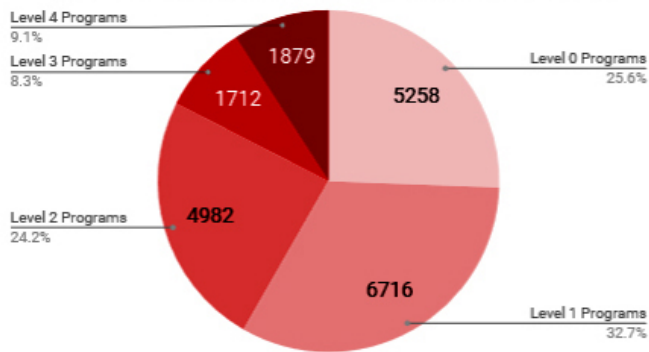
Four local competitions, two indoor and two outdoor, were held, and the facilities rented to external parties for a further three.

Goals for 2019 include building on commercial progress and consolidating partnerships with corporate clients, as well as local schools.

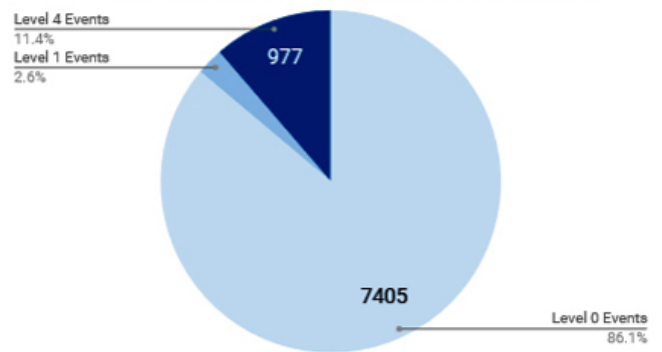
## ENGAGEMENT LEVELS PER MONTH



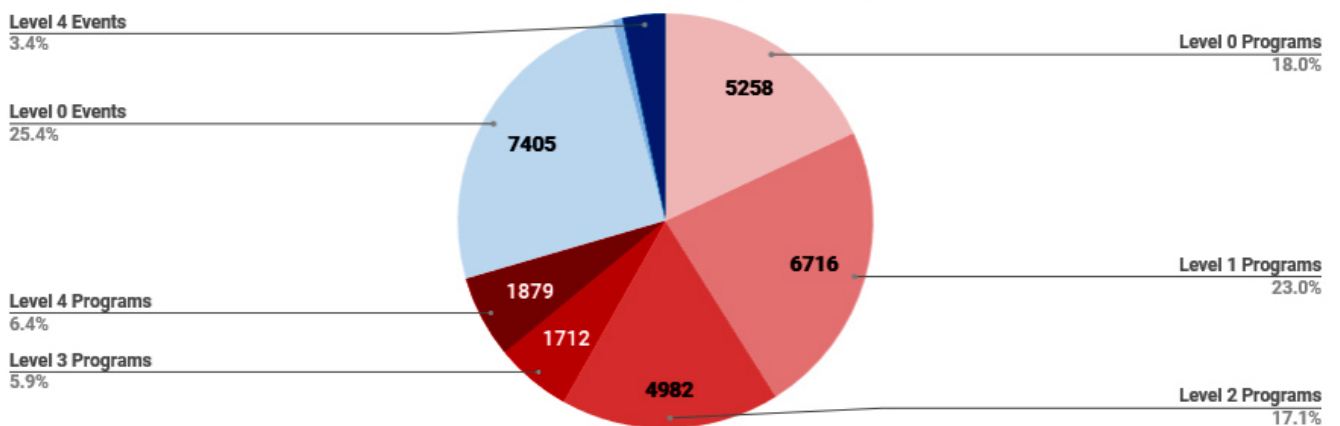
### 2018 PROGRAM ENGAGEMENTS BROKEN DOWN BY LEVEL



### 2018 EVENT ENGAGEMENTS BROKEN DOWN BY LEVEL



## 2018 ENGAGEMENT BREAKDOWN



## **Selected list of events held in the Centre in 2018**

### **Competitions**

Lausanne 2018 World Archery Masters Championships

Hyundai 720 Indoor Challenge

Hyundai Indoor Archery Challenge

Hyundai Outdoor Challenge stage 1

Hyundai Outdoor Challenge stage 2

43rd Challenge de Lausanne (Compagnie des Archers de Lausanne)

21st Indoor de Lausanne (Compagnie des Archers de Lausanne)

1st AVTA Indoor Youth Competition (AVTA)

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### **Training camps**

Recurve training camp with Kim Hyung Tak

African Youth Olympic Games preparation camp (supported by Global Sports Development)

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### **Courses and seminars**

World Archery coaching seminar

USA Archery coaching course levels 1 and 2

World Archery coaching course level 1

World Archery coaching course level 2

World Archery coaching course level 3

Recurve coaching workshop with Kim Hyung Tak

Para archery adaptive coaching seminar (supported by Agitos Foundation)

World Archery international and youth judges seminar







## Marketing: Sponsors, online shop and licensing

THOMAS AUBERT  
MARKETING SERVICES MANAGER



World Archery's sponsorship programme is split into two parts. There is an industry-specific offering managed internally by marketing services manager Thomas Aubert and then external partnerships with broad-base companies, the development of which is managed by GPS Performance SA.

Partnerships with Hyundai, Longines and SporToto continued in 2018, with Errea joining as World Archery's official clothing supplier.

New uniforms were supplied to event staff at the beginning of the season and are expected to last for the duration of the three-year contract.

The Longines Prize for Precision entered its eighth year, recognising the most accurate athletes across and at

each stage of the Hyundai Archery World Cup and across the season.

Work with the Archery Trade Association has strengthened the Industry Sponsorship Programme that was launched in 2016. A total of 23 companies from across the archery sector are now members.

Target face licensees in 2018 included Arrowhead, Avalon, Decut, Fivics (Korea exclusivity), Geologic, JVD, Kruger and Maple Leaf Press.

The support of World Archery's partners is instrumental in the federation's ability to deliver world-class events and promote the sport.

### RECURVE MEN SEASON AWARD



**LEE WOO SEOK, KOREA**

258 10s

2. Kim Woojin, Korea

246 10s

3. Mauro Nespoli, Italy

218 10s

### RECURVE WOMEN SEASON AWARD



**CHANG HYE JIN, KOREA**

177 10s

2. Tan Ya-Ting, Chinese Taipei

170 10s

3. Deepika Kumari, India

165 10s

### STAGE AWARDS



COMPOUND MEN

**KIM JONGHO**

COMPOUND WOMEN

**SO CHAEWON**



RECURVE MEN

**THOMAS CHIRAULT**

RECURVE WOMEN

**TAN YA-TING**



### Shop sales

Year	2017	2018
Total	59,831.85 CHF	76,583.79 CHF
Yearly change		+28%

### Industry Sponsorship Programme members

Year	2016	2017	2018
Partner	45,000 CHF	55,000 CHF	55,000 CHF
Associate	185,100 CHF	172,000 CHF	211,000 CHF
Total	230,100 CHF	227,000 CHF	266,000 CHF
Yearly change		-1%	+17%

## Partnerships: Official sponsors



Hyundai is the official car of World Archery and title sponsor of the Hyundai Archery World Cup in 2016, 2017 and 2018, and of the World Archery Championships in 2017.

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## Partnerships: Diamond partners





## Partnerships: Gold associates



## Partnerships: Red associates



## Partnerships: Blue associates



Licensed target face manufacturers: Arrowhead, Avalon Archery, Decut, Fivics, Geologic, JVD Archery, Krüger and Maple Leaf Press.



## Television: Worldwide coverage

CHRIS WELLS  
SENIOR COMMUNICATIONS MANAGER



The key television properties for World Archery across 2018 were the four stages of the Hyundai Archery World Cup and Hyundai Archery World Cup Final, the European Championships and the World Archery Field Championships.

All five World Cup events and the European Championships were offered as live programmes on satellites worldwide, with on-demand footage also available via FTP. Two complementary 26-minute highlight programmes following in English, international and – introduced for this year – Spanish versions were provided in the week following each competition.

For the first time, a single 26-minute highlights programme from the World Archery Field Championships also received worldwide distribution.

Live and delayed programming was supported by news distribution, targeted to interested networks and via international agencies. This service was also offered for coverage of events not produced by World Archery including, for example, the World Archery Para Championships – where content was received from World Archery Europe and pushed forward into the distribution pathway.

This model is possible due to a shift in production approach.

After a comprehensive tender process, QTV Sports was appointed as the broadcast provider for the Hyundai Archery World Cup in 2018. The company deployed a central staff to events worldwide, subcontracting local companies to deliver equipment and additional

### Top five broadcast territories by time

2017*	2018
1. Korea – 71h12	1. USA – 156h
2. Italy – 57h19	2. Chinese Taipei – 68h23
3. Turkey – 48h35	3. Korea – 39h27
4. UAE – 41h00	4. Asia (networks) – 30h30
5. USA – 32h30	5. Australia – 22h45

\* includes World Archery Championships

### Top five broadcast territories by audience

2017*	2018
1. China – 18.16m	1. Korea – 10.85m
2. Korea – 14.23m	2. Germany – 4.28m
3. Germany – 9.96m	3. Turkey – 1.83m
4. France – 6.04m	4. Asia – 1.62m
5. Italy – 2.04m	5. USA – 1.48m

\* includes World Archery Championships

### Eurosport audience monitoring (reach in '000s)

Programming	2017	2018
Hyundai Archery World Cup stages	2,730	2,540
Hyundai Archery World Cup Final	2,794	1,971
World Archery Championships	2,523	–
World Archery Field Championships	–	578
European Archery Championships*	–	3,118
<b>Total broadcast exposure</b>	<b>8,047</b>	<b>8,207</b>
Advertising campaign (linear)	71,500	79,500

\* World Archery distributed content from the European Archery Championships for the first time.

personnel, while a secondary base was maintained at the QTV offices in Scotland – where news, highlight and social editing took place off-site.

The off-site structure can be deployed in any situation where a broadcast feed can be received – like the European Championships, where the live signal was produced by TVP in Poland, and the World Archery Field Championships.

A closer relationship between the production and the distribution strategy resulted in an increase in news penetration, the addition of a number of new broadcasters throughout the year – including Sony TEN in India, Claro Sports in Latin America and KBS in Korea – and closer relationships with channels that have been long-term partners like Eurosport.



## Communications: Community building

CHRIS WELLS  
SENIOR COMMUNICATIONS MANAGER



An increased focus on out-of-competition content has led to higher interaction on World Archery-owned platforms during periods in between events. This, in turn, has boosted the number of return users, particularly on the website and YouTube channels.

Content is increasingly becoming monetised through the industry sponsorship programme, which should allow much of the offering to become self-sustainable.

The communications department continues to work with freelance reporters and content producers, supplementing the output both during World Archery events and outside tournaments.

World Archery is striving not just to be an international federation in its communications, but an information

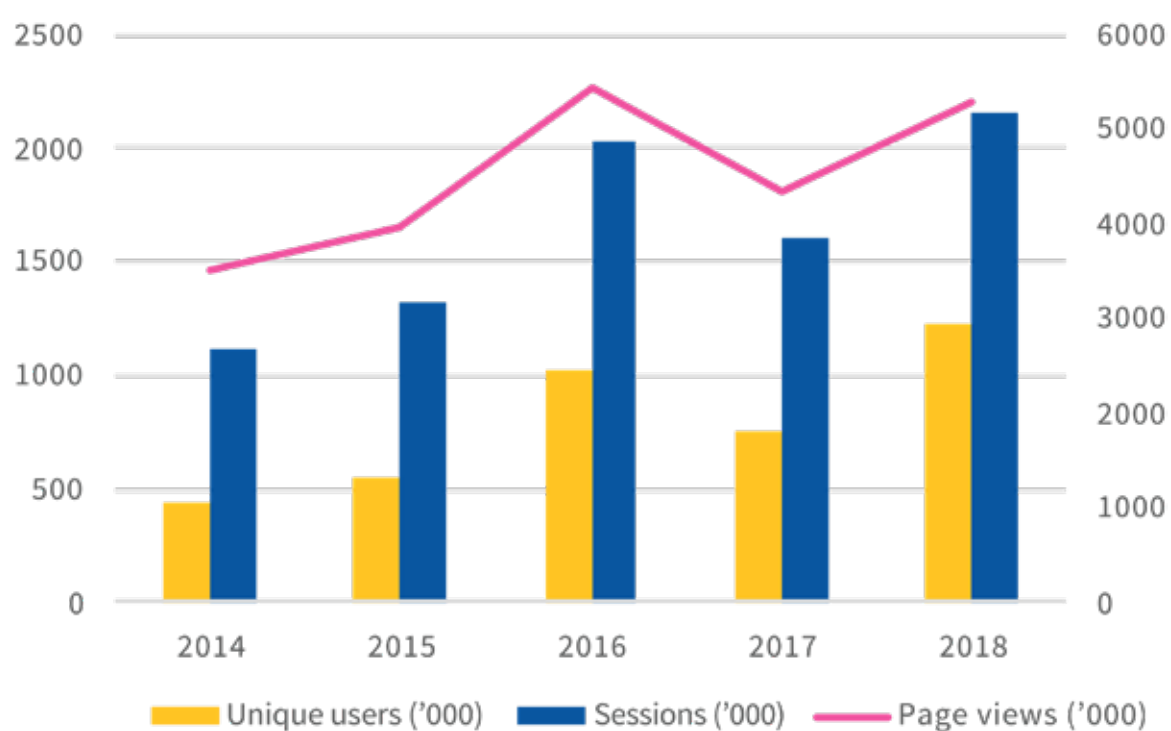
source, a community and a year-round destination for archery fans. Building a strong community is key to success on today's online platforms and should yield value in growing the sport.

The majority of content produced by the communications department is now digital and all content is now digital-first, including the monthly newsletters, annual *Target* yearbook and this annual report. Printed documents are not prioritised making the department's output more sustainable.

Relationships are maintained with industry press outlets, pictures of World Archery events are distributed through Getty images and alignment with television contacts has increased the amount of information being sent to the wider media.

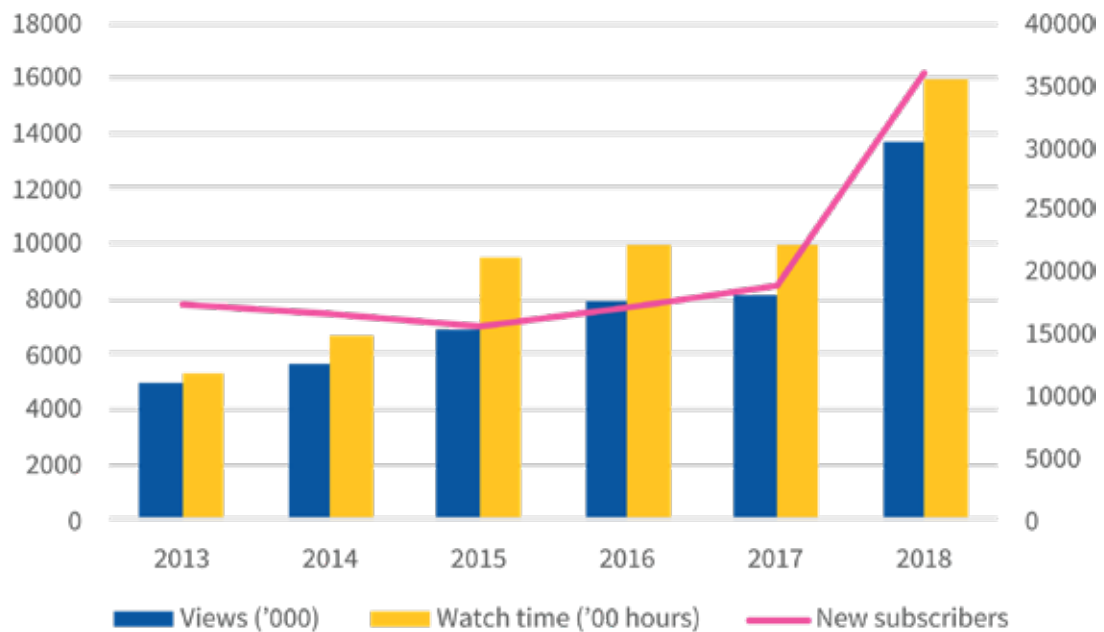


### Website ([www.worldarchery.org](http://www.worldarchery.org)) audience and activity 2014-2018

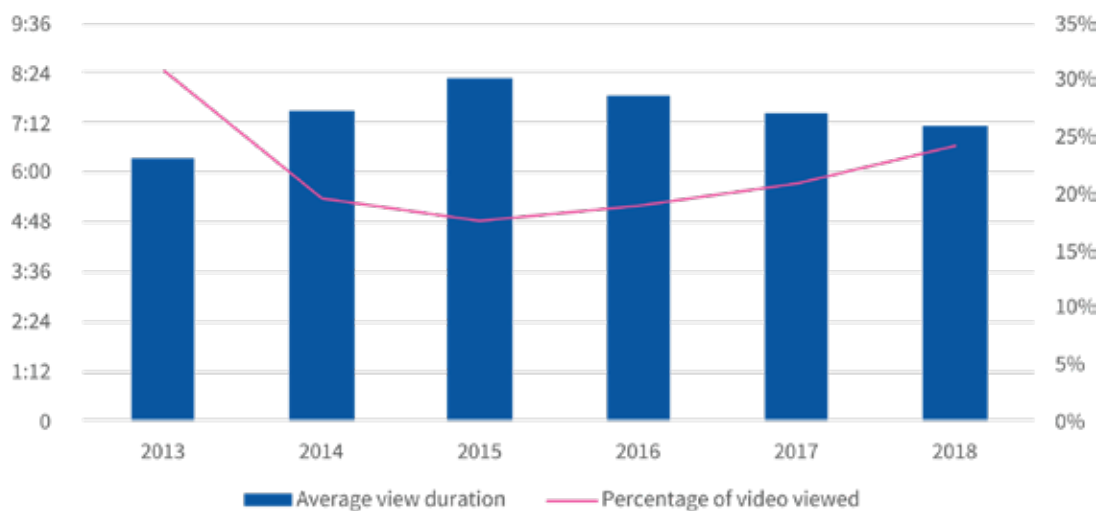


*The number of unique users and sessions on the World Archery website in 2018 was more than the previous peak during the Olympic year in 2016. Page views increased on the year before but is a slightly misleading statistic due to the number of integrated applications now used on the site; looking at many different results from an event only counts as one page view, for example.*

### Youtube channel audience and activity 2013-2018

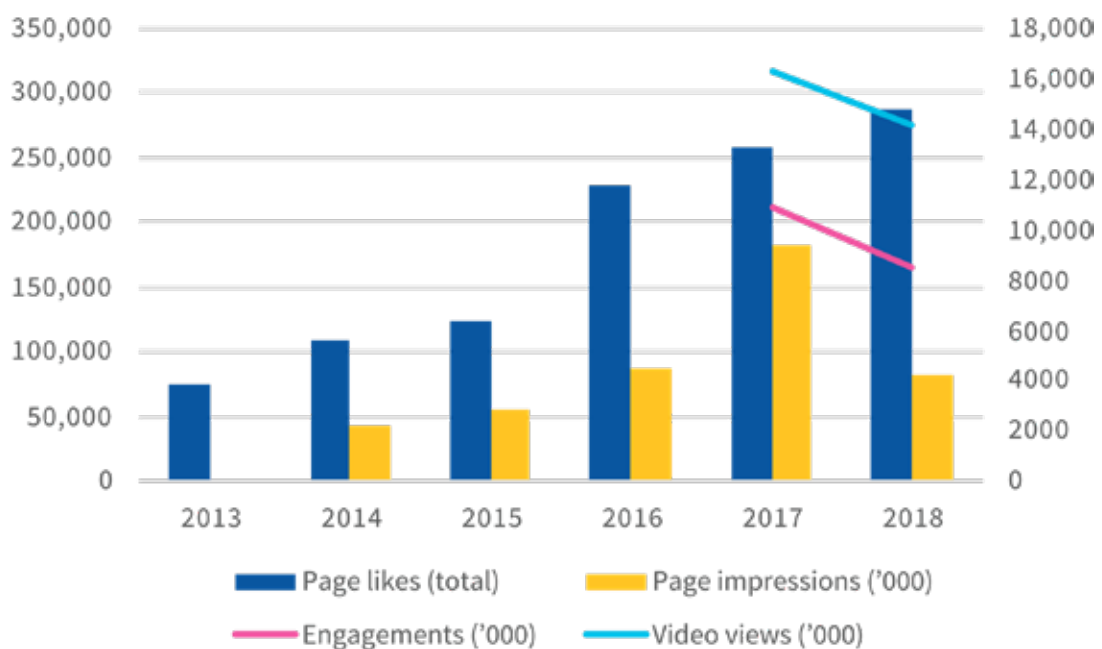


### Youtube channel viewing habits 2013-2018



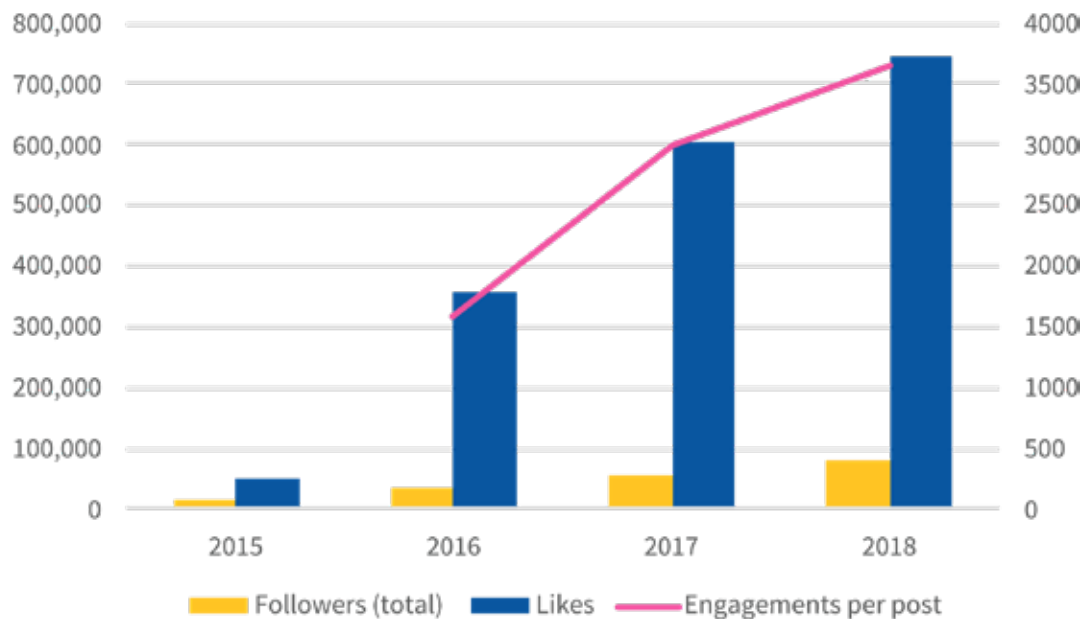
The YouTube channel was the biggest beneficiary of the move towards serialised content and increased focus on creating products out of competition. Views, watch time and the number of people subscribing all nearly doubled in 2018 and the channel ends the year with over 130k subscribers in total.

### Facebook page audience and activity 2013-2018



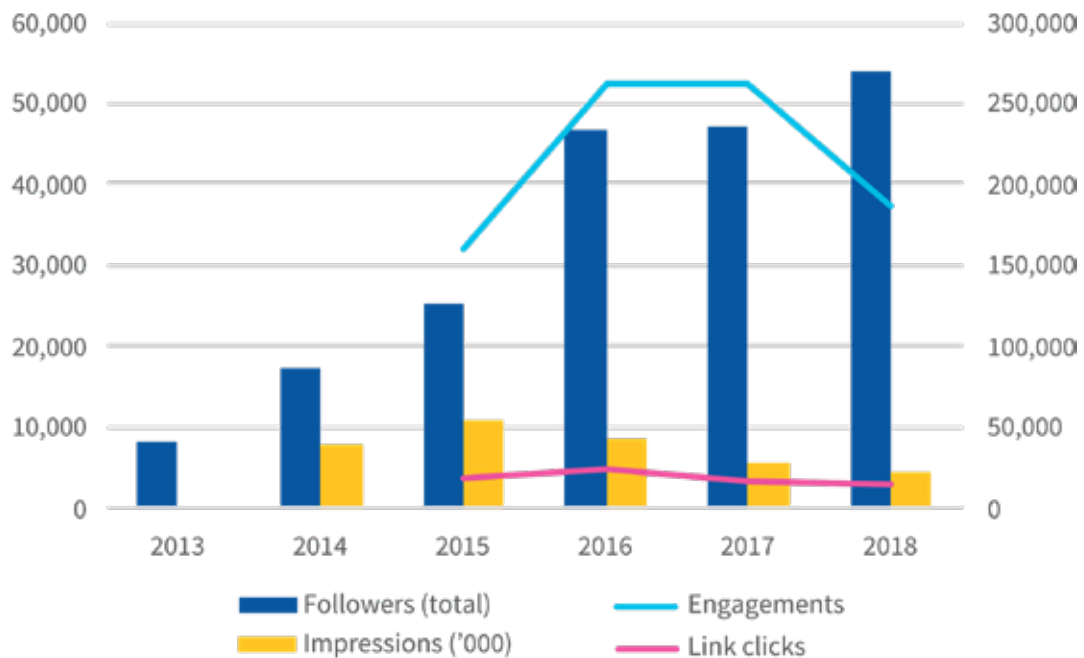
*At the start of 2018, Facebook released a significant update to its algorithm that severely restricted organic reach to followers. Maintaining about the same figures for impressions and engagements as in the Olympic year of 2016 is an acceptable result.*

### Instagram account audience and activity 2015-2018



Since restarting activity on the World Archery Instagram account in 2015, it has become a key and successful community tool.

### Twitter account audience and activity 2013-2018



The quality of Twitter interactions outweighs the number. Many press, institutional and organisational contacts live on the platform and its usage has changed to reflect this, primarily acting as a news distribution tool.









## Development: Education and coaching

PASCAL COLMAIRE  
DEVELOPMENT AND EDUCATION DIRECTOR



The primary pillars of activity for World Archery's development and education department are growing the number and competency of coaches, easing access to the sport in developing countries, and supporting members in solidifying their governance structures.

A collaboration with the World Academy of Sport has led to the start of development of an online coaching education system. This is expected to be operational by the end of 2019.

Global Sports Development extended its partnership with World Archery to include the Oceania region as well as Africa. This enabled the hiring of a part-time development agent, New Zealand's Robert Turner. Sergio Font and Khaled Lamandé continue to work as agents in the Americas and Africa.

Olympafrica, a foundation working with African youth through sport, has agreed to include archery in its centres in 2019. World Archery will provide equipment.

Member association's use of Olympic Solidarity funding has reached its highest level ever. There is a plan in place to utilise the coach scholarships further, using the World Archery Excellence Centre as the host site.

Due to the expulsion of Senegal, which will host the 2022 Youth Olympic Games, a plan is being put in place with the International Olympic Committee to ensure the appropriate archery infrastructure is available.

A proposal to introduce a working group for traditional archery is being assessed. Having archery recognised by World Heritage is a potential goal.

## Pillar I: Coach education



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**Goal:** *Expand number and increase competency of coaches worldwide.*

### Activities:

- Delivery of World Archery coaching courses. (Internal, run by the department, and externally by coach trainers.)
- Training new coach trainers.
- Assist member associations in accessing Olympic Solidarity grants to fund coach education.
- Development of online learning and accreditation tool for coaching.

## Pillar II: Access to the sport



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**Goal:** *Work towards a world in which everybody can access archery in a safe and enjoyable manner.*

### Activities:

- Working with new federations to help them reach the requirements for membership.
- Equipment assistance to member associations.
- Development agents assisting members in developing offering on a national level.
- Targeted coaching courses to increase knowledge base in low-expertise areas.

## Pillar III: Governance structures



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**Goal:** *Member associations that are well governed, active, independent and with strategies for growth.*

### Activities:

- Coordination of strategic planning and good governance committee.
- Assessment and action when federations do not comply with activity requirements.
- Application of good governance handbook.





## Clean sport: Anti-doping activities

World Archery is committed to the fight against doping. Changes to anti-doping procedures in 2018 included delegating management of the clean sport programme to the new International Testing Authority and World Archery taking responsibility for alcohol tests.

Alcohol was maintained as a banned substance under World Archery rules after its removal from the World Anti-Doping Agency banned list at the start of the year.

A total of 233 samples were collected across out-of-competition and in-competition tests throughout the year. The extensive out-of-competition testing programme saw 72 samples collected during 2018, an increase on the 56 in 2017 and 58 in 2016. In-competition testing yielded 161 samples, with 102 collected at Hyundai Archery World Cup, Indoor Archery World Series

and world championship events. Testing also took place at world ranking and para world ranking tournaments.

Twenty-eight athletes from 14 national associations were listed in the registered testing pool in 2018; four of those were para athletes. The pool included the team and individual Olympic Champions; random athletes from the teams ranked second, third and fourth at the Olympic Games; the Paralympic Champion from the largest category; the top three compound archers and top four recurve archers in the world ranking after the Hyundai Archery World Cup Final; and additional athletes at the discretion of the Medical and Sports Science Committee.

Athletes in the registered testing pool provided whereabouts information through ADAMS every three



## In-competition testing conducted by ITA in 2018

Event	Date	Number of samples
Shanghai 2018 Hyundai Archery World Cup stage 1	23-29 April	35
Antalya 2018 Hyundai Archery World Cup stage 2	20-26 May	10
Salt Lake City 2018 Hyundai Archery World Cup stage 3	18-24 June	10
Berlin 2018 Hyundai Archery World Cup stage 4	16-22 July	10
Cortina 2018 World Archery Field Championships	4-9 September	15
Samsun 2018 Hyundai Archery World Cup Final	29-30 September	10
GT Open	23-25 November	4
Macau Indoor Archery Open	1-2 December	4
Roma Archery Trophy	14-16 December	4

## Closed or pending cases of Adverse Analytical Findings in 2018

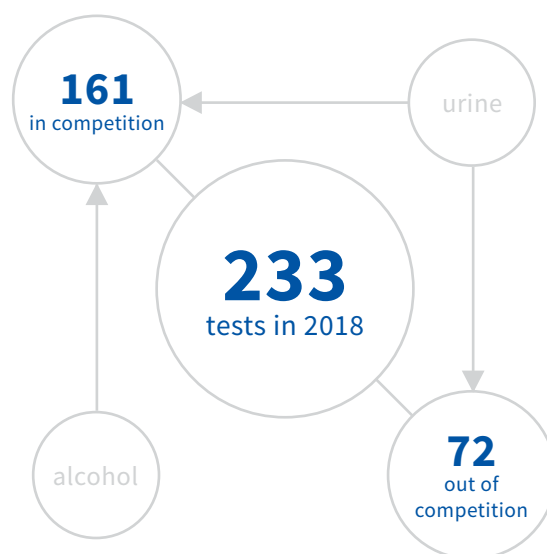
Country	Testing authority	Status	Substance class
Canada	International	No sanction (contamination case)	S1.2 Other anabolic agents
USA	International	No sanction (TUE)	S5 Diuretics and masking agents
Czech Republic	International	Pending	S5. Diuretics and Masking Agents

Six national cases based on ADAMS

months. None of the athletes received a quarterly filing failure or filing failure in 2018. There were six missed tests reported, which is when an athlete was not available in the one-hour slot their whereabouts was registered, an increase on the four reported in 2017.

Nine of the 27 applications for Therapeutic Use Exemptions received in 2018 were approved; part of a 10th application was also approved. World Archery recognised a further eight that were issued by national anti-doping organisations and five applications did not require a Therapeutic Use Exemption.

World Archery continues to require any participant in its coaching courses to complete the World Anti-Doping Agency's Coach True online programme and encourages teams to make use of the learning tool Alpha.



## Finances: Income and expenditure

CAROLINE MURAT  
FINANCE DIRECTOR



All figures in this report are based on the Price Waterhouse Coopers audited report of 2018. The financial statements are prepared in accordance with Swiss accounting law (2015). These numbers have yet to be approved at World Archery Congress in June 2019.

This report is therefore 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 the Swiss Franc as the currency of reference for its finances.

### Income

Most financial input is attributed to commercial revenues, then from various income and fees, and finally from Olympic revenues. World Archery was able to convert most of the US Dollars provided by the Olympic revenues to Swiss Francs at rates averaging 1.004.

Various income and fees increased 8.66% compared to 2017, largely due to increases in associate member fees, merchandising, a grant from Global Sport Development and event services.

Financial incomes increased 31.18% compared to 2017 and World Archery had a return on investments of 1.57% in 2018 compared to -0.40% in 2017.

### Expenses

The decrease of 8.28% in administration expenses is mainly linked to salaries and staff expenses.

Operating expenses decreased by around 6.67% on the previous year, thanks to savings in television production gained by using local equipment, partially local staff and the decrease in shipping of events equipment.

It is important to note that total expenses in 2018 were 0.36% higher than in 2017, which is partially due to the provision for a possible loss on a loan to FIDTA for CHF 722,000.

World Archery will continue to work with the foundation managing the Centre to ensure that its contribution diminishes rather than increases in the future.

The cost of television production increased 11.64% and distribution increased 11.73% in 2018 compared to 2017 due to the tender process and assigning of a new production partner, distribution approach and profile of broadcast takers. The cost per production has decreased over the past few years and, when compared with a similar number of events in 2014, is up to 30% less.

World Archery generated higher income from television rights, particularly in Korea. This trend is expected to continue in 2019 and beyond.

As in the past, World Archery will monitor closely expenses against budget to ensure enough reserves are generated for the future. The priority goals remain making major events self-sufficient and increasing revenues by obtaining broad-base sponsors.

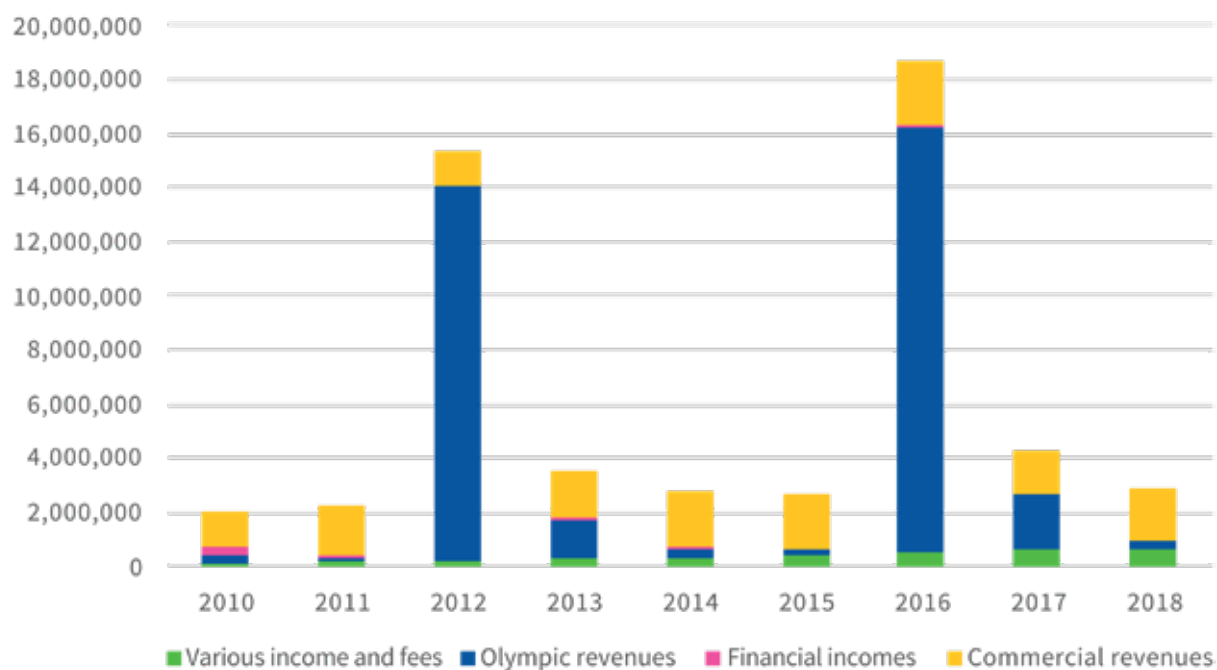
### Officer remuneration

The roles of president, vice president, board member and committee member are voluntary and do not receive a salary. The secretary general is salaried.

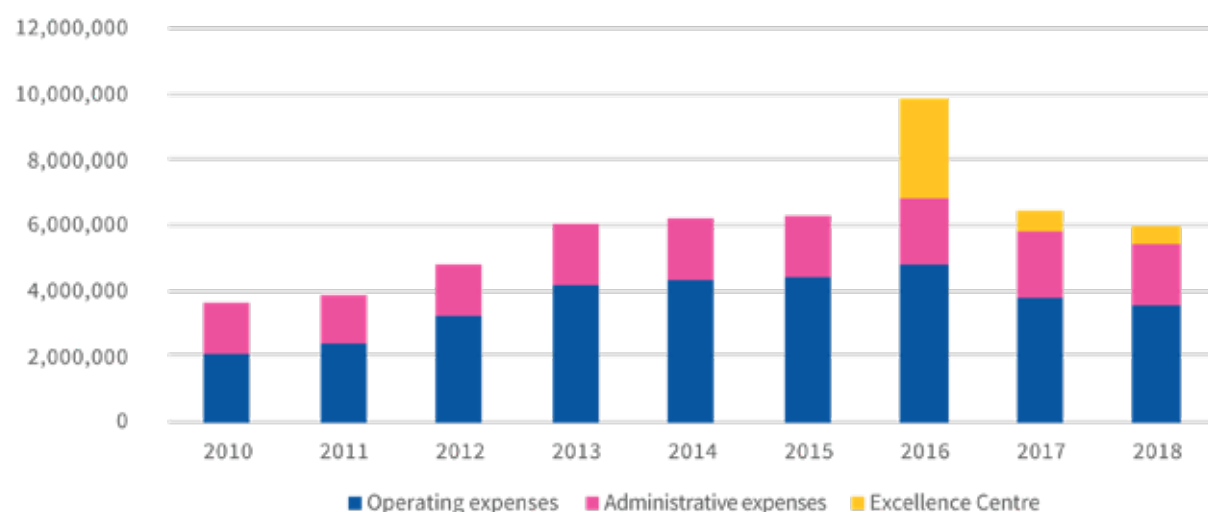
Members of the board and committees receive a CHF 200 mission fee when attending meetings; board members and committee chairs may receive CHF 200 per year to cover administration expenses. The president and secretary general refused this remuneration in 2018.

Mission fees totalled CHF 9,248.46 in 2018.

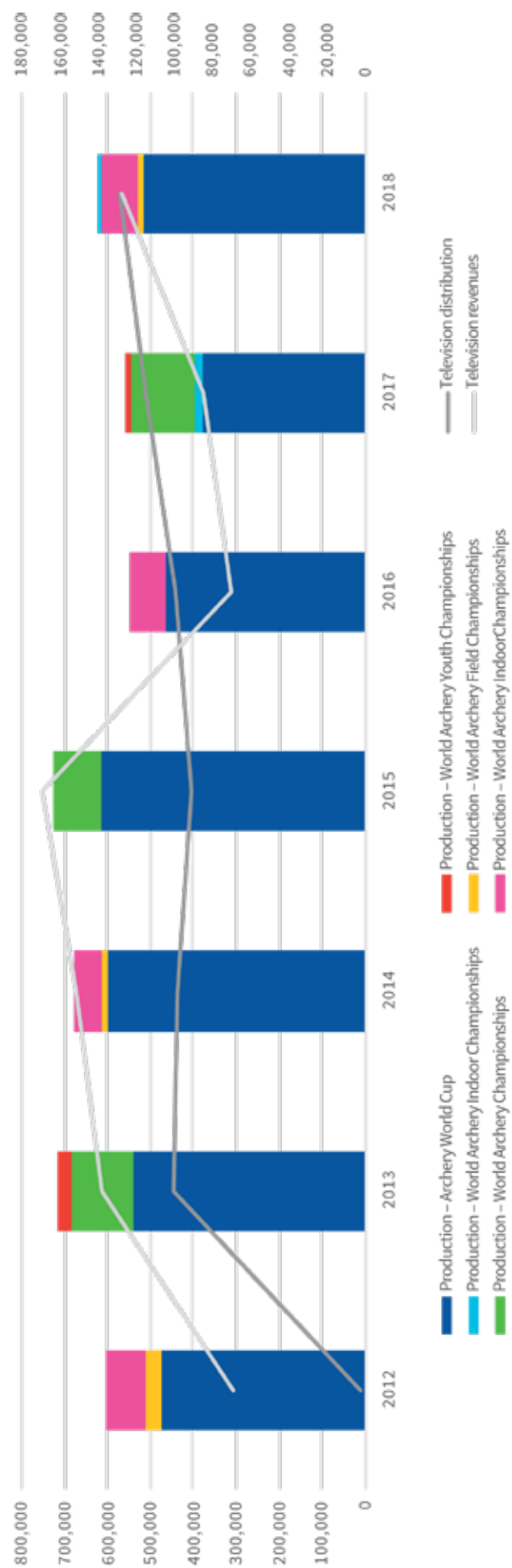
## Income 2010-2018



## Expenses 2010-2018



**Television production and distribution versus television revenues 2012-2018**









## Organisational integrity: Rules, decisions, activity and structure

Ongoing administration regarding the constitution and rules includes interpretation request management, consultations, bylaws and decision publication in coordination with the constitution and rules committee, the secretary general, relevant committees and the communications department.

### Bylaws and interpretations

In 2018, there were six bylaws approved and four official interpretations issued. Two policies were also adopted which are for safeguarding and for team officials. Implementation is being put in place in 2019.

World Archery staff act as ex-officio liaisons and offer administrative support to the committees across the governance structure.

### Board of justice and ethics

The board of justice and ethics adjudicated on one case related to a member association with the outcome of a recommendation to the executive board, and no cases related to safeguarding, match-fixing, corruption or any other subject.

## Committee meeting schedule 2018

Group	Date	Location
Executive Board	18 January	Conference Call
Finance & Audit Board	26-27 February	Lausanne, Switzerland
All Permanent and Ad Hoc Committees	16-19 March	Lausanne, Switzerland
Judge Committee and Conference	3-4 November	Lausanne, Switzerland
Finance and Audit Board	28 November-1 December	Lausanne, Switzerland
Ad Hoc Classifiers Committee	6-8 December	Lausanne, Switzerland

## Interpretations and bylaws issued in 2018

Subject	Type	Date of effect
Para archery	Interpretation	5 March 2018
Judge rights to require equipment disassembly	Interpretation	7 June 2018
Weights on barebows	Interpretation	7 June 2018
Pin nocks for longbow archers	Interpretation	12 July 2018
Clarification on sight marks	Bylaw	18 July 2018
Minimum distance 3D	Bylaw	18 July 2018
Mixed team world record	Bylaw	18 July 2018
Written memoranda field	Bylaw	18 July 2018
Four-metre line for target numbers	Bylaw	1 April 2019
Dress regulation under shirts	Bylaw	1 April 2019

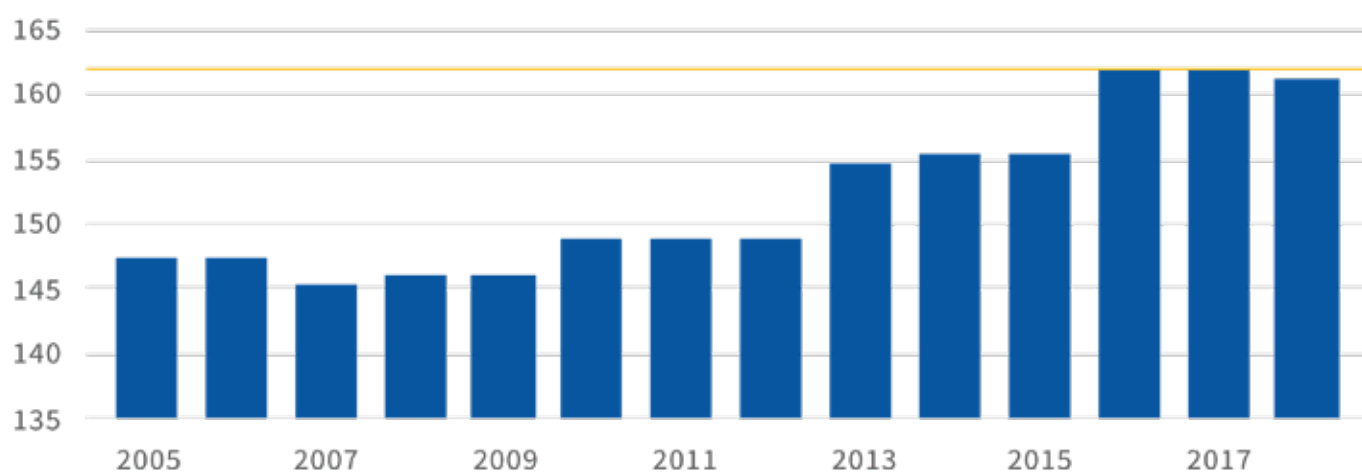


## International sport: 161 member associations

World Archery's constitutional requirement for member associations to be active and well governed is supported by regional consultants.

Member associations in Central African Republic, Liberia and Senegal were expelled, and associations were approved for membership in Jordan and Syria in 2018.

### Number of member associations by year 2005-2018





### World Archery Africa

31 members

ALG	Algeria
BEN	Benin
BUR	Burkina Faso
CHA	Chad
CIV	Ivory Coast
CMR	Cameroon
COD	DR Congo
COM	Comoros
DJI	Djibouti
EGY	Egypt
GHA	Ghana
GUI	Guinea
KEN	Kenya
LBA	Libya
MAD	Madagascar
MAR	Morocco
MAW	Malawi
MLI	Mali
MRI	Mauritius
NAM	Namibia
NGR	Nigeria
NIG	Niger
RSA	South Africa
RWA	Rwanda
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

PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	St. Kitts and Nevis
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
USA	United States of America
VEN	Venezuela

### World Archery Asia

36 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
JOR	Jordan
JPN	Japan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KOR	Korea
KSA	Saudi Arabia
KUW	Kuwait
LAO	Laos
LIB	Lebanon
MAC	Macau
MAS	Malaysia
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
PAK	Pakistan
PHI	Philippines
PRK	DPR Korea
QAT	Qatar
SIN	Singapore
SRI	Sri Lanka
SYR	Syria
THA	Thailand
TJK	Tajikistan
TKM	Turkmenistan
TPE	Chinese Taipei
UAE	United Arab Emirates
UZB	Uzbekistan
VIE	Vietnam

### World Archery Europe

50 members

ALB	Albania
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BEL	Belgium
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	FYRO 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

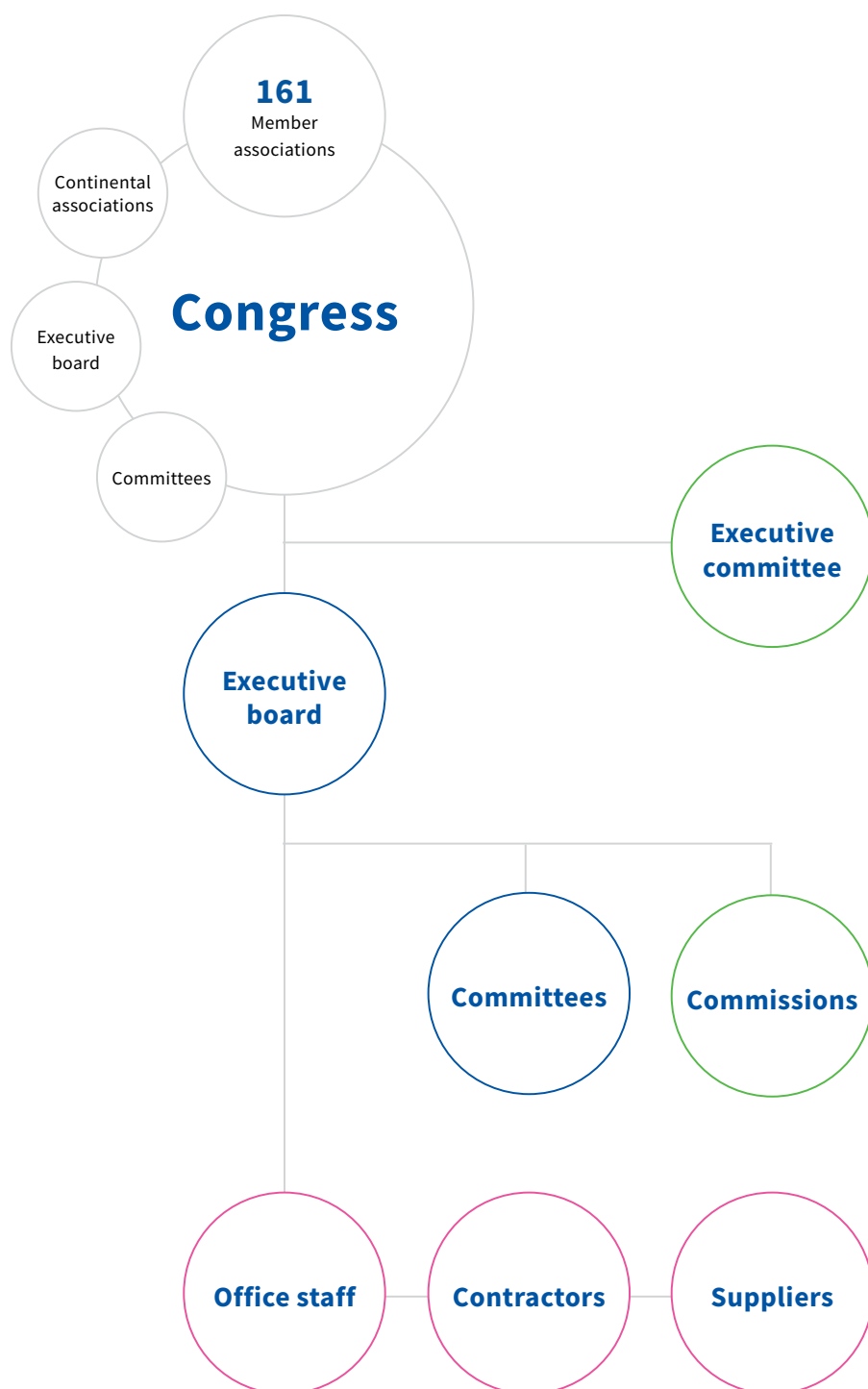
### World Archery Oceania

12 members

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

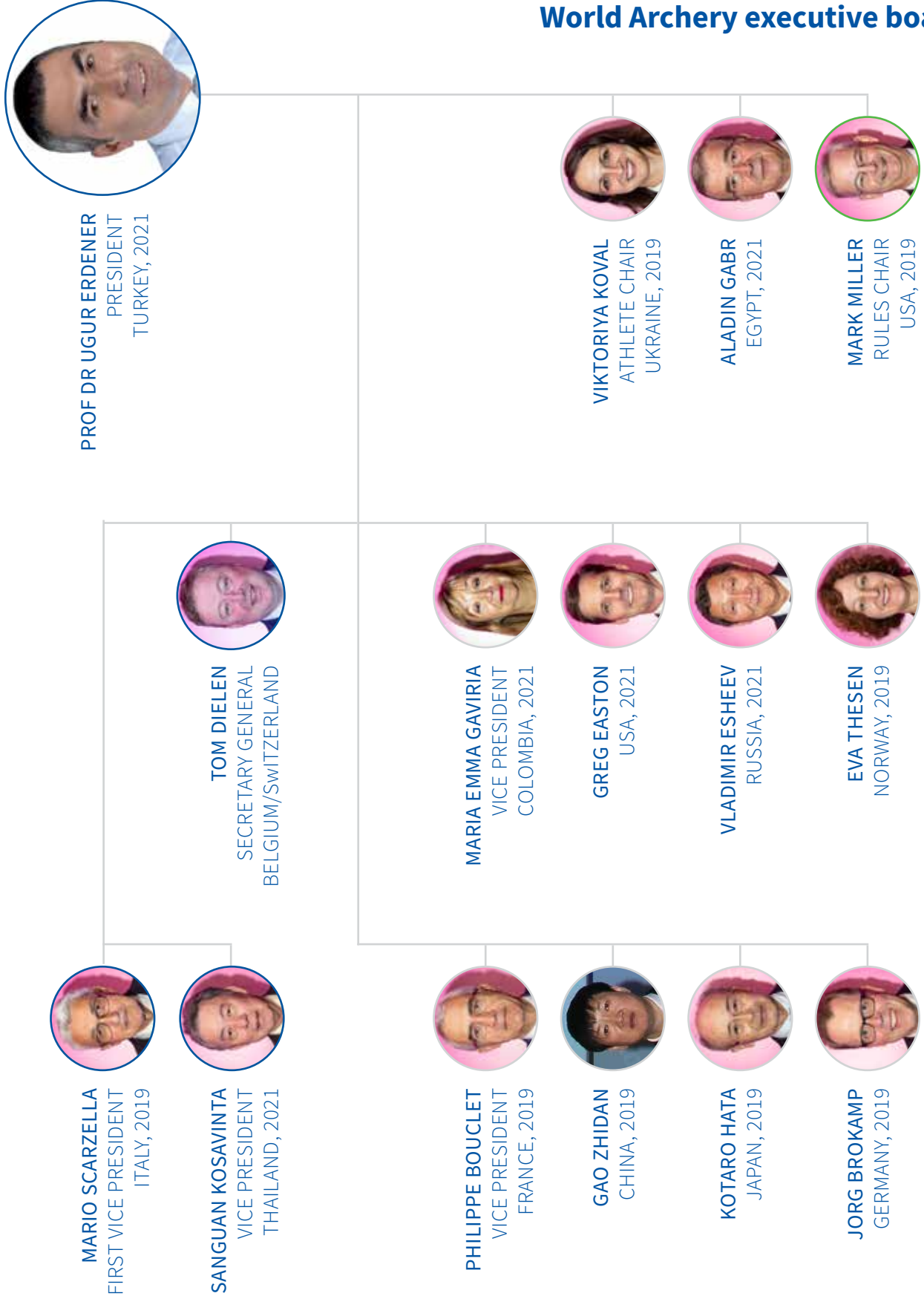
Correct as of 31 December 2018.

## World Archery governance structure



- Elected positions
- Appointed positions
- Paid positions

World Archery executive board



- Executive committee
- Ex officio members

Year position is up for election provided.

# Directory of committees and commissions

## Anti-Doping Panel

John A Faylor, USA (chair)  
James E Carrabre, Canada  
Luigi Fumagalli, Italy  
Peter J Jenoure, Switzerland  
Steve Lieberman, USA  
Office liaison: Tom Dielen

## Board of Justice and Ethics

Marty Swanson, USA (chair)  
Estanislao Osores Soler, Argentina  
Jean-Michel Cleroy, France  
Mohammad Ali Shojaei, Iran  
Vicente Martinez Orga, Spain  
Francesco Gnechchi-Ruscone, Italy  
Office Liaison: Tom Dielen

## Finance and Audit Board

Robert Smith, USA (chair, 2021)  
Hilda Gibson, Great Britain (2021)  
Rolf Lind, Denmark (2021)  
Office liaison: Caroline Murat

## Athletes Committee

Viktoriya Koval, Ukraine (chair, 2019)  
Naomi Folkard, Great Britain (deputy, 2020)  
Oh Jin Hyek, Korea (2019)  
Ivana Buden, Croatia (2019)  
Reo Wilde, USA (2019)  
Office liaison: Jenny Brugger

## Coaches Committee

Kisik Lee, USA (chair, 2019)  
Wietse van Alten, Italy (deputy, 2019)  
Goktug Ergin, Turkey (2019)  
Oh Kyomoon, Korea (2019)  
Marcel van Apeldoorn, Netherlands (2019)  
Office liaison: Chris Marsh

## Constitution and Rules Committee

Mark Miller, USA (chair, 2019)  
Edith Salter, France (deputy, 2019)  
Giuseppe Cinnirella, Italy (2019)  
Kevin D'amour, Virgin Islands (2019)  
Derrick Lovell, Great Britain (2019)  
Klaus-Dietrich Schulz, Germany (honorary chair)  
Office liaison: Thomas Aubert

## Field and 3D Committee

Hannah Brown, Great Britain (chair, 2019)  
Cenneth Ahlund, Sweden (deputy, 2019)  
Tyler Moore, Canada (2019)  
Catherine Pellen, France (2019)  
Kristina Reitmeier, Czech Republic (2019)  
Office liaison: Chris Marsh

## Judges Committee

Morten B Wilmann, Norway (chair, 2019)  
Sergio Font Milan, Cuba (deputy, 2019)  
Indranil Datta, India (2019)  
Robert Erica, Netherlands (2019)  
Sabrina Steffens, Germany (2019)  
Office liaison: Severine Deriaz

## Medical and Sports Science Committee

Carlos Hermes, Guatemala (deputy, 2021)  
Anne Smith, Canada (2021)  
Fiammetta Scarzella, Italy (2019)  
Ahmad Shojaei Baghini, Iran (2019)  
Emin Ergen MD, Turkey (honorary chair)  
Office liaison: Jaekyung Lee

## Para Committee

Carole Hicks, New Zealand (chair, 2019)  
Dominique Ohlmann, France (deputy, 2021)  
Nancy Littke, Canada (2021)  
Sheri Rhodes, USA (2021)  
Roman Suda, Czech Republic (head of classification, 2021)  
Pippa Britton, Great Britain (2019)  
Eric Bennett, USA (athlete rep, 2019)  
Ann Webb, Great Britain (honorary chair)  
Office liaison: Jaekyung Lee

## Target Committee

Alan R Wills, Canada (chair, 2021)  
Andreas Lorenz, Germany (deputy, 2021)  
Lee Eunkyung, Korea (2021)  
Olivier Grillat, France (2019)  
Qu Yinan, China (2019)  
Office liaison: Chris Marsh

## Technical Committee

Jonathan Shales, Great Britain (deputy, 2021)  
Kurt Nuenlist, Switzerland (2021)  
Chiu Ping-Kun, Chinese Taipei (2019)  
Susanne Womersley, Australia (2019)  
Office liaison: Thomas Aubert

## Continental Games working group

Um Sung-Ho, Korea (chair)  
Sergio Font Milian, Cuba  
Ahmed Koura, Egypt  
Patsy Verco, New Zealand  
Alessandra Colasante, Italy  
Office liaison: Pascal Colmaire

## Gender Equity Committee

Evelyn Papadopoulou, Greece (chair)  
Yuko Okura, Japan (deputy)  
Irina Cecanova, Moldova  
Tabassum Anwar, Kenya  
Jean Pizarro, Puerto Rico  
Office liaison: Caroline Murat

## Classification Committee

Roman Suda, Czech Republic (chair, 2020)  
Nancy Littke, Canada (2020)  
Chiara Barbi, Italy (2020)  
Lars Meiworm, Germany (2020)  
Office liaison: Jaekyung Lee

## Remuneration Committee

Prof Dr Ugur Erdener, Turkey (chair, 2019)  
Mario Scarzella, Italy (2019)  
Rolf Lind, Denmark (2019)  
Jenny Brugger, Switzerland (ex officio, 2019)  
Office liaison: Tom Dielen

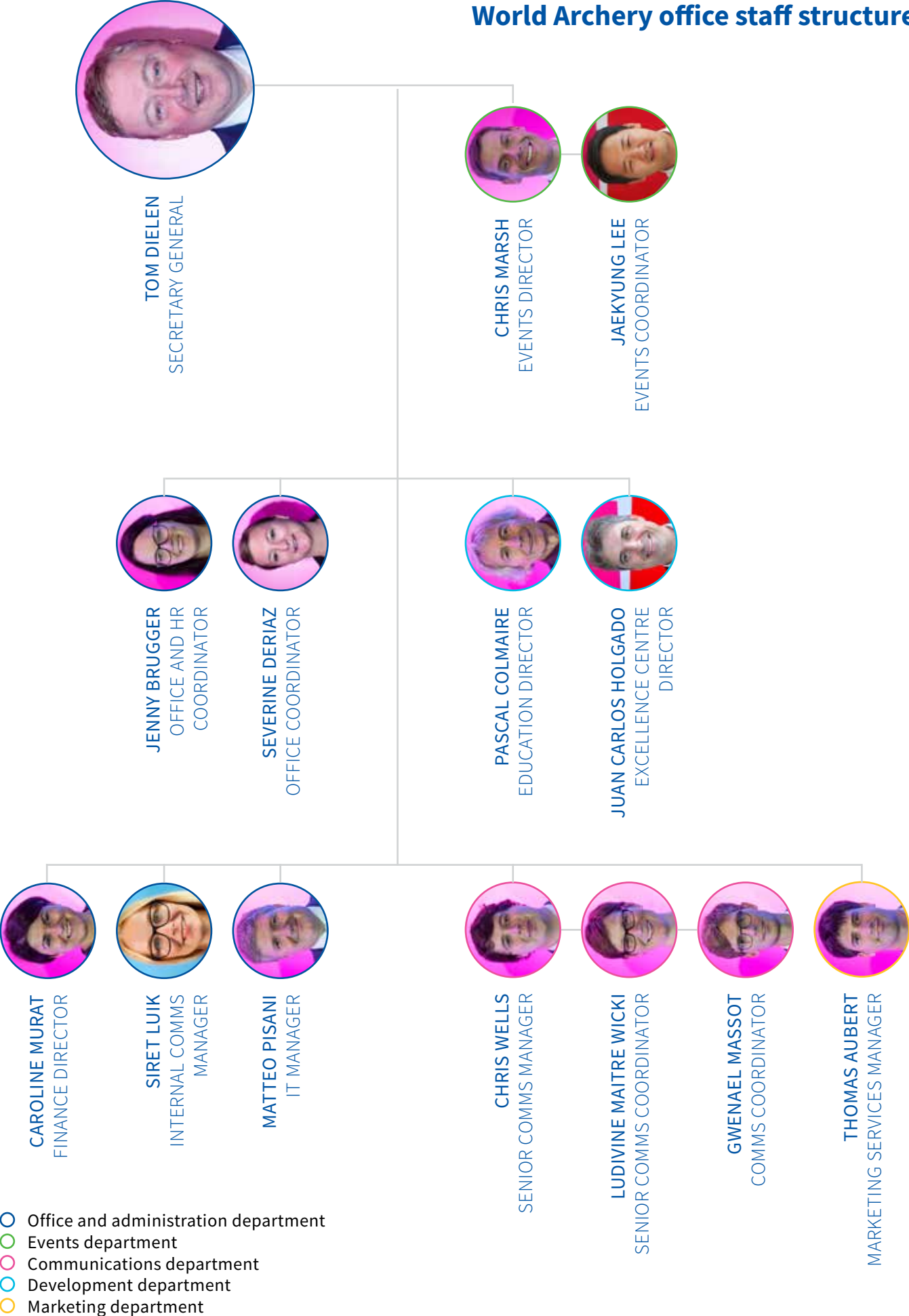
## Strategic Planning and Good Governance Committee

Vicente Martinez Orga, Spain (chair)  
Petteri Alahuhta, Finland  
Chiu Ping-Kun, Chinese Taipei  
Sergio Font Milian, Cuba  
Lars Haue-Pedersen, Denmark  
Mohammad Ali Shojaei, Iran  
Office liaison: Pascal Colmaire

*Year position is up for election provided where applicable.*



# World Archery office staff structure



- Office and administration department
- Events department
- Communications department
- Development department
- Marketing department



**TOM DIELEN**  
SECRETARY GENERAL

*tdielen@archery.org*

After graduating with a Master of Engineering in IT, Tom 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 building a permanent staff. Tom worked at WADA from 2002 to 2005, before rejoining World Archery as secretary general. He is also a Belgian Olympic Academy sports management graduate and is still an active archer in several disciplines.

**Key responsibilities:**

- General management of the World Archery office.
- Assisting the president in representing World Archery within the Olympic Movement.
- Management of World Archery Congress and executive board meetings.



**CAROLINE MURAT**  
FINANCE DIRECTOR

*cmurat@archery.org*

Following her studies in business administration, Caroline worked for various multinational companies in Europe and the Americas. She started working in the office in 2002.

**Key responsibilities:**

- Accounting, payments and financial records.
- Budget preparation and evaluation.
- Liaison with auditors and finance and audit board.



**MATTEO PISANI**  
IT MANAGER

*mpisani@archery.org*

An experienced programmer, Matteo leads the development of the open-source i@nseo software. He joined World Archery in 2014.

**Key responsibilities:**

- Results, timing and scoring at major events.
- Management of the federation database, servers and extranet.
- Implementing new technologies.



**SIRET LUIK**  
INTERNAL COMMUNICATIONS MANAGER

*sluik@archery.org*

A former athlete, coach and national federation secretary general, Siret joined the World Archery office in 2018. She studied sports management in Korea and worked at the Pyeongchang 2018 Winter Olympic Games. Siret competed at seven world championships as an archer.

**Key responsibilities:**

- Liaison with member associations and other stakeholders.
- Good governance, safeguarding and special projects.



**JENNY BRUGGER**  
SENIOR OFFICE AND HR COORDINATOR (50%)

*jbrugger@archery.org*

Jenny worked for business travel agency Carlson Wagonlit before joining World Archery in 2011. Her initial role was focused on travel booking but has since expanded to including staff wellbeing.

**Key responsibilities:**

- Human resources and office administration duties.
- Travel and accommodation booking for staff trips.
- Management of world record claims.



**SEVERINE DERIAZ**  
SENIOR OFFICE COORDINATOR (50%)

*sderiaz@archery.org*

After graduating from studies in trade and economy, Séverine worked for business travel agency Carlson Wagonlit before joining World Archery 2009. She is passionate about sports and previously practised synchronised skating.

**Key responsibilities:**

- Office administration duties.
- Travel and accommodation booking for staff trips.
- Liaison with judge committee and coordination of judges.



**CHRIS MARSH**  
EVENTS DIRECTOR

*cmarsh@archery.org*

Chris was the archery competition manager for the London 2012 Olympic Games. Prior to that, he worked for an international education company and competed internationally as an archer.

**Key responsibilities:**

- Operational management of the event portfolio.
- Bidding and contracts.
- Liaison with technical, target, field and coaches committee.



**JAEKYUNG LEE**  
EVENTS COORDINATOR

*jkleee@archery.org*

A product design graduate with a passion for sport, Jaekyung joined World Archery in 2014 after studying on the AISTS course.

**Key responsibilities:**

- WAREOS and event logistics.
- Para archery and classification.
- Liaison for member associations.



**CHRIS WELLS**  
SENIOR COMMUNICATIONS MANAGER

*cwells@archery.org*

Chris has professional experience in publishing and as a member of the sports department at the London 2012 Olympic and Paralympic Games. He joined World Archery full-time in 2014. Chris was an archer and irregularly still shoots a bow.

**Key responsibilities:**

- Communications strategy creation and implementation.
- Content production and editing for digital platforms and print media.
- Television broadcast production and distribution.



**LUDIVINE MAITRE WICKI**  
SENIOR COMMUNICATIONS COORDINATOR (50%)

*lmaitre@archery.org*

Ludivine is a successful petanque player and has been a member of the Swiss national team, on and off, since 1995. She studied English linguistics and literature along with social communications before joining the World Archery office in 2003.

**Key responsibilities:**

- Content production and editing for digital platforms.
- Coordination and translation of all French language output.
- Management of contacts, calendar and internal newsletter.



**GWENAEL MASSOT**  
COMMUNICATIONS COORDINATOR

*gmassot@archery.org*

Gwen graduated from studies in multimedia communications and web design and built professional experience as a cameraman, drone pilot and editor. He is passionate about new technology, cinema, music and sports. Gwen joined the office in 2016.

**Key responsibilities:**

- Management of the federation's official YouTube channel.
- Create, curate and edit video content.
- Management and maintenance of video archive.



**THOMAS AUBERT**  
MARKETING SERVICES MANAGER

*taubert@archery.org*

Thomas studied business administration and had a successful career as an archer in the French team, winning a world team silver medal in 2009, before joining the World Archery office in 2012. He started as an intern and was assistant to the secretary general before his current role.

**Key responsibilities:**

- Laws, bylaws and interpretations of the rules.
- Management of the archery industry sponsorship programme.
- Coordination of marketing services alongside external agency.



**PASCAL COLMAIRE**  
DEVELOPMENT AND EDUCATION DIRECTOR

*pcolmaire@archery.org*

A former physical education teacher, Pascal was a champion archer (national and at European and world level) before moving into coaching. Since joining World Archery in 2000, he has travelled the world delivering training camps and coach education courses.

**Key responsibilities:**

- Coordination of coach education and development.
- Management of regional development agents.
- Liaison with continental associations.



**JUAN CARLOS HOLGADO**  
EXCELLENCE CENTRE AND DEVELOPMENT OPERATIONS DIRECTOR

*jcholgado@archery.org*

A two-time Olympic archer (1988 and 1992) and team gold medallist at Barcelona 1992, Juan Carlos joined World Archery as events manager after serving as technical operations manager at the Athens 2004 Olympic Games. He holds a master of management and administration of sport and has a passion for coaching and development.

**Key responsibilities:**

- Management of the World Archery Excellence Centre in Lausanne.
- Delivery of development programmes.
- Resident athletes and Olympic Solidarity cooperation.



