

# Strategic Plan 2015 to 2018

Strategic outlook for the  
International Paralympic Committee





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Dear Readers,

In 2014 the International Paralympic Committee (IPC) celebrated its 25th anniversary; a landmark that highlighted how much has been achieved by the whole Paralympic Movement in a relatively short space of time. It also marked the end of the 2011-2014 strategic planning cycle which delivered growth in all areas. Despite this success, we cannot be complacent.

As an athlete centred organisation we want the athletes of today to become the leaders of tomorrow, designing their own destiny. The sporting world is evolving and we need to be leading the way, working together with athletes to overcome the challenges we face and take advantage of the many opportunities that are out there.

Crucial to our continued growth is consolidating the success of the Paralympic Games, which are now regarded as the world's third biggest sporting event, and strengthening our relationship with the International Olympic Committee (IOC).

We must increase the numbers practicing para-sports from the grassroots right through to the elite level, improving the depth of talent coming from each country. Together we need to expand the pool of women athletes and athletes with high support needs. The Agitos Foundation will support this process through its various programmes of work, in particular to those countries and sports that need the most developmental and financial assistance.

The position the IPC and the Paralympic Movement find themselves in today provides the best opportunity yet to become financially sustainable. We must use the increase in profile and interest to our full benefit by growing funding from existing revenue streams and by exploring new opportunities which capitalise on the growing commercial appeal of the Paralympic brand.

It is essential that we continue to improve the IPC's governance covering everything from athlete classification, which is unique to pa-

ra-sport and has a direct impact on all athletes, to how we go about our daily business.

I hope this document can be seen as a reference and source of inspiration for all stakeholders and followers to support and join the IPC in its vision:

**"To enable para-athletes to achieve sporting excellence and inspire and excite the world."**

I, together with the IPC Governing Board and management team, look forward to working with you as we aim to deliver another four years of success, laying the foundations for a further quarter of a century of sporting excellence and achieving our aspirations.

Philip Craven

Sir Philip Craven MBE,  
IPC President





The IOC and the IPC share a commitment to serve athletes, promote positive values, fight discrimination, increase access to sport and contribute to a better world. These goals and values are the foundation for a 15-year partnership that grows stronger every year.

Since our historic agreement in 2000, the IOC and the IPC have worked in partnership to maximise the integration and the benefits of hosting the Olympic Games and the Paralympic Games in the same city. The most recent Paralympic Games were the latest example of the success of our collaboration.

The Sochi Paralympic Winter Games saw record attendance in the stands and record global television audiences for outstanding athletic performances. The Games provided an ideal platform to raise awareness and promote inclusion.

Our record of past success provides an ideal opportunity for both of our organisations to shape the future of sport.

The IOC has seized the moment with Olympic Agenda 2020, a strategic roadmap for the future of the Olympic Movement. The IPC was well represented during the development of Olympic Agenda. Your contributions to that process will benefit the entire Olympic Movement.

The IPC's Strategic Plan is another forward-looking roadmap that uses success as a platform for positive change. It is a timely expression of future priorities that comes just after the IPC's 25th anniversary celebrations.

By looking to the future, with confidence and a clear vision, the IOC and the IPC will continue to build on our strong partnership — a collaboration that has benefited athletes of all abilities, inspired global audiences and helped make the world a better place.

Thomas Bach  
President of the International Olympic Committee



The Paralympic Movement represents a world of integrity and inspiration in its mission to create inclusive and diverse societies in and through sport. There has been a profound impact felt by many individuals and nations alike, where the lives of persons with disabilities have been transformed through Paralympic sports and competitions.

Dedicated athletes have proven time again to be effective role models for our societies, providing stories of perseverance and courage. These efforts have been paramount in helping build equitable communities free of discrimination and societal barriers, enabling individuals to experience a life where acceptance, appreciation and human potential can be reached.

In recent years, the IPC has been integral in uplifting our societies in many ways. Through the launch of various events and programmes, including the Agitos Foundation, the international community has collectively celebrated the growing culture of para-sports and athletic excellence. The last two Paralympic Games showcased the phenomenal drive and energies of all athletes around the world.

United Nations Secretary-General Ban Ki-moon is an avid fan and strong supporter of the Paralympic Movement and commends its efforts to promote disability rights, encourage healthy living and to create societal integration. The Paralympics have in fact played an active role in responding to the Convention on the Rights of Persons with Disabilities, which embraces sport's role in contributing to inclusive societies. As the Special Adviser to the Secretary-General on Sport for Development and Peace it has been my priority and pleasure to work with the Paralympic Movement, helping those with a disability to realise their full capabilities and rights towards a brighter future.

I am looking forward to the next years with the IPC continuing in their pursuit to make lasting change in our world where people of all abilities can flourish together.

Wilfried Lemke  
Under-Secretary-General  
Special Adviser to the Secretary-General  
on Sport for Development and Peace



## The Paralympic Movement

The Paralympic Movement is a global network of individuals and organisations brought together through their commitment to provide sporting opportunities for all para-athletes - from grassroots to elite - and through the belief to contribute to a better world with equal opportunities for all.

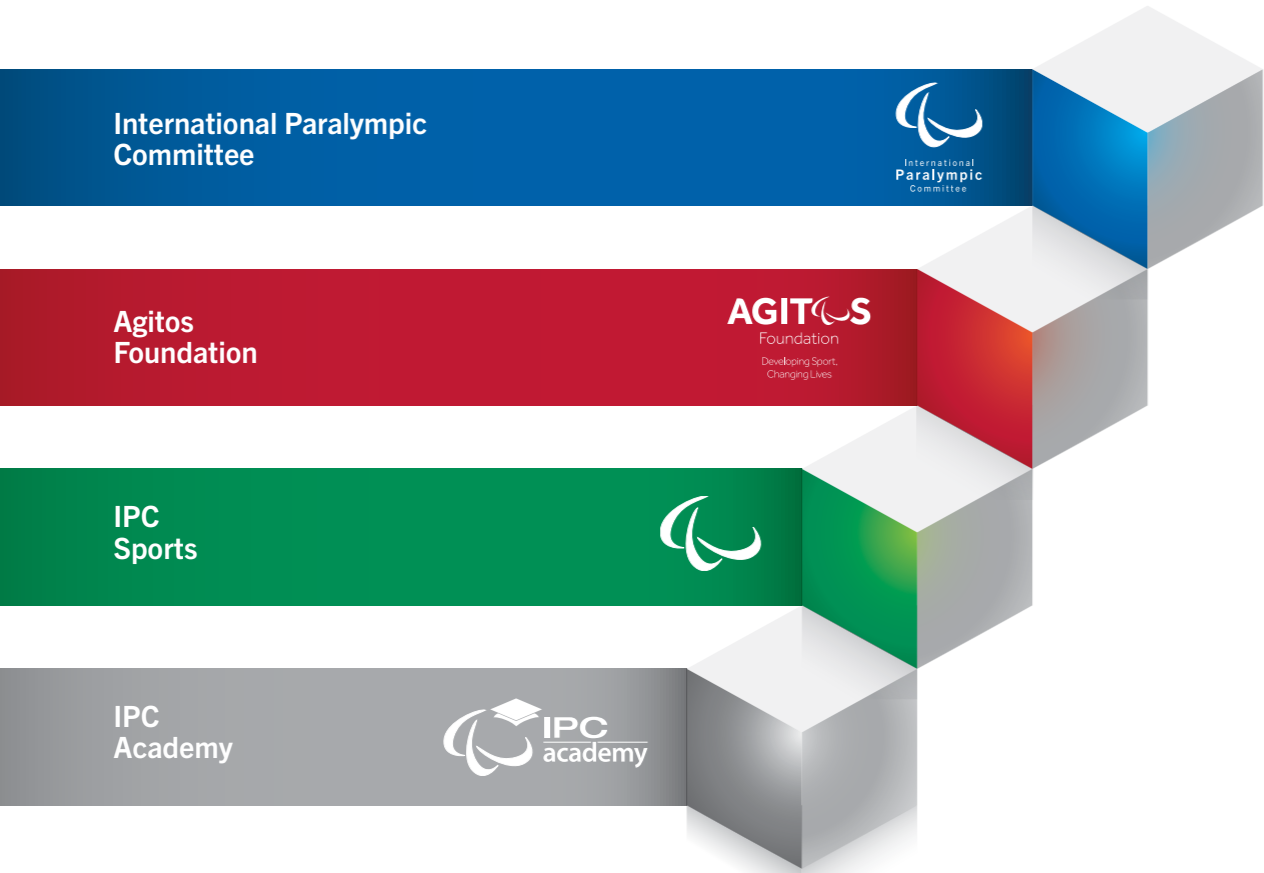
The Paralympic Movement is constructed around the core values of courage, determination, inspiration and equality.

This shared philosophy of the Paralympic Movement also forms part of the vision described in one of the next sections. It represents a strong message and driver for many initiatives carried out by its diverse membership.

The membership draws together various perspectives and backgrounds including the National Paralympic Committees (NPCs) representing the national view, the sporting angle through the International Federations (IFs), the regional perspective through the Regional Organisations (ROs) and the view of the International Organisations of Sports for the Disabled (IOSDs).

The commitment and obligations of those members is codified in the IPC Handbook as the Movement's ultimate reference document and framework.

### Divisions of the IPC



### International Paralympic Committee (IPC) as a governing body

Founded on 22 September 1989, the IPC is an international non-profit organisation based in Bonn, Germany. It is composed of a Governing Board, a management team, various Standing Committees and Councils.

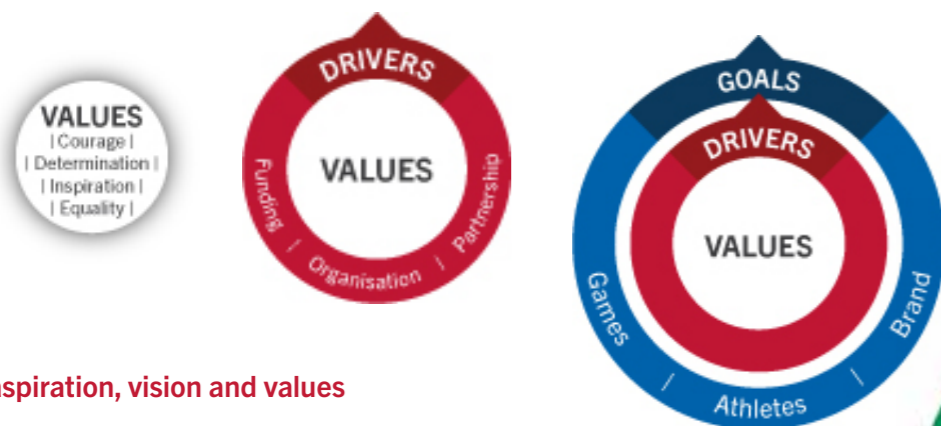
The IPC executes and leads the direction of the Paralympic Movement. As such it ensures that the constitutional duties as outlined in the IPC Handbook are carried out appropriately. This includes supervising the organisation of the Paralympic Games and the Paralympic Winter Games and acting as the International Federation (IF) for 10 sports.

The Agitos Foundation is the development division of the IPC. It was launched in August 2012 and is the only global charity focussed on the development of para-sport.

The IPC Academy - a partnership between the IPC and the World Academy of Sport (WAoS) - is the education division of the IPC which aims to improve educational standards of sport throughout the Paralympic Movement.







## Our aspiration, vision and values

The Paralympic Movement's ultimate aspiration is:

**"To make for a more inclusive society for people with an impairment through para-sport."**

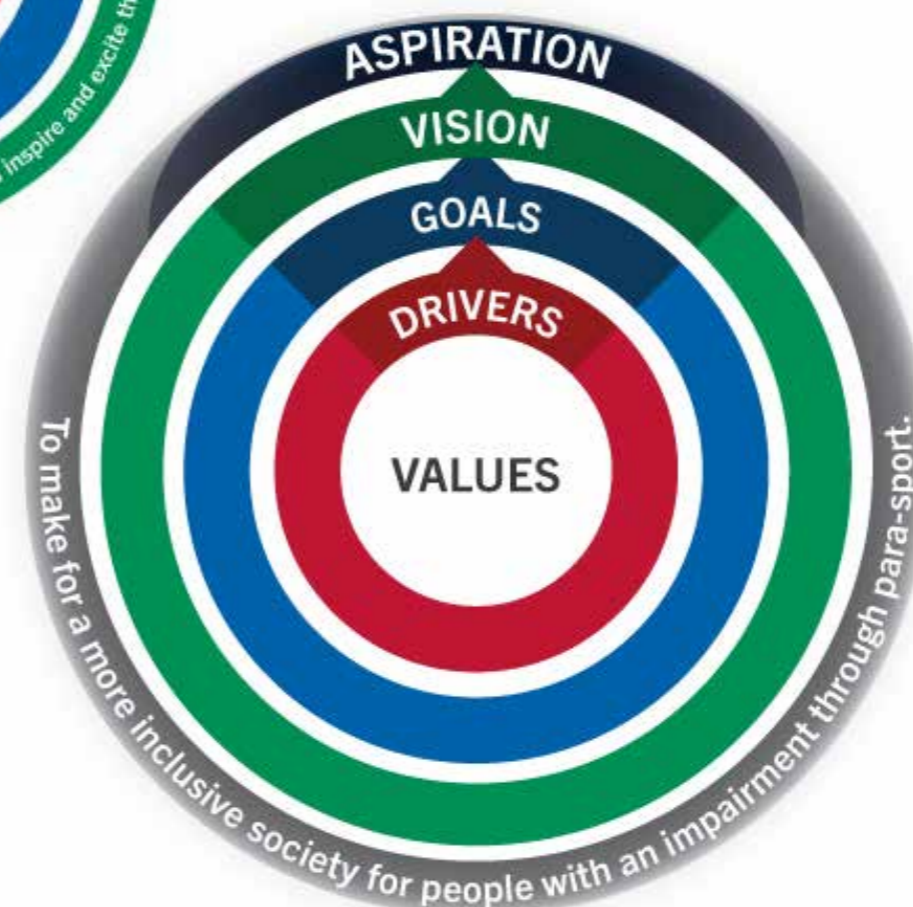
The Paralympic Games are the world's number one sporting event for transforming society's attitudes towards impairment. By broadening the reach of the Paralympics, growing para-sport events and furthering brand awareness, the Paralympic Movement's transformational legacy will be amplified.

Although all within the Movement have different perspectives and backgrounds, they all share a common vision:

**"To enable para-athletes to achieve sporting excellence and inspire and excite the world."**

In trying to achieve this vision, the Paralympic Movement has adopted and follows four athlete focussed values, which also act as an underlying reference for all those involved in para-sport.

- **Courage** – para-athletes through their performances showcase to the world what can be achieved when testing your body to its absolute limits
- **Determination** – para-athletes have a unique strength of character that combines mental toughness, physical ability and outstanding agility to produce sporting performances that regularly redefine the boundaries of possibility
- **Inspiration** – As role models, para-athletes maximise their abilities, thus empowering and exciting others to participate in sport.
- **Equality** – through sport, para-athletes challenge stereotypes and transform attitudes, helping to increase inclusion by breaking down social barriers and discrimination towards people with an impairment



## Strategic framework

When developing and discussing the strategic framework, three goals have emerged as being at the heart and core to the IPC's activities. They epitomise the IPC's aspiration and vision, representing the essence of what the organisation is about and the reason for its existence:

- Consolidate the Paralympic Games as a premier sporting event
- Empower para-athletes and support the development of para-sports
- Improve the recognition and value of the Paralympic brand

Supplementary to the three core goals are broad activities of a more tactical nature which are regarded as drivers. These three drivers are also critical as only through them is the IPC in a position to pursue its mission and core business:

- Build sustainable funding
- Shape organisational capability
- Foster key strategic partnerships

These two different streams of core goals and tactical drivers stimulate and depend on each other and should not be seen in isolation. This intertwined relationship also entails parallel thoughts, concepts in different goals and drivers which should be seen as complementary rather than redundant.

The strategies and drivers behind each goal are presented as 'strategic priorities' which reflect the particular focus and areas of activity during the span of this plan. The identification of objectives and key measures set out targets which will help to track the IPC's performance and deliverables.



Strategic goal

Consolidate the Paralympic Games as  
a premier sporting event

## Foster the sporting excellence, worldwide visibility and social footprint of the Paralympic Games

The Paralympic Games are an aspiration for everyone involved in sport. They showcase the world's best para-athletes and the unifying power of the Paralympic spirit to enlighten and inspire all those who experience the performances of para-athletes.

Overseen by the IPC, the event aims to offer the best possible stage for all Paralympians, offering an attractive, balanced and highly competitive sports programme and event experience for all stakeholders.

Athletes from all five continents compete in venues full of spectators and an ever expanding global TV audience. Such worldwide reach, means that the Paralympic Games act as catalyst for greater social awareness thus contributing to the development of a more equitable society with respect and equal opportunities for all.

Through its Games management approach, the IPC aims to provide direction and support to Games Organisers (OCOGs) in order to further improve the management, impact and legacy of each edition of the Paralympic Games.

## Strategic priorities

*Further enhance the appeal of the Paralympic Games by ensuring a balanced yet attractive sports programme with high-quality and easily understood competition.*

Implement a rigorous and transparent selection of sports, disciplines and events with attractive competition formats and exciting sports presentation by fostering engagement of key stakeholders and clients, such as NPCs, IFs, media, sponsors and spectators.

*Promote the value of the Paralympic Games by maximising legacy and social impact opportunities as well as by harnessing commercial potential.*

Further develop the commercial value of the Paralympic Games by better showcasing its unique values and manage the Paralympic Games broadcasting rights to have a strong influence in the broadcasting production.

*Use the Rio 2016, PyeongChang 2018 and Tokyo 2020 Games to further improve the global reach of the Paralympic Games.*

Maximise the global reach of the next three editions of the Paralympic Games in terms of broadcasting and new media, specifically targeting an increase in brand awareness in key territories (in particular the United States).

*Leverage existing Paralympic Games know-how and the positive relations with the IOC, IFs and NPCs to strengthen the effectiveness of work with OCOGs.*

Further enhance co-operation with the IOC on a sustainable Games Management approach and develop experienced and proficient management of IFs and NPCs through solid and robust processes, structures and professional staff and volunteers.

## Target outcomes

- Improved Paralympic sport competition and enhanced event spectator experience
- Increased athlete awareness through wider media reach
- Advance the organising process with OCOGs.



## Strategic goal

Empower para-athletes and support the development of para-sports

**Increase and improve the opportunities for para-athletes to develop from the grassroots to Paralympic level, raising the quality of their environment and supporting transition beyond sport**

The IPC, together with its development arm the Agitos Foundation, initiates growth and development of para-sport, ensuring opportunities exist for people with an impairment.

A para-athlete's interests, priorities and opportunities to participate and excel in fair sporting competition are of prime concern to the IPC. Our aim is to ensure that all sports in the Paralympic Movement are practiced in a manner that protects a para-athlete's health and respects fair play and ethics, including compliance with the IPC Code of Ethics, World Anti-Doping Code, IPC Classification Code and IPC Medical Code.

The IPC views classification as a cornerstone of athlete pathways, ensuring that it is evidence based, robust and understandable to all. Furthermore, the IPC mandates leadership and governance opportunities for para-athletes within its own governance structures, and encourages similar involvement across the IPC membership. The IPC is committed to doing so because it recognises the critical importance of the athletes' voice being central to the organisation and to the Paralympic Movement, and because the IPC wishes to support athletes' post-career transitions.

**Strategic priorities**

*Ensure resources exist to improve access and opportunities in para-sport through the continued development of athlete pathways, from the grassroots level to Paralympic success.*

Increase participation in all regions of the world, including encouraging more women and athletes with high support needs; develop and implement organisational capacity building programmes for NPCs.

*Provide robust sport-specific classification, supported by policies, procedures and evidence, as a prerequisite for fair and easily understood competition.*

Develop athlete-centred classification processes, procedures and policies and actively communicate about classification at national and international level to ensure understanding, buy-in and support.

*Support para-athletes in reaching their full potential during their sporting career and beyond, as they transition to life after sport.*

Provide guidance and resources to support para-athletes at all stages of their athletic endeavours and engage more para-athletes on the activities of the Paralympic Movement during and after their sporting career.

*Ensure that sports in the Paralympic Movement are practiced in a manner that protects the health of para-athletes, addresses their needs and respects fair play and ethics.*

Increase awareness about para-athletes' health by distributing detailed information as well as setting policies and standards for medical care and ensure the appropriate anti-doping mechanisms are in place.

**Target outcomes**

- Enhanced para-sport access at all levels from the grassroots to the elite level.
- Managed career pathways for all para-athletes
- Improved compliance with various regulatory codes



Strategic goal

Improve the recognition and value of  
the Paralympic brand

### Grow the Paralympic brand, its social impact and commercial value

The Paralympic brand combines the para-athletes' focus to showcase their abilities and pursuit for excellence with the Paralympic Movement's values of courage, determination, inspiration and equality. The link between sports and social awareness is evident to everyone exposed to para-sports. It is critical to leverage the Paralympic Games momentum by broadening their international reach into key markets and by strengthening the brand's impact outside of the Games period. World and regional para-sport Championships are gaining more profile and thus need to develop into additional hubs from which the Paralympic brand can radiate. Such a vision includes sharpening commercial opportunities stemming from the Paralympic brand. Its distinctiveness also represents an invaluable asset not only for the IPC and wider Paralympic Movement, but also for sponsors, media and government partners.

### Strategic priorities

*Develop and implement a long-term brand vision that ensures greater understanding, consistent usage, exposure, recognition and affinity across the world, in particular within key territories.*

Preserve and communicate what makes the brand unique, showcasing distinctive values, behaviours and the spirit of the Paralympic Movement, whilst increasing the number of people who recognise, understand and emotionally connect with the brand.

*Develop and implement a strategy to increase the quality, profile, recognition and awareness of para-sport, its main events and leading para-athletes 365 days a year.*

Increase the quality of events for all Paralympic sports outside of the Paralympic Games and implement a digital media strategy which ensures Paralympic.org remains the world's leading site for global para-sport news.

### Target outcomes

- Further development of a universally recognised brand vision supporting revenue growth from brand assets
- Increased brand awareness outside the Paralympic Games period.



Strategic driver

Build sustainable funding

### Generate sustainable funding from existing revenue agreements and new opportunities that capitalise on the appeal of the Paralympic Movement's assets

A key priority for the IPC is to build sustainable income streams to satisfy the demand of growing events and their impact on the IPC's organisation and resources, and deliver greater financial return on the IPC's brand assets. The IPC also has a significant role to play in sharing commercial knowledge with the Movement in aspects of good commercial practice. Sports' challenging economic climate demands greater innovation in how revenue is secured.

### Strategic priorities

*Grow income through targeted, long-term global alliances and maximise revenue by smarter pricing of the IPC's assets, based on better valuations of the Paralympic brand in different markets.*

Conduct analytics-led brand assessments to increase the number of The Olympic Partners (TOPs) and international partners involved with the IPC and further develop revenue opportunities around commercialising assets and programmes for NPCs and the Paralympic Movement as a whole.

*Maximise commercial opportunities from the sales of broadcasting rights and achieve cost coverage of broadcasting production as part of a long-term financial sustainability strategy.*

Obtain greater control of the broadcasting rights to implement a new broadcasting business plan aimed at strengthening the global recognition of the Paralympic brand.

*Ensure greater value across the IPC's activities by fostering value for money awareness, controlling expenditure and optimising operational costs.*

Establish procurement standards, operate more robust cash management and cost controls to draw greater benefit from the IPC's income while emphasising value awareness addressing Local Organising Committees and OCOGs.

### Target outcomes

- Encouraged revenue growth from brand assets and improved commercial knowledge across the Paralympic Movement
- Balanced broadcasting production costs with sales of broadcasting rights to achieve a break-even financial position
- Optimised IPC's operating costs by fostering value for money awareness.



**Strategic driver**

**Shape organisational capability**

### Create a positive and effective working environment maximising the skills of all people who contribute across the Movement

The structure, management systems and human capital are critical factors for ensuring the ability of the IPC to deliver on the ambitious goals of this Strategic Plan. The IPC has implemented different measures which include the strengthening of human resources, the adaptation of management structures and a more in-depth planning approach. Positioning the IPC as an organisation with an effective working environment and best membership-services will enhance its ability to work within the dynamic sporting environment and to identify opportunities while limiting risks. This approach needs innovative technology solutions, robust business processes and the promotion and maximisation of skills and expertise by the IPC management team as well as from the membership.

### Strategic priorities

*Establish an IPC staff community where there is respect for diversity, high professional expectations and all staff members have opportunities to engage in the pursuit of excellence.*

Build an increasingly diverse, engaged, and high-performing IPC workforce by fostering excellence in recruitment, training, leadership, and management and by promoting the IPC's distinctiveness as an employer to attract and retain high quality staff, enhancing its reputation as a good employer.

*Provide guidance and support to the IPC Sports in order for them to achieve further growth and attain long-term sustainability.*

Develop and implement a measurement system to assess progress, risk of failure and degree of sustainability, and enhance the IPC Sports funding opportunities through targeted sponsoring, fundraising and broadcasting.

*Strengthen the capability and capacity of the organisation to excel as the spearhead of the Paralympic Movement and align with leading operating practices.*

Foster a learning organisation that adapts to new technology, embraces emerging thinking, encourages a collaborative culture and creates an environment of evidence-based decision-making to support leadership and the management of capability. Periodically review procedures, update the availability and application of management systems and reporting tools, and develop performance and risk management.

*Encourage best practices within the Paralympic Movement and use knowledge sharing and professional education to strengthen member organisations capabilities.*

Develop an IPC-led knowledge network tool that creates a membership community which shares experiences and assists in improving competencies and use research-based learning to establish standards for good practices to share across the Movement

### Target outcomes

- Development of a high performing workforce that aligns current capability to the IPC and membership's future needs
- Provide an effective working environment, embracing technology systems
- Empowered sports leadership to achieve sustainability.

25 International  
Paralympic  
Committee



and I'm proud to be your fan.

Strategic driver

Foster key strategic partnerships

### Grow the Movement through a partnership philosophy

Collaborative partnerships represent an important cornerstone in the IPC's strategy, helping it to achieve its strategic objectives. Such relationships ensure synergies and an efficient use of resources for the further growth of the Paralympic Movement. The partnership with the IOC has always been a key element in the IPC's development, especially with regards to the successful evolution of the Paralympic Games. While the history and depth of the IPC-IOC relationship has already brought numerous advantages, there is further potential to strengthen mutual benefits. The relationship with the United Nations, whose Convention on the Rights of Persons with Disabilities supports and draws further attention to the aspiration of the IPC, is of great importance. Furthermore, the IPC aims to invest in and leverage relationships with other external partners, such as sponsors, governments and other national and international institutions as well as internal partnerships within the membership.

### Strategic priorities

*Harness the full potential and collaborative opportunities of the IPC's partnership with the IOC and the Olympic Movement, building on mature relationships and existing experience.*

Use the Paralympics' growing credibility to establish stronger ties with the IOC and identify new opportunities and activities under the Partnership Agreement which are mutually beneficial and add further value to IPC-IOC relations.

*Further strengthen the IPC's capacity to reach its strategic goals through corporate alliances, building on synergies and common vision.*

Foster engagement with existing partners that maximises their understanding of the IPC's vision and strategic objectives, developing a clear understanding of partnership benefits which align with the aspiration of the Paralympic Movement.

*Foster a sense of community within the Paralympic Movement based on the same shared strategic intent and direction.*

Facilitate partnerships of members with institutions, organisations and governments, etc. and create opportunities for members to build on the development and implementation of the IPC's Strategic Plan and its strategic priorities.

*Engage with other partner organisations, including the United Nations, Non-Governmental Organisations (NGOs), governments, universities and research institutes to extend the Paralympic Movement's values beyond sporting horizons.*

Increase the number of partnerships which will support the IPC to achieve its aspiration and further enhance its credibility and impact whilst creating a network that endorses inclusion and equal rights for people with an impairment, further recognising the lead role of para-sport and the IPC.

### Target outcomes

- Continued mutually respected partnership with the IOC
- Extended corporate alliances based on common vision
- Increased social credibility through key partnerships.



# IMPOSSIBLE

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