



Pathways to success - LEN's vision for european aquatics - The plan for the next ten years

2004

LEN
ligue européenne
de natation

Len's vision for european aquatics

The plan for the next ten years

Pathways to success

The Direction for Aquatics 'establishing international importance'

Swimming and the other aquatic disciplines (Diving, Water Polo, Synchronised Swimming, Open Water Swimming) continue to expand throughout Europe. There are now more competitors than at any time. The level of interest in swimming in the media continues to make the aquatics both a key Olympic sport as well as an important component of the daily lives of people throughout Europe. LEN, as the governing body for European aquatics, spearheads this development.

The role of LEN is to spread out, plan, facilitate and organise the ever improving standard of competitive aquatics within Europe and to encourage the growth of the sport over the coming years. LEN has a proven track record of excellence and the policies laid out in this plan have been developed to meet the demands of the future.

Vision

The vision of Ligue Europeenne de Natation (LEN) is to establish the social role of aquatics in Europe. The big picture is one of swimming playing a part in the lives of every inhabitant in Europe whether as a spectator, interested reader or viewer or as a participant in one of our competitive disciplines. LEN's focus is on the organisation of competition at the very pinnacle of this involvement but without a wide base, these levels of excellence cannot be achieved. Our capacity to achieve permanence for LEN has recently been enhanced by our decision to purchase new offices in Rome. Consolidation of our past achievements and continued growth are the two cornerstones of our work.

Mission

- LEN's primary mission is to make the Aquatics one of the largest sports in Europe
- LEN's 'frame of mind' and mood is to promulgate excellence in competitive aquatics throughout Europe by using a qualitative administration as well as strong levels of cooperation and communication between the LEN Bureau, Congress, Executive Board, the National Federations and other stakeholders
- Aquatic competitors are LEN's primary actors. Our mission is to provide the very best competitive framework and environment within which competitors will be able to complete their personal targets and achieve medal success

Objective

- LEN aims to make the European Aquatic Disciplines-starting from swimming- the strongest of all intercontinental aquatics
- To have the largest possible number of participants, competitors and clubs in any sport
- Every country in Europe to have by 2014, through its recognised national federation will have a focused competitive structure that feeds its national teams into the LEN competitive programme on a regular basis.

Core competencies 'making the difference'

All organisations have competencies which enable them to survive and develop. With LEN, we see those competencies as:

- Timeliness- our ability to provide quick and efficient information to the media, sponsors, hosts, member associations and other stakeholders on a day to day basis is key to our success.
- Responsiveness- with 65 member associations and 50 member countries, there are many day to day demands on the LEN Administrative Office. Rapid, consistent and clear responses to these requests help to provide solutions to problems.
- Knowledgeable- LEN has grown since its foundation in Bologna in 1927 from a small organisation of just 7 federations to the most important information provider in European Aquatics. At the start, this involved solely the organisation of the European Championships but over the ensuing 77 years, we have built our expertise across a wider portfolio of aquatic sports.

LEN will continue to outsource those allied areas of expertise which have a close fit such as in legal contracts, public relations and television in order to widen our knowledge base.

- Building partnerships- LEN will continue to build partnerships with other influential organisations. LEN's close association with FINA, the World governing body for the aquatics, is already known. LEN works well with partner organisations and we will seek and work with partners that have a strong strategic link with our organisation.

The commercial environment **'simplicity out of complexity'**

Whilst there is only one European aquatics organisation, there are a huge number of competitive obligations and pressures on LEN. Sponsors and television companies have a wide choice of sports to support. LEN works hard to differentiate and integrate swimming as a social activity as well as a life skill since many other European sports vie for the public's attention. This is achieved in cooperation with the EBU, LEN sponsors and partners and those organisations that act as hosts and promote our Aquatic Disciplines events at international level.

LEN's contract with the European Broadcasting Union and the continued support of a clutch of regular, long term sponsors is a testament to LEN's success in this competitive market place. Whilst LEN is a not for profit organisation, it still works hard to achieve financial success in this commercial environment. At the 26th European Swimming Championships in Berlin in 2002, more than 400 hours of television coverage of the Championships was watched by 152 million viewers.

The political background **'together we can achieve success'**

The rapidly changing face of Europe as a whole is bound to impact on European Swimming. LEN, as a sporting body, will continue to be aware of these changes and will try to anticipate changes within the member federations. The expansion of the European Community to 25 countries is certain to have an effect on our member federations.

Our future policy will therefore be to work ever more closely with specialised government bodies and key political institutions to produce the best outcomes for competitive athletes in all Aquatic Disciplines.

The economic situation **'balancing the outcomes'**

The cyclical nature of national economies will continue to impact on our member federations and their capacity to stage European events. There remains a considerable gap between the more advanced economies and that of other member federations. LEN is anxious to encourage all member federations to host events within their financial capabilities and will offer federations greater opportunities to exploit marketing rights within their own boundaries.

As an organisation, LEN has a solid financial base and our aim is to build on our achievements over the last ten years. LEN has recently been enhanced by our decision to purchase new offices in Rome. Consolidation of our past achievements and continued growth are two of the basic cornerstones of our work. Future financial independence can be achieved with prudent spending coupled with 'profitable investments'.

Social change **'new countries, new boundaries, new mentality'**

LEN anticipates that migration from one country to another country both within and into Europe will be a feature of the years ahead. There is now a tendency for greater independence amongst groups of people with similar culture and/or language and there are now more independent states in Europe than at any time since the formation of LEN.

LEN's approach will be to continue to recognise social change and to offer opportunities for everyone to compete for their own country at our events. Our member federations come from different cultural backgrounds with a rich diversity of history and experience. LEN will be fully inclusive and will offer opportunity within its existing rules and regulations.

Technological change **'new approaches lead to new success'**

LEN will embrace technological change. New scientific approaches and ways of doing business are an increasingly important feature of modern life. The greatest likely change will be in information provision, Internet and telephonic communications. LEN will also continue to assess the validity of equipment designed to improve aquatic performances as well as all medical procedures.

Strategy **'raising the game'**

LEN is the pan-European aquatics organisation. It has 50 members representing millions of competitors across Europe.

LEN will:

- Seek to challenge other sports for the overall share of public interest in Europe
- Instruct world class coaches and officials in order to optimise aquatic performance
- Ensure that the best facilities are offered to competitors taking part in European competitions
- Regularly provide structured major international competition for all aquatic disciplines

Marketing strategy **LEN's marketing strategy will seek to support these plans. More specifically, LEN will:**

- Position the aquatics as an integral part of society
- Project the aquatics as healthy and enjoyable
- Make European aquatics attractive to a wide range of commercial supporters embracing all age groups and competitors
- Attempt to win the interest of followers of other competitive sports

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Press and public relations strategy

LEN will:

- Work closely with key and regular deliverers of aquatic coverage
- Provide accurate and timely information to TV and media
- Build the number of regular correspondents through personal contact
- Publish publications, special editions regarding the Aquatic Disciplines
- Enhance the importance of the Internet
- Organise aquatic shows with the participation of the public in order for social integration to be achieved

LEN's public relations advisers will be the well known global agency, Bell Pottinger.

Operations

'delivering products that delight'

Continuity, permanence and influence are all words closely associated with our strategies but the way in which we implement our strategies combined with our strategic capabilities will determine the success of our delivery.

LEN Championships

Over the next decade:

- The competition venues for future LEN events will be determined quickly in order to make operations easier. The processes and requirements for the determination of host venues will be fair and transparent.
- A scenario analysis will be carried out on each of the bidding cities
- A full risk assessment will be made prior to each championship in order to ensure higher levels of competitor and spectator safety and security
- Judges and referees education programmes will be established
- Doping education programmes will be improved and will focus on fairness
- LEN will determine best practise in science and the training for championships in order that these can be disseminated through the coach and official education programme
- European Championships will be harmonised with that of other continents to ensure the smooth running of events and similarity of formats across continents
- Maintain stability with event formats, rules and periodicity

Member- affiliated federations

All affiliated federations are important stakeholders in LEN. Whilst the LEN circular remains an important channel, the new LEN Web Site will form a key initial point of information for member associations and media alike. LEN plans to reformat the circular from 2005 onwards.

Marketing

'embracing opportunity'

The European swimming market is a mature market. LEN will aim to convert non-users of the sport and enter new aquatic market segments when and where they occur. LEN will pursue a fully integrated marketing strategy utilising strategic marketing partners such as an international charity. LEN's marketing rights will be partly retained by LEN, the remainder being assigned to the Organising Committees hosting LEN events.

In the case of television, our agreement with the EBU has led to a wider coverage of aquatics throughout Europe. In timing and data handling, Omega has brought great technical expertise to bear. Similarly, Arena, in sportswear, Epsan, water polo equipment, and Malmsten, swimming lanes, are both sponsors and important partners to LEN and our sport.

Management team and personnel

'continuity creates stability and progress'

LEN Bureau

In general, responsibility for the overall direction and scope of the organisation will remain with the LEN Bureau, through the leadership of the President and Executive Board members. The reliable and dependable maintenance of the general strategic plan of the organisation is a task which can be well conceived through a fruitful and coordinated co-operation among the LEN Congress, LEN Bureau and affiliated member federations.

LEN Office

Whilst volunteers are important, the day to day business depends on speed and response. This will continue to be provided by the LEN Administrative Office, headed by the full time Director. Next year, this office will relocate to a new building in Rome which will offer even better working conditions for our staff.

The main functions of the office will be to:

- Facilitate, maintain and realise the decisions of the LEN Bureau
- Coordinate and disseminate information
- Provide information to affiliated federations
- Represent and raise the image of LEN on a day to day basis with other stakeholders such as the media or marketing consultants
- Administer the actions and decisions of all LEN committees and ensure cross reporting to other committees or personnel

LEN Committees

Whereas the LEN Bureau will be responsible for strategy, policy and direction, the LEN standing committees will be concerned with operations within their technical area.

The following technical committees will continue to represent our sport- Swimming, Open Water, Masters, Water Polo, Diving, Synchronised and Medical.

LEN will be legally advised at all levels by James Chapman and Co., the Manchester, UK based solicitors.

Corporate governance
'transparency, integrity and accountability'

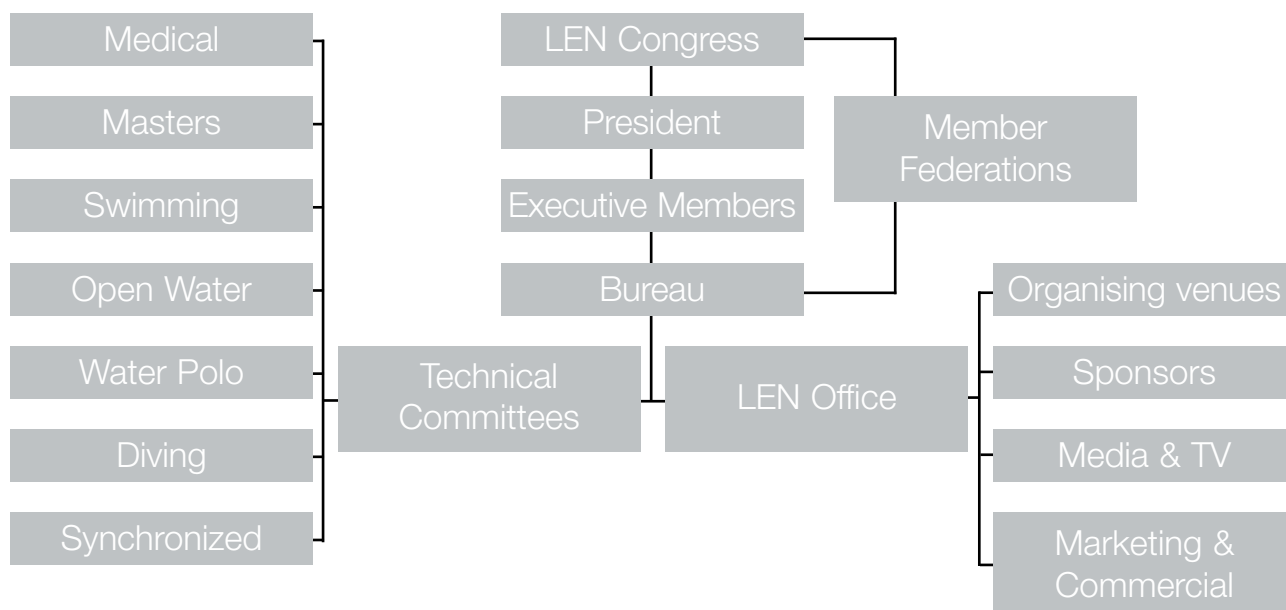
LEN's ethical position is vital to the good name of LEN as an organisation.

We aim to:

- Ensure swimming is a safe sport for those competitors who are young through robust child protection measures
- Maintain strong financial probity through the continuation of annual, independent audits and by following the financial parameters within the LEN constitution
- Guarantee fair play so that all participants compete on a 'level playing field'. This will be guaranteed by the creation of appropriate rules and the duty and care of officials. This also means bringing about a drug free environment through anti-doping measures
- Promote equity so that swimmers of all creeds, ethnic origins, genders and economic situations have the opportunity to compete in LEN events if they have met their country's qualifying standards
- Most important of all, by pursuing best practice in creating lines of responsibility, accountability and reporting so as to stand external scrutiny
- Finally, to comply with the seven principles of public life- selflessness, openness, integrity, objectivity, accountability, honesty and leadership

Organisational design
'completing the communications circle'

The road map for organisation:





Ligue Européenne de Natation

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