



STRATEGIC VISION

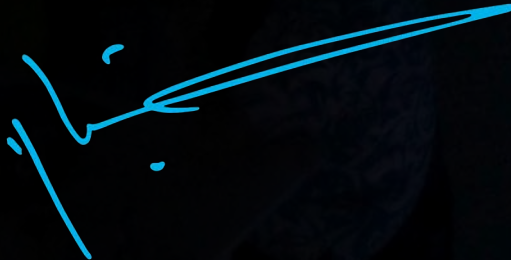
2024-2028

OUR VISION

Since accepting the honour of being elected President of World Aquatics in 2021, we have worked hard with our teams to seek excellence in every area. This Strategic Vision is the next step on our journey together. Reflecting on the success of the Paris 2024 Olympic Games, we now set our sights on the Los Angeles 2028 Olympic Games, propelled by ambition that charts our course forward across all six aquatic sports.

At the heart of our plan is developing and promoting our sports, with athletes as the core focus. Our strategy is a living document, designed to be innovative and adaptive, yet steadfast in upholding the core vision that drives us. This vision emphasizes enhancing communication, providing top-tier training and educational opportunities, and maintaining integrity and excellence across all our operations.

As we move forward, we are committed to fostering an environment that supports our athletes' journeys and achievements, ensuring that our organisation not only meets but exceeds the expectations of the global aquatics community. Above all, we want to achieve this vision by applying the highest levels of governance to our practices. Together, we will continue to elevate the sport and inspire future generations.



World Aquatics President
Husain Al Musallam



COMPETITION AND EVENTS

STRATEGIC VISION/2024-2028

COMPETITION AND EVENTS

PARTICIPATION

Engage with diversified working groups to optimize a balanced, consistent annual global calendar of events which is harmonized with all stakeholders and which maximizes participation with an aim towards full gender parity.

SPORT PRESENTATION

Explore new and innovative event and sport-presentation formats that challenge the status quo and improve the “event experience”.

TECHNOLOGY

Revitalize the AQUA sports presentation “look and feel”, including data-driven, real-time television graphics borne out of AI technology and designed by market-leading graphics providers.

EXPERIMENT

Experiment with test competitions (including across continents) and with new scoring and prize money formats, notably in swimming.

CONSISTENCY

Increasingly take a “hands on” approach to the production of AQUA events to ensure a consistent “look and feel” across all events, all while expanding our global reach through innovative broadcast techniques.

AQUATICS COMMUNITY

Engage the aquatics community through the increased offering of mass participation events, notably in open water swimming, as well as Master’s level events.





DEVELOPMENT & TRAINING

STRATEGIC VISION/2024-2028

DEVELOPMENT & TRAINING

AMBASSADOR PROGRAM

Enhance our Athlete Ambassador program to directly engage top Athletes with current and emerging Athletes.

EDUCATION

Further develop cost-free (or low-cost) educational opportunities for our Athletes through expanded relationships with higher education institutions, with a focus on post-career planning for Athletes.

TRAINING

Provide and enhance our state-of-the-art training facilities, sports science, and dryland training opportunities for all Athletes in support of their aquatic journey and their commitment to win.

ELITE TRAINING CENTERS

Complete AQUA Elite Training Center in **BUDAPEST by 2027**
(100 athletes per year)
and
BAHRAIN by 2025
(50 athletes per year)

COMMITMENT

Provide event opportunities to engage National Federations, as well as the entire aquatics community, through coaching conferences, community initiatives, medical, science and integrity seminars, and referees and officials development.



DEVELOPMENT & TRAINING

REFEREE AND OFFICIAL DEVELOPMENT

Restructure the current referee and officials' development program to increase participation and gender balance, and to ensure a consistent judging experience, with suitable performance measurements and feedback tools.

EDUCATION

Develop a career-based, flexible, and modular framework (including online education) for further development of referees and officials.

PATHWAY

Create a dedicated and understandable pathway for those with aspirations to officiate/judge/referee at the World Championships and/or Olympic Games.

INTEGRITY

Assign referees and officials to competitions based on a transparent, tiered, merit-based system under a newly formed Referees and Officials Committee, with an aim to enhance the integrity of competition.

SUSTAINABILITY

Develop and implement the current World Aquatics Sustainability Strategy within AQUA's workplace and global operations (including projects, competitions, and events), with a defined commitment to uphold the principles of the United Nations' Sport for Climate Action.

DISCOVER WATER CAMPAIGN

Full execution of the Discover Water campaign, including achieving marked target indicators for water safety and aquatic participation.





DIGITAL & COMMUNICATION

STRATEGIC VISION/2024-2028

DIGITAL & COMMUNICATION

DIGITAL SUPPORT

Provide digital support (including digital marketing training) for all Athletes to promote themselves through interactive engagements.

DISTRIBUTION

Facilitate distribution of Athlete-focused digital and social media programming, campaigns and Athlete storytelling around their lives and competitions to promote the athlete-centric vision and increase our social media reach.

RISING STARS

Actively identify and promote rising stars across our aquatic sports.

COMMUNICATION

Enhance direct, open communication with all Athletes and National Federation to ensure that both the Athlete and National Federation community is adequately heard.

DIALOGUE

Hold dedicated annual Athlete engagement sessions with AQUA leadership to facilitate open dialogue and effectively implement Athlete priorities and initiatives (including the establishment and support of National Federation Athlete Committees).

DATA SUPPORT

Use technology-driven information and data to support informed business decisions and share content with National Federations and Continental Organizations.





BUSINESS PRACTICES

STRATEGIC VISION/2024-2028

BUSINESS PRACTICES

REVENUE STREAMS

Diversify and increase our revenue streams through a specific focus on new revenue generation – grow the AQUA brand in new markets and monetize existing properties.

COLLABORATION

Open potential new commercial opportunities by developing the intersection between aquatics as both “sport” and “lifestyle/wellness” (through collaboration with diverse digital content creators including healthcare, fashion, adventure, travel, etc.).

TITLE SPONSOR

Develop a title sponsor strategy by 2025 to ensure title sponsor revenue for all future World Cup events.

NATIONAL FEDERATIONS

Strengthen relationships with National Federations through defined, support-based initiatives derived from a needs-based assessment.

GLOBAL PARTNER

By 2028, strengthen our existing global partner relationships through extension and increased value of current agreements.

DIGITAL & MEDIA

Expand into new digital and media platforms to distribute content across channels, engage and share content with Athletes, and attract new revenue opportunities – increase digital revenue across all platforms.



BUSINESS PRACTICES

COST-CONSCIOUSNESS

Create a culture of cost-consciousness and financial discipline throughout the World Aquatics organization and encourage all employees, staff and Bureau Members to contribute to cost savings.

COMMERCIAL RELATIONSHIPS

Critically review and audit existing commercial relationships (including agency and other third-party agreements) for value determination and current / future market relevance.

HOMOLOGATION

Initiate an AQUA homologation program for aquatic products.

RECRUITMENT

Attract and retain top talent to the organization through effective recruitment strategies, employer branding initiatives and providing opportunities for career growth and development.

DIVERSITY

Create a diverse and inclusive workplace where employees from all backgrounds feel welcome, respected and valued.

