

GROWING ATHLETICS IN A NEW AGE



About Seb Coe

DATE OF BIRTH:

29 September 1956

BORN:

London – Father, British; Mother, Indian

MARITAL STATUS:

Married, 4 children

SPORTING CAREER

- » English Schools Champion, 1972
- » Great Britain International debut, 1976
- » European Indoor 800m Champion, 1977
- » Won Gold and Silver at the Moscow 1980 Olympic Games in the 1500m and 800m respectively - a feat repeated in Los Angeles in 1984
- » Set 12 world records during Athletics career – 800m, 1000m, 1500m and 1 mile
- » World Cup Gold and Silver 1981 and 1989
- » Retired from competitive Athletics in 1990

SPORTS ADMINISTRATION

- » Member, IOC Athletes Commission [1981-89]
- » Member, IOC Medical Commission [1990-92]
- » IAAF Council Member [2003-current]
- » IAAF Vice-President, [2007-current]
- » Chairman, London 2012 Olympic Games and Paralympic Games Bid Committee [2004-05]
- » Chairman, London 2012 Organising Committee for the Olympic Games and Paralympic Games [2005-2012]
- » Chairman, British Olympic Association [2012-current]
- » Member, IOC Tokyo 2020 Olympic Games Coordination Commission [current]
- » Chairman, IAAF Evaluation Commission for 2019 World Championships
- » Chairman, Working Group on Youth, ANOC [current]

PROFESSIONAL CAREER

- » Member of British Parliament [1992-1997]
- » Private Secretary, Leader of the Opposition, William Hague [1997-2001]
- » Executive Chairman of CSM Sport & Entertainment [2013-current]
- » Global Adviser, Nike [2002-current]
- » Consultant, Chelsea FC [2011-current]

CHARITABLE WORK

- » Chairman, International Inspiration [2013-current]
- » Founder and Trustee, Sebastian Coe Charitable Foundation in partnership with Cancer Research [2013-current]



A life shaped by Athletics

For as long as I can remember, I have woken knowing that Athletics, in some way, would shape my day. As a young boy, running was the thing that I loved beyond anything else. Athletics has been at the centre of my life ever since. Running gave me belief, focus and direction - attributes that have stayed with me to this day because of our wonderful sport. It is the reason that I care so much about athletes of the past, present and the future.

I have been enormously privileged to have experienced some life-changing moments:

- » the great honour of winning Gold Medals at the Moscow and Los Angeles Olympic Games
- » breaking world records
- » leading a team that successfully bid for and delivered the London 2012 Olympic and Paralympic Games; and
- » establishing International Inspiration to fulfil the London 2012 bid pledge to use sport to enhance lives all around the world - this Foundation has now introduced 25 million young people to high quality physical education and sports leadership in 20 countries from Africa to the South Pacific

And now nothing would make me more proud than to help lead our great sport into the new era that lies ahead.



FIGHTING FOR ATHLETICS

Throughout all my sporting roles one thing has remained constant. I have always put the interest of Athletics first and have always been independent enough to do the right thing for our sport. This is why I have decided to offer myself for the position of President of the IAAF. This approach - putting Athletics and the Member Federations first - will be the cornerstone of my approach if granted the honour of being elected IAAF President.

I hope you will agree that my track-record of delivery, working in partnership and with integrity, are qualities that can serve the IAAF and the global Athletics family well in the next phase of our exciting but challenging journey.

My vision

Athletics is the oldest, the purest and most basic form of sport. Running the fastest, jumping the highest, throwing the furthest - these are ideas that have captivated young and old for thousands of years - and they also embrace all the physical skills needed by young people. The pureness of our sport is something that we have to treasure, fiercely protect and promote.

We also have to be honest with ourselves. Athletics, like any sport, is now operating in a world experiencing rapid and profound social, economic and technological change. Unless we embrace and respond to these changes together and with vision, the sport we love and serve faces an increasingly uncertain future.

We must now build on the strategies and programmes put in place by President Lamine Diack. And these challenging times demand innovation and a focus on engagement and a real understanding of the global landscape that shapes young people's lives.

Change can be difficult and unnerving. But without change, Athletics faces the prospect of being left behind by other sports more willing to embrace and attract new participants and fans. This is something that by conscience I simply cannot let happen for our sport, for our athletes and for the athletes of the future. However, the future is not something that we should fear.



In fact far from it. By being innovative and brave where we need to be, I am convinced that together we can grow our sport and with it the finances that flow into Athletics. And this must in turn bring direct benefits to every one of the IAAF's 213 Member Federations.

Let me elaborate. Currently about 60 nations of the 213 Members of the IAAF are able to qualify for the Finals at the IAAF World Championships. When compared with many other sports this is a number the Athletics family should take pride in. It is a potent symbol of our universality. Over the next decade we can - and must - grow the number of nations achieving IAAF World Championship Finalist status to 100. This will be a key objective for me and I want to ensure that, together, we make this happen and this will mean delivering greater funding for those Member Federations who aim to reach this status. Athletics must be a truly global, growing sport that reaches every corner of the world and remains the premier sport of the Olympic Games.



**'ATHLETICS MUST
BE A TRULY GLOBAL,
GROWING SPORT'**

And in challenging ourselves we must, as a sport, remain absolutely independent in shaping our future in the best interests of our sport. After all, our commercial and broadcast partners want to see this happen. It's what young people demand if they are to be drawn into our sport as a spectator, viewer or participant. And of course these young people also need to be excited by our sport. These are not 'nice to have' intentions, they are targets we must hit.

This Manifesto, based on four key pillars, outlines my vision for the delivery of these targets that will increase the reach and appeal of Athletics in a world that is changing so rapidly. My approach is global in its ambition and underpinned by real and aspirational proposals.

I am convinced that by working with this vision and in true partnership with Member Federations, our sport will embark on an exciting new era of global growth that will see more young people become athletes, more people watching and consuming our sport and greater revenues flowing into the Athletics family.

That is our challenge and I believe we have the people, the talent, the belief and the commitment to meet that challenge.



The Manifesto

“My approach is global in its ambition and underpinned by real and aspirational proposals”

My Manifesto pillars

1. Embracing change to secure a better future



2. Decentralisation and empowerment



3. Maximising commercial growth



4. Ensuring integrity and trust in everything we do



1. Embracing change to secure a better future

As we look ahead, it is essential we take a long hard look at the 'product' of Athletics if we are to attract more young people into our sport and, ultimately, drive increased income and revenues. My belief is that we should keep what works and make it better, while never sacrificing our proud heritage.

We must be ready to embrace change and take steps to improve those events and disciplines that are losing their appeal to modern spectators and viewers. I want an honest debate with our partners – the Member Federations, athletes, sponsors, media and of course spectators - about what will serve the best interests of our sport in this new era. If elected IAAF President, I would instigate a full and intensive review of the Athletics 'product' that would embrace all these issues. Only this way can we really understand what our future will look like and the findings must be implemented swiftly.

WORLD ATHLETICS CALENDAR REFORM

To many within and outside our sport, the World Athletics calendar seems disjointed, lacks purpose, a narrative and the essential glue to build excitement and a loyal and passionate following. Many fans don't know when the Athletics season starts, when it ends, why it seems to bounce around from the USA to Europe to Asia and back again. It is confusing to spectators and viewers alike. A harmonised calendar I believe is the key to promotion, marketing, the athletes and Member Federation development. The IAAF must take more control of the calendar and competitions.

I also know, listening to our broadcasters, sponsors and athletes, that we need new competitive structures for the future. For example while the IAAF has existing contractual obligations, our review must look at how the formats and role of the Diamond League fits within the overall Athletics calendar and how we can boost the quality, not the quantity, of this competition to make each meeting much more like a Grand Slam as we see in sports like Tennis.



Here, I believe, less is more.

The IAAF must use its power to ensure that the major events of the IAAF (whether championship or other one-day competitions) have the world's best athletes competing in them.

So our aim should be to give the calendar a narrative that has a start, middle and end that makes sense. This must be a top priority. Once the core IAAF calendar has been agreed and attendance by our top athletes guaranteed, the Areas and the Regions will be in a position to set their own calendars at times that work for them and also explore particular disciplines that have real local interest. This should also be linked to the IAAF financially supporting Member Federations establishing their own competition structures which aid development at local level.

The IAAF World Relays is a good example of innovation but it should not have taken over a decade to bring to life. We have to be much more responsive and effective in bringing about change.

'IT IS ESSENTIAL THAT WE TAKE A LONG, HARD LOOK AT THE 'PRODUCT' OF ATHLETICS'

SPORTS PRESENTATION CHANGES

We need to be innovative in how we project and present our sport to the world – both in venue and on screen. We must build on the thoughtful ideas raised by my Council colleagues, the IAAF's Renovation Steering Group and others who know it's time for change.

Whilst the stadium must always remain the theatre at the centre of the action we must also embrace built and natural landscapes to broaden our appeal to those who have not yet found their way to the stadium.

We need to think about how we entertain, enthrall and inspire. Other sports have gained ground on us in refreshing their events and our objective is simple and stark - we must remain relevant throughout the rest of this century. Athletics must aim to be at the forefront in engaging and inspiring the next generation.

I believe that we can benefit by becoming much more innovative and exploring positive change for example:

- » with the IAAF's World Indoor Championships, showcasing new thinking in our events and disciplines
- » bringing together our 'out of stadium' Championships combining race walking, road races and cross-country with a mass participation event in a Host City over a weekend – a form of 'Running and Walking Festival'; and
- » new team competitions for Member Federations, perhaps via a revamped Continental Cup, even an indoor variation, building on the success of the inaugural IAAF World Relays to ensure an end-of-season showcase event that involves national teams.

Our aim must be to convert spectators into fans and create new, and attractive propositions for potential sponsors. ▶





**An IAAF
Street Athletics
circuit in major
cities around
the world**



**'NO OLYMPIC GAMES
SHOULD LEAVE
ATHLETICS UNTOUCHED'**

CITY CENTRE COMPETITIONS

In order to reach new audiences, I believe that we should give serious consideration to an 'IAAF Street Athletics' circuit in major cities across the world. Where we have done this well and with commitment it has tapped into a new, dynamic fan base. We can build on this through a new IAAF overseas series of events piggybacking some of the more established current one day meetings in centres of population. It will be important that the IAAF oversees the participation of top athletes, the timetable, the 'style' and quality of these events as well as marketing and broadcast strategy - to make sure that they gain maximum exposure via free to air TV and on social media platforms.

In addition we should explore with sponsors what might be possible in establishing a new Inter-City competition which would bring cities together to produce rivalries attractive to a new fan base. This should form part of the planned review of the IAAF's events structure.

In summary, if elected as IAAF President I want us to embrace the future. To consult and debate changes to our calendar, competitions and the presentation of our sport. Of course we must protect our best traditions but at the same time open our minds to positive and creative change which will be good for the long-term future of Athletics.



2. Decentralisation and empowerment

Nurturing emerging world-class talent must be at the very heart of IAAF activities. It is primarily through our stars that the viewer and spectator first get drawn into Athletics. We need to create structures that will make a real difference to aspiring athletes, their identification and development and help nations better unlock talent. We need young people to see Athletics as a genuine and exciting career choice and know that - if they choose our sport - there is every prospect of decent financial reward. This also enables them to give back to the sport that they have served when they finish competition.

EMPOWERING THE FEDERATIONS

The support that IAAF provides Member Federations to drive development has to be better tailored to meet specific needs and requirements at the local level. A one size fits all approach to development does not work, particularly given the disparity in resources and requirements across our 213 Members. We need to move to a structure that is less prescriptive and centrally driven from Monaco to a more devolved, targeted and menu based approach to deliver what the Member Federations need on the ground, particularly those with limited resources

REVIEW THE ROLE OF REGIONAL DEVELOPMENT CENTRES

The IAAF has started to build a system of Regional Development Centres [RDCs] to support Member Federations globally. This has been done by hosting representatives from Members at one of nine RDCs to help them improve through workshops and courses. The RDCs have only a limited number of events each year - around 64 have been scheduled for 2014. Their role needs to be enhanced.

One possible innovation could be to introduce 'Mobile RDCs' - skilled people, rather than buildings, able to connect with Member Federations year around. This could be a much more agile and useful way of connecting directly to aspiring athletes across the globe. We also need to think about supplementing the 'physical' RDC with a virtual one by offering E-learning and other online resources. RDCs could then be used primarily as bases for Coaching and Officiating courses.

Year-round mobile and virtual Regional Development Centres



'WE NEED YOUNG PEOPLE TO SEE ATHLETICS AS AN EXCITING CAREER CHOICE'

BUILDING UNIVERSITY PARTNERSHIPS

It is often assumed that athletes leave their continents only to further their competitive programmes. However, this is not always the case. They often do so for educational and career advancement. We must give these athletes a reason to remain so that they can help promote and support Athletics in their own nation.

And, as I know from my own career, a partnership between our sport and higher education bodies, such as Universities, can be mutually beneficial and help create sustainable sport.

So, if elected as IAAF President, I want to encourage extensive links between Athletics, individual athletes and Universities to help create new competition opportunities, educational programmes and open up the commercial potential for sponsors to support individuals, events and scholarships.

Crucially, this approach can also be used to build a real long-term legacy linked to the awarding of IAAF major events, such as World Championships, particularly where we seek to take those events to cities, countries and continents, such as Africa, that have not previously hosted.

A GREATER IAAF VOICE FOR ATHLETES

I believe that we need to give both current and retired athletes a much greater say and influence within our sport. To this end I want to see an active or recently retired athlete nominated to sit on every IAAF Committee and Commission. Their voices are crucial for future change. I would also like to see the Elected Chair of the Athletes' Commission automatically added to the IAAF Council. At present, the system is reversed with an existing member of Council appointed as chair of the Athletes' Commission. This change could symbolise a new approach to the engagement of athletes in IAAF thinking and decision making.

REVIEW IAAF STRUCTURES

If elected IAAF President, I will establish a major review of the IAAF internal structure and ensure a more targeted use of resources. At present the total IAAF revenue spent annually on its 'administration' is only 5% less than the total spent on 'development'. This cannot be the right balance, it has to change, and it is why a review of internal administrative costs and IAAF structure is needed so that we are best equipped to serve Member Federations, athletes, and drive the growth of Athletics globally. It will mean directing resources from the centre to the benefit of Member Federations so that they can target the investment in the areas they identify as the priority for growth.

We must accompany this with a better understanding of how to get the best value from this money and an approach which delivers long-term benefits from the investment.

Without pre-judging the review, in the key area of Events and Competitions - the lifeblood of our sport - I believe, in particular, we need greater IAAF resources that can be called upon to deliver our ambitions in alignment with the calendar, making sure we capitalise on peak moments with greater impact. We have let those bypass us all too often in the past.

My aim with these ideas is to deliver an improved and more tailored approach to the Member Federations to help each country grow and feel a real connection to the IAAF. Working together we can make a real difference.

3. Maximising commercial growth

This area is crucial to the future well-being of Athletics, the Member Federations and the IAAF. I believe the opportunities ahead are exciting and we need to plan to take full advantage.

HELP THE IAAF COMMERCIAL DEPARTMENT SEIZE NEW OPPORTUNITIES

I am struck by the fact that the IAAF does not have a dedicated senior director tasked with leading the IAAF's commercial strategy. The IAAF needs a cutting edge, experienced commercial department that is passionate about and properly understands Athletics. This is not only to deliver the best possible relationships between IAAF and Dentsu, Eurovision and other key commercial partners, but also to ensure that other revenue streams are effectively optimised. As such, we need to create a high calibre, small and focussed internal team that can drive the commercial future of the IAAF working in conjunction with our marketing partners and Member Federations.

FOCUS ON YOUTH

I will form a new IAAF division – linking communications with marketing – which focuses exclusively on engaging with young people. Recent investments in IAAF youth oriented internet and social media projects in 2012 and 2013, generated a threefold increase in social media traffic linked to our major events. I know this is just the tip of the iceberg and the potential, with greater and more innovative social media investment, is huge. The key will be to link with new, bite-size IAAF events and initiatives such as city and urban Athletics. And one of my first tasks will be to create a link with a commercial partner experienced in social media who can help us activate these strategies.

GREATER COMMERCIAL OPPORTUNITIES FOR ATHLETES

Prize money structures have not changed significantly since 1997, even though the commercial opportunities that have flooded into our sport over the last 15 years have been sizeable.

We should make sure that there is more financial transparency in one day meetings, both in terms of prize and appearance money for the top athletes. The truth is that, as a sport, we do not openly speak about the significant sums that are paid in appearance money. In reality appearance money does demonstrate the commercial appeal of our sport and that our leading athletes are rightly rewarded handsomely for their talent, efforts and dedication.

Like other areas of our lives, the financial success of a sport is a factor in encouraging young people to embrace and take part in it. We should not be shy in recognising this.

We remain one of the few truly global sports and our commercial potential in all global markets is tremendous. I want to realise that potential for everyone involved in Athletics, grow our revenue streams and ensure that all Member Federations directly benefit from this growth.



'OUR COMMERCIAL POTENTIAL IN ALL GLOBAL MARKETS IS TREMENDOUS'



4. Ensuring integrity and trust in everything we do

Athletics, like all sport, can only survive if it is underpinned by integrity and trust. It would not have survived for three weeks, let alone 33 centuries, if it had not been founded on these principles. The IAAF and our sport has always led the way. We must continue to do so.

INCREASE ANTI-DOPING AND INTEGRITY RESOURCES

In recent years the IAAF has developed one of the most comprehensive testing programmes in sport. Significant and successful steps have been taken, particularly in out-of-competition testing, target testing and the use of biological passports.

Nonetheless, the fight against those who continue to lie and cheat is not over – far from it – and it is crucial that we continue to increase resources in this battle for our sport's integrity and now is the time to dramatically close the gap between a positive test and the relevant sanction.

To this end I believe that the IAAF needs to explore measures, implemented by other International Federations, to create our own Independent Tribunal procedures to deal with doping violations committed in international competitions. This would not only simplify the process but also lift the burden placed on Member Federations and reduce the number of legal appeals slowing down the sanctioning process. Our actions must be aimed at protecting the ambitions of the vast majority of clean athletes.

We must also invest significantly to ensure other ethical concerns such as gambling, and the complex issue of changes of nationality of athletes and age cheating are properly considered.

These measures will help to protect all those athletes who want to compete with integrity.

A POWERFUL IAAF ETHICS DEPARTMENT

Linked to this, if elected IAAF President I will ensure that the newly created IAAF Ethics Commission is given the tools necessary to make our Federation 'the' outstanding Olympic Federation in the field of integrity.

INDEPENDENT MEMBER FEDERATIONS

Another key element in the delivery of integrity is the ability of our Member Federations to function independent of political interference - this must be guaranteed. I will work tirelessly to support the independence of all our Member Federations – it will be an essential part of my Presidency if I were to be elected.

The challenge for Athletics and the IAAF is to remain at the forefront of good governance and that also means tackling the scourges of doping and cheating. To do this we will have to further invest but it will be money well spent.



'OUR SPORT HAS ALWAYS LED THE WAY. WE MUST CONTINUE'



Independent tribunal procedures





My Pledge

■ I hope from all that I have said in this Manifesto that you agree that I am the right candidate for Athletics and for the IAAF as we move into a new era for our sport and for our organisation.

I am proud of my track-record and believe it has given me the experience, the values and the vision to deliver a programme which can guide us in the years ahead.

The commitments I have given reflect many of the thoughts and ideas which have come through in my conversations with so many Athletics colleagues in recent years. For that I am grateful.

Athletics has shaped me – from my earliest days as a competitive athlete to my time as an IAAF Vice-President and the Chairman of the London Organising Committee for the 2012 Olympic and Paralympic Games. It has been the foundation stone for all that I have achieved in life.

It is a journey that has given me an insight and understanding of the needs and aspirations of everyone connected with our sport, particularly those Member Federations with limited resources, and to stand up and be counted when it comes to protecting and nurturing the Athletics family.

The bedrock of our sport are the Member Federations. They provide the support needed to grow Athletics at every level and safeguard the future for our athletes and the millions of people across the world who follow what we do. What we do at the centre must be tailored to suit local and regional needs - not the other way round.

And now is the time to reinforce our ambitions and build on the many achievements of President Lamine Diack, to recognise that we have new challenges and that we need

to show vision and leadership in tackling those challenges.

We should ensure that athletes are at the heart of our thinking and that we have structures and policies which make our sport attractive for all our competitors.

We must also address the interests and energies of young people directly, to shape our sport so that it excites the next generation of competitors, fans and viewers. We must turn our spectators into fans truly engaged with Athletics.

To achieve these aims we will need to refresh our competitions, improve our sports presentation, reform our calendar, embrace new media and shape our own future within the Olympic programme. On each of those fronts we need genuine action. My overriding objective is to grow Athletics, to make our sport even more global and even more commercially successful.

With the right approach we can increase revenues across the globe and I hope I have shown, particularly with London 2012, that I possess the drive, the energy and the skills to deliver commercial success and global reach.

We have much to look forward to and, if elected as IAAF President, I want to build a creative partnership with you to meet the challenges of this new era. To bring to life what I have set out in this document.

It is a Manifesto for all of us and I passionately believe that working together in a spirit of trust and friendship we can deliver. ■

Seb Coe

SEBASTIAN COE

OLYMPIC CHAMPION | |

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