

# STRATEGIC DIRECTIONS

## 2026 - 2030

### Vision

Orienteering is the **ultimate navigation sport** worldwide

### Main Goal

Increase **global participation** in orienteering and work towards inclusion in the **Olympic Games**

### Strategic Initiatives

#### Develop and expand orienteering as a global sport

- ▶ **Event Portfolio & Formats:**  
Expand appeal through diverse competition formats and encouragement of innovation, with the aim of attracting new participants and followers
- ▶ **Innovation & Technology:**  
Continue to use digital tools and new technology to make the sport more sustainable and easier to access in all parts of the world
- ▶ **Development of Member Federations, regional and sub-regional bodies:**  
Build sustainable competence in Member Federations and support cooperation and knowledge sharing, with a special focus on youth and young leadership

#### Improve external communication and increase visibility

- ▶ **Visibility and Communication:**  
Increase global awareness and media and TV broadcast reach by promoting what makes orienteering unique and attractive
- ▶ **Brand, Positioning & Commercial Growth:**  
Strengthen the orienteering brand and increase income from external sources
- ▶ **Partnerships & External Cooperation:**  
Continue to build partnerships with institutional and commercial partners to expand reach and impact and develop an IOF Olympic roadmap

### Mission

We promote the **global growth of orienteering** and develop competitive and recreational orienteering.

### Values

#### **Sustainable:**

Orienteering develops life skills, builds self-confidence, and promotes a healthy lifestyle. We respect the natural environment, promote responsible environmental practices, and use our resources sustainably in all our activities.

#### **Ethical:**

Good governance, democracy, and transparency define us. We are committed to fair play, guided by a spirit of friendship and mutual respect. Everyone is expected to uphold the highest ethical standards of fairness, honesty, and respect for the rules and for one another. We are dedicated to maintaining a doping-free sport.

#### **Inclusive:**

We welcome people from all backgrounds and strive to make navigation sport accessible to all. Achievements by athletes of all genders are equally valued and recognised. We strive to ensure a safe, respectful, and supportive environment for everyone involved.

### STRATEGIC INITIATIVE 1:

## DEVELOP AND EXPAND ORIENTEERING AS A GLOBAL SPORT

#### Route choices:

##### ***Event Portfolio & Formats:***

Expand appeal through diverse competition formats and encouragement of innovation, with the aim of attracting new participants and followers

##### ***Innovation & Technology:***

Continue to use digital tools and new technology to make the sport more sustainable and easier to access in all parts of the world

##### ***Development of Member Federations, regional and sub-regional bodies:***

Build sustainable competence in Member Federations and support cooperation and knowledge sharing, with a special focus on youth and young leadership

#### Our enablers:

##### ***Event Portfolio & Formats:***

- Strengthen the existing disciplines: foot orienteering, MTB orienteering, ski orienteering, and trail orienteering, and support renewed growth in Member Federations
- Encourage participation growth through school orienteering and new entry formats, including indoor, night, and maze orienteering
- Maintain, measure, and improve event quality in a sustainable way across the world

##### ***Innovation & Technology:***

- Make greater use of digital tools and new technologies to reduce the environmental impact of IOF activities and events
- Use digital orienteering tools and smartphone navigation apps to reach more people and new communities
- Support the development of basic and advanced orienteering maps worldwide

##### ***Development of Member Federations, regional and sub-regional bodies:***

- Strengthen regional and sub-regional bodies with clear multi-year targets, and focus on regions, clusters and countries with high development potential
- Broaden elite athlete representation beyond traditional top nations at World Cup and World Championships
- Strengthen Regional Championships as steppingstones to World Cup and World Championships
- Support Member Federations in building relationships with National Olympic Committees
- Support Member Federations through mentoring, performance programmes, youth and education initiatives, knowledge sharing, governance support, and global development resources
- Strengthen volunteer recognition, retention, burnout prevention, youth recruitment, and education to ensure sustainable growth with a motivated volunteer base

## STRATEGIC INITIATIVE 2: IMPROVE EXTERNAL COMMUNICATION AND INCREASE VISIBILITY

### Route choices:

#### **Visibility and Communication:**

Increase global awareness and media and TV broadcast reach by promoting what makes orienteering unique and attractive

**Brand, Positioning & Commercial Growth:** Strengthen the orienteering brand and increase income from external sources

#### **Partnerships & External Cooperation:**

Continue to build partnerships with institutional and commercial partners to expand reach and impact and develop an IOF Olympic roadmap

### Our enablers:

#### **Visibility and Communication:**

- Implement a marketing and communication plan, together with National Federation media teams, to grow our global digital presence and increase public interest
- Increase visibility through TV broadcast reach, with particular focus on new markets/countries
- Work towards enabling World Orienteering Championships to be hosted outside of Europe
- Use World Orienteering Week and other development initiatives to raise global awareness, attract new participants, and build new commercial partnerships

#### **Brand, Positioning & Commercial Growth:**

- Strengthen the World Cup and the World Orienteering Championships as flagship events
- Improve cost-efficiency in organising World Championships and World Cup events
- Increase sponsorship and income derived from external sources for the IOF and its Member Federations to at least 50% of total income to improve conditions for federations, event organisers, and athletes
- Develop commercial partnership opportunities at IOF events to create new income streams and ensure consistent branding that reflects the unique values of orienteering

#### **Partnerships & External Cooperation:**

- Develop and implement an IOF Olympic Roadmap with clear milestones and coordinated actions involving Member Federations, Partner Organisations and National Olympic Committees
- Build strong national and international partnerships, especially with the International World Games Association and the International University Sports Federation, and position foot orienteering for the Summer Olympic Games and ski orienteering for the Winter Olympic Games
- Deliver partnerships and cost-efficient streaming and TV productions that unlock greater production volume and strengthen global visibility

## IMPLEMENTATION AND GENERAL ENABLERS

### The International Orienteering Federation will:

- Lead the implementation, under the direction of the IOF Council and with support from the Member Federations, Commissions, Panels and the IOF Office, working together
- Develop a dedicated Operational Implementation Plan for the Strategic Directions, including a KPI framework covering global participation growth, youth engagement, media reach, commercial revenue, and sustainability, and report regularly on progress at IOF Member Information Meetings
- Maintain and develop the global mapping and IT standards, competition rules and educational offerings
- Secure good governance, organisational effectiveness, including cooperation between the Council, Commissions, Panels and Member Federations, and develop the organisation to effectively engage the inherent power in the global orienteering community
- Support our Member Federations, organisers and the IOF organisation with reliable and effective digital tools
- Develop plans to improve sustainability and reduce the carbon footprint of IOF events across all disciplines, while supporting Member Federations to implement similar initiatives
- Support organisers of IOF High-Level Events by providing motivated and skilled assistance to ensure optimal quality, fairness, and event delivery

### The Member Federations will:

- Integrate and adapt relevant elements of the strategy into their own work
- Contribute to the implementation of relevant enablers
- Prioritise and implement the strategy according to their opportunities and capacity

