

My beliefs

Not losing to the rain

Not losing to the wind

Not losing to the snow nor to the heat in summer

With a strong body

Without having a desire

Never losing temper

Always smiling gently

In everything

Count myself last and put others before myself

Watching and listening, and understanding and never forgetting

If there is a sick child in the east, I go there to look after the child.

If there are tired parents in the west, I go to help them.

If there is a child who wants to learn in the south,

I go there to teach culture and sports.

If there is a fighting in the north, I tell them to stop their fighting.

I don't want to be praised. I don't want to be cared.

I want to become such a person



Manifesto

WATANABE Morinari

Election of FIG President



My activities as President of FIG

When I became a candidate of the FIG President 4 years ago, I made 14 promises. I want to review the progress of those 14 promises.

01 Who are we and what role do we play?

The role of FIG never changes. As the International Federation with the longest history, Gymnastics is the basis of all sports. As a Federation recognized by the IOC, FIG respects recommendations made by the IOC including "Agenda 2020+5".



02 Improvement of gymnastics presence in the IOC

This mission has been achieved as I became the IOC member and the ASOIF Council member.



03 Gymnastics position

Our goal is to raise the FIG position in the Global Sports from the recent 24th to 10th in 2024. In this regard, the Digital Marketing strategy is getting more important. FIG has newly put its focus on this area for the last 4 years and as a result, we have already achieved successful outcome.

According to "#Sport on Social", Social media table 2021 published by Red Torch has ranked FIG at 11th place. This is a massive jump from 20th place in 2020. Furthermore, according to "2020 BCW IF Social Media Ranking", "FIG is ranked 7th in the "Most subscribers on YouTube" and 2nd in the "Highest growth of page likes on Facebook". The digital strategy continues to be one of the priorities for FIG. In addition, we need to address to change the marketing strategy in the next generation because the value of the TV broadcasting has been going down. In a past, we saw the value in signage exposures in broadcasting, but from now on, we should create the new marketing value.

From the outcome of 2019 World Championships and 1st Junior World Championships, I am expecting that the next year's ranking will go up further. Mr. Thomas Bach of the IOC President visited us on some of our World Championships. "How exciting the Championships were" have come up in the conversation also in the IOC.

In the next cycle, it is important to ensure to improve ourselves in ranking criteria. Becoming 10th in 2024 is a stretch goal but it is meaningful to try it by setting our clear goal.

Strategy to fill the gap

	2015	2024	2XXX
1st	Football		Gymnastics
2nd	Basketball		Football
3rd	Tennis		
4th	Cricket		
5th	Baseball		
6th	Formula 1		
7th	American football		
8th	Athletics		
9th	Golf		
10th	Ice Hockey	Gymnastics	
13th	Volleyball		
14th	Cycling		
15th	Aquatics		
24th	Gymnastics		



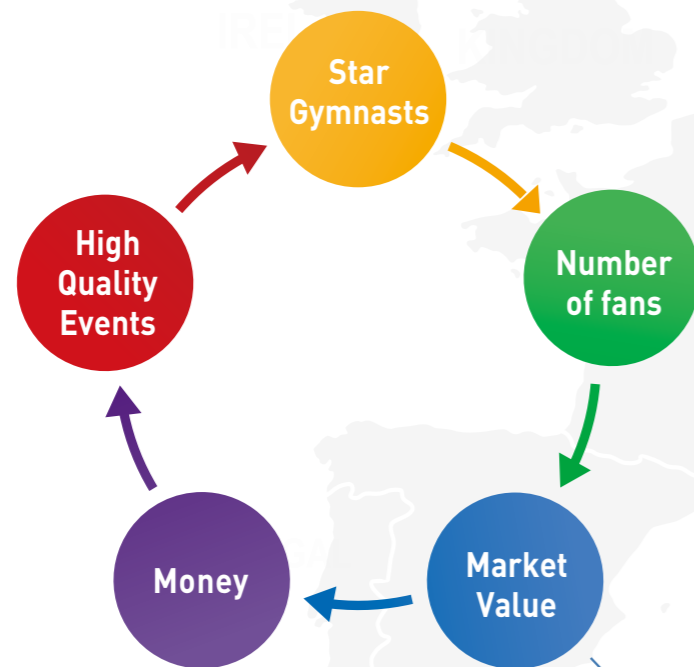
04 Cycle of success (Challenges to marketing)

3 Japanese companies, Fujitsu, Pasona and Tokyo Inkarami have become our new sponsors. Those new sponsors and VTB brought us nearly CHF 8 million in total for the cycle 2017 – 2020. As an example, during 2017 and 2020, a large part of the sponsorships revenue, approximately 1.5 million CHF in total, have been allocated to the LOCs who organized World Championships of Artistic, Rhythmic Trampoline, Acrobatic and Aerobic gymnastics, and this allocation will continue in 2021. This fund brings higher quality and better entertainment to the Championships and was much appreciated by the LOCs. For example, our World Championships have enhanced their entertainment natures thanks to the efforts made by LOCs. By doing so, the product value of each discipline has been enhanced.

With the increase of the broadcasting rights paid from Japanese broadcasters to FIG to US\$ 3 million in the last 4 years, the FIG revenue from the broadcasters has risen to a total of US\$ 8 million.

Thanks to those marketing activities, we could distribute US\$5.5 million to Continental Unions as the support fund from 2017 to 2020. In this manner, increase in TV broadcasting rights and new sponsors are raising the value of gymnastics.

Parkour brought new sponsors to FIG – PASONA and TOKYO INKARAMI.



VTB

PASONA

FUJITSU

TOKYO INKARAMI

05 Strategy to fill the gap

New gold medalists are emerging in different parts of the world. In Artistic Gymnastics, Carlos Yulo of Philippines got a gold medal in floor exercise in Stuttgart. His talent was recognized shortly after I met him 9 years ago, then he started trainings in Japan. Ibrahim Colak brought a gold medal to Turkey of which he won in the rings in Stuttgart. Also, since 2 years ago, with my recommendation, Japan, China and Russia started organizing joint training camps. That's why the World Championships 2019 were neck and neck competitions which is very unusual in our history. The World Championships have become more exciting. Strong Federations support developing Federations. And strong Federations try to improve by learning from other strong Federations. We see those trend more and more in many places. Such a mission is also going well. In the next cycle, it is necessary for us to review the Academy and to promote the joint training camps. In addition, support to developing Federations by other Federations has become more active. After the FIG Executive Committee meeting held in Nicaragua in 2019, Great Britain, Russia and Japan donated various types of gymnastics equipment to Nicaragua. China opened a new training center in Shanghai and has been preparing to receive gymnasts from other nations so that they can have training there.



06 FIG Organization (Gymnastics Family)

The Executive Committee gets more proactive. The EC meetings were held in gymnastics developing countries, Cameroon, Benin, Fiji, Nicaragua, and Senegal. We tried to become an active EC and we made remarkable changes. The communication between FIG and the Continental Unions has been improved compared to before. Also, as the first trial, an internship system was introduced in African Continent.

The communication in Africa has largely been improved and the number of affiliated Federations has increased.

Gender Equality Commission has been established in FIG and it helped improve gender equality in our organization.

Instead of Coach's Commission, "President Round Table" was introduced in each World Championships. We now have more chances to hear the opinions of coaches and gymnasts. In addition, I want to solve the problem where some Federations are not able to attend the Congress because of their financial situation. I want to make the Congress more transparent and fair opportunity for all member Federations. To achieve it, FIG decided to pay a flight ticket as well as a room per Federation, to all member Federations in good standing to participate in the Congress.



07 Expansion of popularization

Junior World Championships:

The gymnastics population has been declining although we don't have a clear data. To expand the population, we started organizing the Junior World Championships which gave the motivation to junior gymnasts.



Trampoline, Acrobatic, Aerobic and Team Gym:

As Trampoline has been developing as the leisure for children as well as for adults, and its competitions have become more exciting with new event of All Around Team, we can expect the increase of its population. On the other hand, we could not dedicate enough time to address the reform of Acrobatic and Aerobic gymnastics during this cycle due to the COVID-19 pandemic. Both are wonderful disciplines for which required equipment is floors only. In order to increase their populations, it is necessary to create a special team to look after measures for promoting the discipline further in each Technical Committee. We have also started a project to make Team Gym an official new discipline of the FIG. I am expecting that the Team Gym will greatly contribute to expand the number of leisure gymnasts when it becomes our official discipline.

Gymnastics – A Life Adventure and Parkour

In recent years, we see the trend that those who have experienced gymnastics start doing Parkour, Breakdance and Cheerleading. The interest by the youth and next generation in the sports is getting diversified. In such trend, we implemented Parkour, which basically does not need any apparatus and is easy for developing countries to implement, as our outdoor and urban sport targeting young people. We are getting new FIG population from Parkour which is essential part for FIG in addition to the traditional gymnastics. The initiative to increase the gymnastics population is further enhanced by another project called "Gymnastics - A Life Adventure" led by Margaret. This is the project which will shape the future of FIG by enhancing the popularization of gymnastics.



My impression is that many efforts and challenges FIG made have raised the population of the gymnastics fans. Unfortunately, we have not been able to quantify it. We have not figured out how many leisure gymnasts are there in the world, from gymnastics for children to gymnastics for elderly people. In the next cycle, our challenge is to increase the member Federations and to identify the number of leisure gymnasts.

08 Pursuit of justice and dignity

For this mission, we have completed the system to cover the 5 apparatus of Artistic Gymnastics and it will become possible for all apparatus to have 3D system in their scorings. This is the system to support judges in our sport, not the system to replace our judges with. Such system development in gymnastics community alone will contribute to the sport community as a whole, because we will have no opaqueness in scoring with the system. Further to that, gymnasts will be able to capture their scores during their trainings. Having the scores at their trainings to be the same as the ones at their competitions will make efficient trainings possible both for gymnasts and coaches. By using the computer scoring system, remote competitions will also be possible across different countries and regions in the world. We are also trying to monitor Rhythmic Gymnastics. In the next cycle, we will complete the system.



09 Human resources strategy

Internship in Africa has been introduced. By setting Education Commission, we are trying to strengthen the Academy. In the next cycle, we need to carry out the further review of the Academy. An e-learning platform is also under development, which will allow all Member Federations to receive all the content related to education.

10 Promotion, PR Strategy

Originally, I was going to create the Gymnastics Channel. However, I have realized that huge expenses are necessary to operate Gymnastics Channel. Also, I understand that, in terms of marketing, it is more important for us to attract non-gymnastics people, rather than to attract gymnastics people. Now, we promote more effective use of YouTube and Olympic Channel and we are seeing its outcomes. According to “#Sport on Social”, Social media table 2021 published by Red Torch has ranked FIG at 11th place. This is a massive jump from 20th place in 2020. Furthermore, according to “2020 BCW IF Social Media Ranking”, “FIG is ranked 7th in the “Most subscribers on YouTube” and 2nd in the “Highest growth of page likes on Facebook”. In the next cycle, we need to expand our business mind further.



11 Apparatus strategy

High prices of gymnastics equipment are obviously obstacle for the development of gymnastics. As the first step, both the gymnastics family and equipment manufacturers have recognized this fact. As the second step, the manufacturers have started working on reducing their prices. In the next cycle, we have to realize to lower the equipment's prices.

12 Ethics in sports

Right after I assumed the FIG President, I started to aim for achieving separation of powers in the organization. I have been calling for separation of powers in three branches – administration, legislation, and judiciary- for the FIG organization, because we can create the governance with the separation of powers. For the first time in world sports history, the independent Ethics Foundation was established in FIG. Protecting athletes and other participants from harassment and abuse, the independent FIG Ethics Foundation was established as the judicial organization. At the same time, while the FIG has a role as the administrative organization, I have been calling for a need to have an enforcement organization within the FIG and proposed to establish the Safeguarding Working Group in addition to a safeguarding unit with one safeguarding manager we currently have within the office. Its main role is the education of gymnasts, coaches and officials. Education by Safeguarding Working Group and penal provisions by the Ethic Foundation. I believe we can drive our vehicle forward with these two wheels.



	FIG Governance score	*ASOIF IF Governance score	
	Max point	2016	2020
Transparency	40	21	30
Integrity	40	10	28
Democracy	40	20	25
Development	40	7	25
Control Mechanisms	40	19	24
Total	200	77	132

13 Reform of FIG Headquarter

We have a new Secretary General. In addition, we are implementing new education and evaluation system for FIG Staff. In the next cycle, it is necessary to enhance the support system for Nicolas Buompane.

14 My mission as FIG President

Fortunately, I became the IOC member because of the 2020 Tokyo Olympic Games. I will visit all member Federations in 4 years. I will meet each NOC President and its members in each country and region as FIG President and as an IOC Member. My duty as father of Gymnastics Family is to think and work together with Gymnastics Federations to develop our sport in each Federation. I could not visit all Federations due to the pandemic, but I would like to visit and meet you all to discuss and solve issues together.



Thanks to your support and cooperation, I could achieve these 14 missions as the FIG President. I want to express my heartfelt appreciation to you, all gymnastics family.

The strategy of the next cycle and Long-term vision.

Next cycle

Development of Continents

In the next cycle, we need to put our focus on the development of each Continent. To achieve it, we have made the Continental Championships the qualification for the World Championships. The situation and measures are different depending on the situation of each continent.

In the first 2 years, we will analyze situation of each country in each continent. By making the sheet like this, each country's situation will be analyzed and this analysis will enable us to provide more effective support to each country.

In addition, we will make the strategy to support Acrobatic and Aerobic Gymnastics. And Consequently, we will aim for increasing the number of member Federations. Our target is to reach 180 member federations.



The strategy of the next cycle is revitalization of each Continent. We need funding to support the development of Continents. For the first year, we will aim for increasing marketing and revenue as well as reducing the cost. For the latter 2 years, we will promote the development of Continents. They are challenging tasks.

Reform of FIG Headquarter

I will also put focus on the reform of FIG Headquarter in the next cycle. The reform included not only the FIG headquarter but also the World Championships organized by FIG and LOCs.

SDGs through sports - Sustainability Strategy



In addition, during the World Artistic and Rhythmic Gymnastics in Kitakyushu we will try to raise the value of sports. For the first time in the sports events, we will promote the SDGs. The theme is to transform a sport event from entertainment to social contribution with 3 goals as follows.

The first goal - gender equality

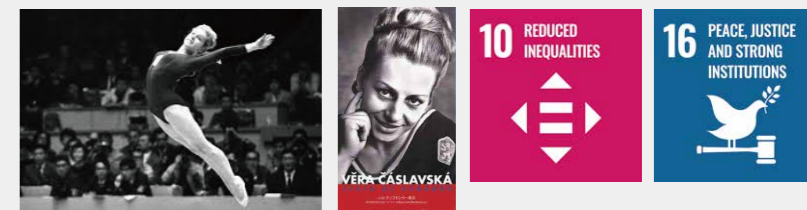


The number of board members and workforce of the LOC, all of them will be gender equal. During the Championships, Ms. Lydia Nsekera, Chair of the IOC Women in Sport Commission will join us to organize the gender equality forum.

The gender ratio of the LOC is 50:50.

The second goal - to contribute to peace

Ms. Vera Caslavka, gold medalist at the 1964 Tokyo Olympics kept promoting peace keeping activities. We, Gymnastics family should learn from her spirit. FIG will appoint the Women's Individual All-around Champion at the World Championships as the "Gymnastics Peace Ambassador". The Ambassador will participate in the global peace keeping activities.



The third goal - the contribution to people's health - FIG Sante Gym

People think that gymnastics are difficult Olympic sports. However, gymnastics are the basis of people's lifestyle. Gymnastics are the sports which can contribute to the society. In 2021, the World Championships in Kitakyushu will try to prove it by introducing "FIG Sante Gym" in several cities before, during and after the Championships. "Sante Gym" is the place for FIG to promote the maintenance of good health for elderly people. We will provide the opportunity to many elderly people to experience Gymnastics to expand their healthy life span. By doing so, Gymnastics can contribute to reduce the medical cost in the society. Until now, FIG has been focusing mainly on the Olympic disciplines and children, while the world is heading for the aging society. In near future, half the world population will be elderly people and at the same time, the target of sports will shift to elderly people. I would like to be ready for it now for the future of the FIG.

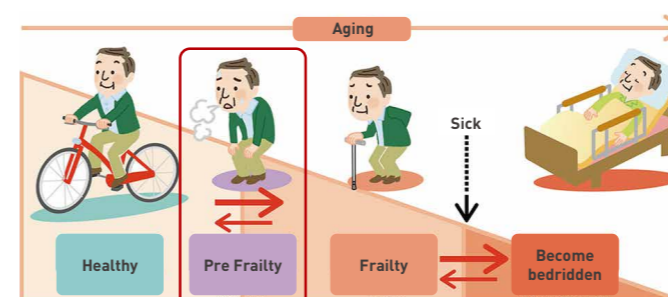


Addressing social contribution activities in addition to the entertainment aspects in our Championships and other events will facilitate access to new sponsors and expansion of our fan demographic to different age groups. Eventually, it will lead us to expand our marketing cycle.

Physical Frailty

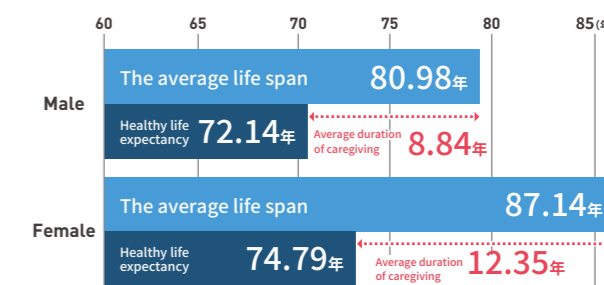
FRAILTY : The following symptoms begin with aging

1. Lose weight
2. Fatigue
3. Less active
4. Slow walking speed
5. Decrease in grip strength symptoms begin with aging



*Treatise at Monash University

4.3% of people over 60 years old get Frailty every year. By 2050, more than 20% of the world's population will be over 60 years old and the number of people in Frail will increase. This is a global problem which many countries face.

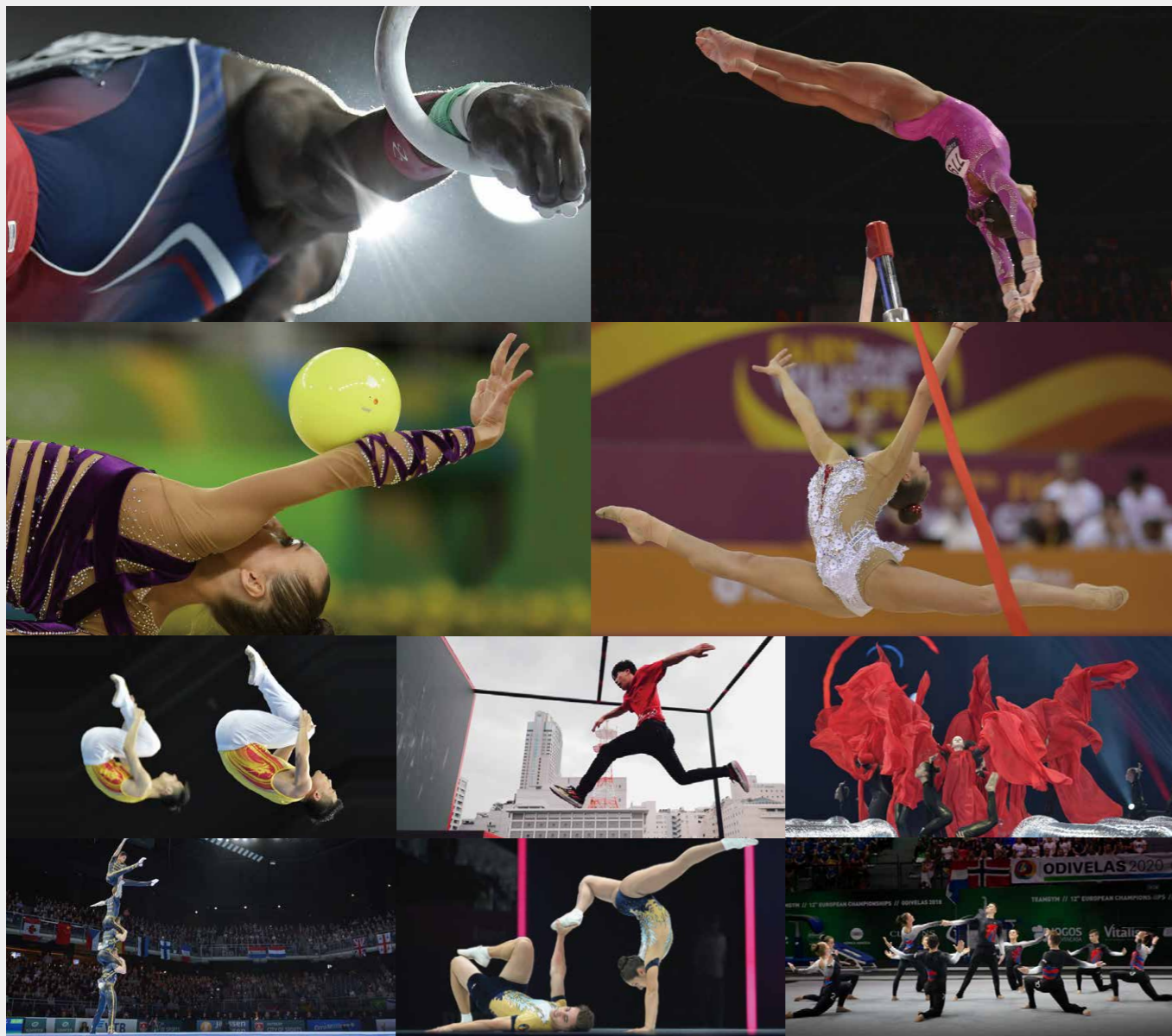


Dream of "Gymnastics Olympics"

For the first time in the FIG's history since its establishment in 1881, the Artistic and Rhythmic Gymnastics World Championships will be held in the same host city in the same period of time.

This happens because the original host city returned the right as the host city to FIG due to the COVID-19. And it is going to realize to organize 2 disciplines' World Championships in the same host city in the same period of time. It's a new opportunity.

I have a dream that one day like the Olympics, the World Championships of all our disciplines Artistic, Rhythmic, Trampoline, Acrobatic, Aerobic, Parkour, the World Gym for Life Challenge, and if possible, Team Gym sometime in future, will be held in the same host city in the same period of time together. Realizing "Gymnastics Olympics" will surely raise the value of Gymnastics. How much cost can we reduce by organizing Artistic and Rhythmic Gymnastics World Championships in the same city and period in 2021? We will analyze and calculate its positive impact. In addition, we will make the strategy to support Acrobatic and Aerobic Gymnastics for their further development.



CREATION OF NEW WORLD

Lastly, let me comment on Covid-19.

Now the long and long night with COVID-19 is going to be over.

FIG did not invoice Federation's membership fee in 2020 so that we can survive this cold night.

And FIG established the foundation which provides support to gymnastics family who are damaged by the COVID-19.

302,000 swiss francs have been distributed to 26 Federations as support grants.

I know that in addition to FIG, there are many more Federations who support each other. I feel happiness with being gymnastics family.

We must learn from history. Dinosaurs became extinct because they could not accommodate themselves to changes. Humankind experienced global epidemic outbreaks in the past. After the outbreak, major social reforms were conducted and a new era was shaped.

This time, too, after the Covid-19 is brought under control, our society will significantly change and a new era will come. Consequently, the position of

sports in our society will change dramatically.

Due to the impact from the Covid-19, almost all sporting events have been postponed or cancelled.

The cancellation of the events had a disruptive impact on the sport organizations. We should learn from this experience that we have been too much dependent on the profits generated by sporting events.

On the other hand, I saw on social media many people doing gymnastics at home.

The current situation has made the society aware that gymnastics are the basis of the healthy lives of humanity. We should be aware that we need to coexist with the virus, not to fight against the virus. It has been proven that doing exercise can promote generating antioxidant material to enhance our immune system.

It is our mission to give humanity the power to coexist with the unknown virus by widely promoting gymnastics to the world.



My concept in operating FIG in the next cycle is "Family Solidarity".

The basic policy is;

"If we scramble for the one each other, there is not enough to share. If we share with each other, there is plenty enough for everyone."