

# World Squash Federation

Strategy  
2022-25

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# Contents

- 1 **Message from the President**
- 2 **The global sporting landscape ~ new trends**
- 3 **Purpose, Vision & Mission**
- 4 **Values**
- 5 **Stakeholders**
- 6 **Five Strategic Pillars**
- 7 **Performance Indicators & Targets (examples)**
- 8 **Let's Go !**

# Message from The President

**“The secret of change is to focus all your energy not on fighting the old, but on building the new” *Socrates***



This strategy is different to previous WSF strategies. It is more challenging in response to an international sporting world which is more turbulent, dynamic and competitive, in which squash needs to thrive by being more ambitious and transformative, but also being more proactive and agile in capitalizing on the opportunities to achieve sustained growth for the sport.

Squash, alongside squash57, has potential to engage hearts and minds across all generations. This strategy aims to help boost squash's existing markets and expand into new ones. It aims to grow the sport's participant base, extend squash's global footprint and grow squash's fan base by transforming its live broadcast and social media presence, particularly if we are to appeal to new young audiences.

WSF can't do all this on its own. There are many clever, entrepreneurial people keen to see squash thrive, who we need to engage in our journey. Innovation needs to be a new mindset for a new era and WSF needs to develop meaningful partnerships like never before. WSF needs to transform from 'governing body' to 'enabling body' and partner with others who share our ambitions.

If you share the belief that squash has the potential to be a more major global force, commit to coming with us on our next big journey. But come not as a passenger or spectator, but as part of the team driving squash to an exciting new destination.

This strategy is also your strategy and we are confident you will join with us for this exciting journey.

**Zena Wooldridge OBE**  
**President, World Squash Federation**



# The Global Sporting Landscape

## ~ New Trends

The sports industry is experiencing unprecedented change and turbulence. These are the key emerging trends that will influence the strategies of International Sport Federations.

Growing popularity of women's sport

Growing emphasis on youth appeal

Sustainable legacy impact for major events

Exemplary Governance expected

E-sport revolution

B2B2C relationships becoming the norm

New sports & disciplines emerging

Big shifts in consumer behaviour

Greater consumer personalization

Complex and competitive environment

New sponsorship models (value driven)

New media technology emerging (linear v OTT)

Pressures on traditional multi-sport event models

Professionalisation of sport

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# Purpose

As the recognised International Federation for squash, WSF is the custodian of our sport. We are here to serve our Member Federations, build strong partnerships and provide effective leadership to ensure squash's future prosperity.

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# Vision

A sport working in unison across stakeholders committed to the sustainable development of squash and creating a more inclusive, diverse, healthy and considerate world.

# Mission

Grow the global footprint of squash and squash57, making the sport relevant to the lives of participants and communities

Unite the squash family and partners behind a shared strategy to ensure squash thrives into the future

**Grow**

**Inspire**

**Together**

Inspire all generations of squash participants with exciting and innovative events, opportunities and campaigns

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#BJOsquash

# Values

## Integrity

We practice exemplary governance, ethics and respect, and create a culture of transparency and trust.

## Passion

We bring the squash community together to generate fun, excitement, emotional attachment and a sense of belonging.

## Inclusion

We encourage people from all backgrounds and culture to experience our sport, ensuring they are treated with respect, fairness and equal opportunity to participate.

## Collaboration

We work with others to provide relevant support to Member Nations to enable squash to thrive and grow.

## Innovation

We embrace innovation to transform the way we operate.

## Excellence

We strive to continuously improve what we do and how, and to provide an outstanding experience for all participants.



# Stakeholders



# Strategy Pillars

## Championships & Events

Consolidate WSF's Championships and events portfolio; strengthen squash's presence in multi-sport games; enhance our presentation of the sport

## Squash Development

Develop and promote programmes and campaigns designed to ensure squash and squash57 thrive, innovate, develop and grow

## Business Operations

As part of good governance, the WSF must ensure its operations run effectively and optimizes its revenue streams to underpin and resource its strategic ambitions

## Effective Leadership

We must practice exemplary governance, clear strategic direction and effective representation in the global sport eco-system

## People & Partnerships

Our people and partners are fundamental to unlocking the sport's potential. We must nurture and support these relationships and recognize their contribution to the success of the sport

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# Championships & Events

## EVENTS ASSETS

Consolidate WSF events portfolio to support Nations' player/competition pathways

## AFFORDABILITY

Consider cost of events to nations in order to increase championship entries

## MULTI-SPORT GAMES

Strengthen squash's presence in multi-sport games

## PSA PARTNERSHIP

Partner with PSA (Squash Media & Marketing and Infront) to provide a more consistent and enhanced event presentation and exposure

## INTEGRATED CALENDAR

Create an integrated global calendar to cover all relevant category of player

## DOUBLES REVIEW

Review the role of Doubles in squash's overall international calendar

## MASTERS

Implement proposals for world masters' tour and rankings

## EVENT MANAGERS

Create a programme for training future event managers

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# Squash Development

## 'RIGHT BALL'

Promote the 'right ball' concept to support squash growth strategy

## KNOWLEDGE EXCHANGE

Develop an infrastructure and culture to encourage knowledge exchange across the sport, such as around the development of outdoor and mini/portable courts

## SQUASH57

Produce and deliver a global strategy for squash57 as a sport for all generations

## SPORT PRESENTATION

Enhance innovation and presentation of showcase events to grow our fan base and further social media engagement

## OFFICIATING

Complete the development and delivery of World Squash Officiating (to level 5)

## COACHING STRATEGY

Produce and implement a WSF Coaching Strategy to support WSF's strategy

## MASTERS & JUNIORS

Review Junior and Masters events to ensure relevance and quality experience

## CAMPAIGNS

Roll out world-wide promotional campaigns in partnership with PSA

## RULES

Continue to review and refine rules and equipment standards

# Business Operations

<b>GROW MEMBERSHIP</b>	Review / strengthen the value proposition to Member Federations and squash consumers as a basis for growing the number of Full Members
<b>WORLD SQUASH CLUB</b>	Create a World Squash Club including global ratings
<b>CLUB DATABASE</b>	Support development of a global database of squash courts, clubs and venues
<b>MONETISE EVENTS</b>	Partner with PSA to capitalise on the commercial value of championships
<b>DIGITAL</b>	Produce a digital transformation plan to support WSF's strategy
<b>COMMISSIONS</b>	Align Commission structure, roles and responsibilities to ensure effective strategy delivery
<b>ACCREDITATION</b>	Strengthen partnerships with accredited court and equipment providers
<b>SQUASH57</b>	Integrate squash57 into other key work areas, such as coaching and officiating

# Effective Leadership

<b>GOVERNANCE</b>	Practice exemplary governance and robust financial management
<b>WADA COMPLIANCE</b>	Ensure compliance to WADA anti-doping code and education
<b>OLYMPIC BID</b>	Review the feasibility of a future Olympic inclusion bid
<b>REPRESENT</b>	Represent our sports effectively within the global sport eco-system
<b>RAISING PROFILE / RE-BRAND</b>	Lead the reshaping and re-profiling of squash in partnership with PSA, including re-branding WSF
<b>ENVIRONMENTAL SUSTAINABILITY</b>	Produce a WSF environmental sustainability strategy and implementation plan by Oct 2024

# People and Partnerships

<b>NATIONAL SQUASH FEDERATIONS</b>	<p>Empower, encourage and support National Federations to actively engage in the sport's development</p> <p>Work with National Federations to support the sustainability of existing clubs and venue owners, and the development of new facilities</p>
<b>REGIONAL FEDS</b>	<p>Consolidate the roles and responsibilities of the 5 Regional Federations</p>
<b>PARTNERSHIP WITH PSA</b>	<p>Cement new strategic partnership with PSA (Group and Foundation), including aligning our strategies, and the sharing of resources where relevant</p>
<b>SQUASH WORKFORCE</b>	<p>Enhance the sport's ability to develop a diverse and capable squash workforce</p> <p>Better promote the contribution and achievements of our squash workforce</p>
<b>EDUCATION PARTNERS</b>	<p>Explore partnerships with various education-based sport organisations</p>
<b>NEW PARTNERSHIPS</b>	<p>Seek new partners relevant to the delivery of WSF's strategy</p>

# PERFORMANCE INDICATORS / TARGETS

## CHAMPIONSHIPS & EVENTS

- Launch 2 new championships in the next 3 years
- Grow number of participant nations by 20% by 2024
- Progress squash's inclusion in European and African Games
- Support delivery of successful Commonwealth, Asian and Pan-American Games for squash in 2022 & 2023

## EFFECTIVE LEADERSHIP

- Relocate WSF Ltd from Isle of Man to UK by end March 2022
- Review 2018 voting review; make proposal by July 2022
- Achieve small financial surplus annually to build reserves
- Produce feasibility report on future Olympic bid

## SQUASH DEVELOPMENT

- 4 x quarterly knowledge exchange webinars from 2022
- Squash57 adopted by 5 new nations per annum
- World Squash Officiating adopted by 50% of WSF nations by June 2022 and 80% by end of 2023
- Draft coaching strategy by June 2022

## PEOPLE & PARTNERSHIPS

- Agree joint strategy by June 2022 including Foundation
- Set inclusion and diversity targets across the organization for 2022-23-24
- 2 female level 5 referees by Dec 2022 and 4 by end 2023
- Sign 2 new sponsors by mid 2022

Note: these are examples of performance measures that will drive the annual implementation plans over the next 4 years.

## BUSINESS OPERATIONS

- Grow WSF membership by 2 nations per annum 2022-24
- Establish World Squash Club by Sept 2022; target 40,000 members by end 2023
- Agree partnership with PSA & Infront by June 2022
- Launch new WSF website (with new branding) by end of 2022

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# Let's Go !

**“Every new beginning comes from some other beginning’s end”. [Seneca]**

Out of the global turmoil of Covid-19 we have the opportunity to re-think our approach to leading and shaping WSF, taking it beyond the traditional boundaries of how we view and lead squash’s future and how the rest of the sporting world perceives squash.

Our task is to carve out new opportunities from the challenges of a new post-Covid world.

It is time to start a new journey, a new adventure with a new roadmap; and we need to embark on that journey together.

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