

FIL Strategy

# WE SLIDE FORWARD 2034



THE FASTEST  
SPORT ON ICE

# About the Strategy



The strategy document sets the direction for the next four years, with a longer-term view across two Olympic cycles. It defines the Mission, Vision, and Values, as well as the Strategic Priorities, Main Objectives, Core Strategic Approaches, and Key Initiatives.

The strategy serves as the foundation for further planning documents, including annual operating plans and development projects.

Progress is monitored through defined key indicators, which are reported and reviewed annually at the FIL Congress.

Each strategic priority is assigned an “ambassador” within the FIL executive structure, responsible for coordinating activities and overseeing progress within that priority area.

While ensuring consistency in long-term objectives, the strategy allows flexibility to respond to evolving circumstances, annual priorities, and available financial resources.

# Mission Vision Values



## FIL MISSION

Our mission is to unite the luge community to build strong communities through the power of sport.

## FIL VISION

Our vision is to make luge accessible to a wider audience and to support athletes, coaches, and the wider community in reaching their full potential.

We aim to establish luge as a leading and globally recognised winter sport.

## FIL VALUES

The FIL upholds the key values in sport of **fairness, integrity, responsibility, safety, and respect**. All stakeholders within the FIL membership – national federations, athletes, coaches, officials, and event organizers – are expected to follow these values throughout their involvement and interactions with our sport.

The FIL fully adopts and adheres to all standards of fair play and safe sport. This includes, but is not limited to, the Olympic Charter and the World Anti-Doping Code, as established by the World Anti-Doping Agency.

# FIL Strategic Priorities



## Expand and Modernise Artificial Track Luge

Artificial Track Luge is the foundation of our sport. Strengthening and modernising it creates more opportunities for athletes, improves event quality, and makes it easier for new countries to enter the sport.

## Develop and Scale Alpine Luge

Alpine Luge opens the sport to a wider audience by offering an easy and accessible way to get involved. It helps grow participation and expands the sport into new regions.

## Strengthen National Federations

National Federations play a key role in developing the sport in each country. Strengthening them improves athlete development, increases participation, and supports more consistent and competitive results.

## Place Athletes at the Centre

Athletes of all ages define the quality and credibility of our sport. Putting them at the centre ensures better decisions, safer environments, and stronger support for their development and well-being.

## Enhance Media, Visibility, and Commercial Growth

Greater visibility makes the sport more attractive to fans, partners, and sponsors. It increases audience reach, generates new revenue, and supports the long-term development of the sport.

## Strengthen FIL Governance and Financial Sustainability

A strong and transparent organisation builds trust among all stakeholders. Financial sustainability ensures that the sport can grow and develop over the long term.

## Strategic Priority

# Expand and Modernise Artificial Track Luge



### Main objectives

**Attract, develop, and retain athletes at all levels**

### Core strategic approaches

**Attract new athletes by making the sport accessible and appealing**

**Develop athletes through structured pathways with support from coaching, competitions, and National Federations**

**Retain athletes through long-term development and career support**

**Improve affordability and reduce barriers to participation**

### Key initiatives

- Expand entry-level competitions and participation formats, particularly at the junior level
  - Develop short tracks and luge centres to increase accessibility and first contact with the sport
  - Use the Youth Olympic Games and similar events as development milestones
- 
- Establish a structured athlete development pathway across all levels
  - Strengthen coach education and support systems
  - Support National Federations in developing training infrastructure
- 
- Develop athlete support programmes, including career transition and dual career pathways
  - Strengthen athlete support services (education, career, well-being)
- 
- Develop cost-efficient equipment and access models
  - Support shared infrastructure and equipment schemes
  - Reduce participation barriers through targeted support mechanisms

## Strategic Priority

# Expand and Modernise Artificial Track Luge



### Main objectives

**Transform luge events into high-quality, engaging experiences**

### Core strategic approaches

**Redesign competition formats to create more engaging events**

**Implement a coordinated event delivery model with clear roles and standards**

**Enhance the on-site and digital fan experience**

**Ensure financial sustainability of events while improving quality and efficiency**

### Key initiatives

- Develop innovative race formats
  - Strengthen the role of the World Championships as a flagship event
- 
- Implement a centralized event delivery model led by FIL
  - Use regional hubs to optimize event planning and delivery
- 
- Strengthen TV production and broadcasting standards across events
  - Invest in digital content, storytelling, and audience engagement
- 
- Develop financing models and incentive systems for race organizers
  - Support cost-efficient event delivery while maintaining quality standards

## Strategic Priority

# Expand and Modernise Artificial Track Luge



### Main objectives

**Develop accessible, safe, and cost-efficient equipment and infrastructure**

### Core strategic approaches

**Ensure accessibility with standardized and widely available equipment and infrastructure**

**Strengthen safety by implementing clear standards across equipment and facilities**

**Improve cost-efficiency while maintaining performance and quality standards**

### Key initiatives

- Implement standardized racing sleds that are accessible and affordable
- Improve access to equipment and facilities through shared usage models

- Define and enforce unified safety standards for equipment and infrastructure
- Promote safe design and operation across all facilities

- Promote cost-efficient equipment design and production models
- Strengthen knowledge-sharing and technical cooperation with manufacturers

## Strategic Priority

# Develop and Scale Alpine Luge



### Main objectives

**Position Alpine Luge as a visible, accessible, and commercially viable discipline**

### Core strategic approaches

**Develop attractive and scalable race formats to drive participation and engagement**

**Ensure consistent and professional event delivery across all locations**

**Establish a sustainable commercial model for Alpine Luge**

### Key initiatives

- Develop and standardise Alpine Luge race formats and regulations
  - Establish race series linking recreational participation to elite competition
  - Develop and scale pop-up parks as entry points to the sport
- 
- Implement event delivery standards and guidelines for all organisers
  - Strengthen cooperation with track and slope operators for event execution
- 
- Develop a clear commercial and partnership model for Alpine Luge
  - Attract dedicated sponsors and build sustainable revenue streams

## Strategic Priority

# Develop and Scale Alpine Luge



### Main objectives

**Establish a structured and scalable global development model for Alpine Luge**

### Core strategic approaches

**Build strong foundations in core regions**

**Expand Alpine Luge into new countries and regions through scalable formats and partnerships**

**Provide a clear pathway from participation to competition**

### Key initiatives

- Establish legal and operational frameworks for luge activities on ski slopes
  - Develop planning expertise and partnerships with track and slope operators
  - Secure and develop tracks in core regions
- 
- Identify and develop tracks in new countries and regions
  - Support partners in launching Alpine Luge activities in new markets
  - Develop standardised equipment solutions in cooperation with manufacturers
- 
- Establish a clear progression pathway from entry-level to elite competition
  - Integrate Alpine Luge into the broader FIL competition system
  - Connect public participation formats with competitive structures

## Strategic Priority

# Develop and Scale Alpine Luge



### Main objectives

**Increase awareness, education, and institutional engagement in Alpine Luge**

### Core strategic approaches

**Strengthen communication and marketing to improve visibility and awareness of Alpine Luge**

**Develop education and knowledge systems to support sustainable growth**

**Strengthen institutional cooperation with National Federations and key stakeholders**

### Key initiatives

- Implement structured communication and marketing campaigns for Alpine Luge
  - Develop a dedicated marketing concept and targeted partnerships
  - Secure commercial partnerships to increase visibility and reach
- 
- Create and distribute educational materials and programmes in cooperation with National Federations
  - Provide tools and guidance for coaches, organisers, and new participants
  - Establish a clear development model from local participation to competition
- 
- Strengthen cooperation with National Federations for local implementation
  - Align roles and responsibilities between FIL and National Federations

## Strategic Priority

# Strengthen National Federations

### Main objectives

**Provide targeted assistance for National Federations**

### Core strategic approaches

**Establish a structured and scalable support framework for National Federations**

**Differentiate support based on the development level, needs, and potential of National Federations**

**Strengthen governance, accountability, and active engagement of National Federations**

### Key initiatives

- Develop a “Luge Toolbox” including standardised guidelines, templates, and best practices
  - Establish FIL as a central coordinator for sport development across National Federations
  - Create and maintain a centralised digital platform for information, resources, and knowledge sharing
- 
- Allocate financial and technical resources based on clear criteria (needs, performance potential, strategic priorities)
  - Introduce tailored development pathways and individual development plans for selected National Federations
- 
- Establish clear governance standards and expectations for National Federations
  - Promote active participation of National Federations across all FIL disciplines and initiatives

## Strategic Priority

# Strengthen National Federations

### Main objectives

**Establish and strengthen regional hubs to coordinate and accelerate development**

### Core strategic approaches

**Use regional hubs as platforms for knowledge sharing and joint development between neighbouring National Federations**

**Improve access to infrastructure, expertise, and competition through regional cooperation**

### Key initiatives

- Provide shared access to tracks, equipment, and coaching expertise within each hub
  - Organise regular regional training camps and joint development programmes
  - Facilitate structured knowledge transfer between advanced and developing National Federations
- 
- Coordinate regional competition calendars and event planning
  - Support joint initiatives and collaborative projects between neighbouring National Federations
  - Optimise use of existing infrastructure through shared and cross-border access models

Strategic Priority

# Strengthen National Federations

 Main objectives

Strengthen coach education and knowledge-sharing systems

 Core strategic approaches

**Establish a structured and internationally aligned coach education system**

**Promote systematic knowledge sharing and collaboration between National Federations**

**Promote innovation and the use of new methodologies and technologies in coaching**

 Key initiatives

- Develop the FIL Luge Academy as a structured coach education programme
  - Maintain and regularly update methodological materials and coaching guidelines
- 
- Organise workshops, seminars, and exchange programmes for coaches and experts
  - Facilitate cooperation between leading and developing National Federations
  - Capture and disseminate best practices across the FIL
- 
- Promote the use of data analytics, performance analysis tools, and digital technologies in coaching
  - Encourage pilot projects and testing of innovative training methodologies
  - Support the integration of technology-driven approaches into daily training environments

Strategic Priority

# Place Athletes at the Centre



## Main objectives

Place athletes at the centre of the FIL strategy

## Core strategic approaches

**Strengthen athlete representation and influence in FIL governance structures**

**Establish structured mechanisms to continuously integrate athlete feedback into decision-making**

## Key initiatives

- Ensure formal athlete representation in key FIL bodies and decision-making processes
  - Strengthen the role, mandate, and visibility of the FIL Athlete Commission
- 
- Implement regular athlete consultation mechanisms with defined formats and frequency

## Strategic Priority

# Place Athletes at the Centre



### Main objectives

**Establish a comprehensive athlete support framework**

### Core strategic approaches

**Continuously enhance athlete safety and safeguarding standards across all FIL activities**

**Ensure safe, high-quality training and competition environments across all levels of the sport**

**Integrate data and technology into athlete development, safety, and well-being systems**

**Develop an integrated athlete support system covering education, health, and career development**

### Key initiatives

- Continuously develop, update, and strengthen athlete safety and safeguarding policies in line with IOC and international standards
- Ensure safe competition and training environments across all events
- Regularly assess and improve safety and quality conditions across facilities and events
- Promote consistent implementation of safety and operational standards
- Implement performance analytics tools to support athletes and coaches
- Use data to monitor athlete development, workload, and well-being
- Develop structured athlete support programmes (education, dual career, and post-career transition)
- Develop partnerships with education, health, and career institutions
- Introduce regular monitoring of athlete well-being and satisfaction

Strategic Priority

# Enhance Media, Visibility and Commercial Growth



 Main objectives

**Develop and implement a financially sustainable and integrated FIL marketing model**

 Core strategic approaches

**Establish a unified and integrated media, marketing, and commercial strategy across all FIL activities**

**Strengthen FIL's digital and social media presence to increase reach, engagement, and content relevance**

**Develop a consistent FIL brand and storytelling approach across all channels**

**Leverage data, digital platforms, and innovative technologies to enhance content, reach, and engagement**

 Key initiatives

- Develop integrated advertising, sponsorship, and partnership models across all FIL platforms
- Introduce new technologies to enhance content presentation
- Develop and implement innovative content formats (e.g., POV cameras, immersive content)
- Develop and implement a structured digital content strategy across platforms
- Increase the frequency and consistency of digital content delivery
- Enhance audience engagement through interactive and platform-specific content formats
- Define and implement a unified storytelling concept across competitions and media channels
- Strengthen athlete-driven content and behind-the-scenes narratives
- Align branding and visual identity across all media outputs
- Introduce data-driven storytelling and enhanced broadcast formats
- Use audience data and analytics to optimize content distribution and fan engagement
- Develop digital platforms to strengthen direct engagement with global audiences

## Strategic Priority

# Enhance Media, Visibility and Commercial Growth



### Main objectives

**Modernise and centralise FIL TV production**

### Core strategic approaches

**Establish FIL as the central coordinator and standard-setter for TV production and broadcast delivery**

**Introduce innovative broadcast technologies to enhance the viewing experience and production quality**

**Continuously refine event presentation formats to improve viewer experience and media value**

### Key initiatives

- Transfer and consolidate TV production leadership under FIL to ensure consistency and quality
  - Optimise production cost structures and develop cost-efficient production models
  - Develop and enhance FIL live streaming capabilities and platforms
- 
- Implement advanced broadcast solutions (e.g., tracking, data overlays, immersive camera technologies)
  - Integrate real-time data and analytics into broadcast content
- 
- Enhance content quality through integration of data, analytics, and enriched broadcast elements
  - Improve viewer experience through more dynamic and informative broadcast formats

## Strategic Priority

# Enhance Media, Visibility and Commercial Growth

### Main objectives

**Expand global media distribution and audience reach**

### Core strategic approaches

**Expand media distribution by increasing geographical coverage**

**Strengthen partnerships with broadcasters, digital platforms, and media partners**

**Ensure financial sustainability of media activities through optimised rights, partnerships, and revenue models**

### Key initiatives

- Develop and implement international content distribution strategies across priority markets
- Expand partnerships with broadcasters and digital platforms to increase global reach
- Establish long-term strategic media partnerships in priority regions
- Attract new commercial partners and sponsors to support media growth
- Strengthen monetisation models across media channels (broadcast, digital, partnerships)

## Strategic Priority

# Strengthen FIL Governance and Financial Sustainability



### Main objectives

**Ensure a transparent, efficient, and accountable FIL governance structure**

### Core strategic approaches

**Align governance with external legislative requirements**

**Strengthen governance effectiveness through streamlined structures and processes**

**Use data-driven decision-making and digital systems to improve governance, transparency, and efficiency**

### Key initiatives

- Adapt FIL Statutes to ensure full compliance with external legislative requirements
- Strengthen the institutional positioning of FIL within the Olympic Movement
- Review and optimise governance structures and decision-making processes to increase speed, clarity, and accountability
- Introduce performance evaluation mechanisms for governance bodies and commissions
- Establish a unified data infrastructure to support reporting, planning, and decision-making
- Introduce data-based performance monitoring across strategic priorities and operations
- Automate key administrative and financial processes to improve efficiency and reduce costs

## Strategic Priority

# Strengthen FIL Governance and Financial Sustainability

### Main objectives

## Strengthen financial governance and long-term sustainability

### Core strategic approaches

#### Maintain structured multi-year financial planning

#### Ensure financial discipline, transparency, and accountability across all activities

#### Diversify and strengthen the revenue base to support long-term strategic objectives

### Key initiatives

- Maintain and regularly update four-year (and eight-year) financial projections
- Integrate financial planning with strategic priorities and operational plans
- Introduce scenario-based financial planning (best / base / worst case)
- Align investment planning with long-term strategic development goals

- Establish a transparent and standardised financial reporting and control framework
- Strengthen internal control systems, including budgeting discipline and expenditure monitoring
- Implement financial performance tracking linked to strategic objectives

- Develop a diversified and sustainable revenue model aligned with strategic priorities
- Align commercial strategy with governance and financial planning principles

Strategic Priority

# Strengthen FIL Governance and Financial Sustainability



## Main objectives

**Institutionalise ethics, compliance, and stakeholder governance standards**

## Core strategic approaches

**Enforce high standards of ethics, integrity, and transparency**

**Strengthen compliance frameworks and risk management mechanisms**

## Key initiatives

- Extend the FIL Ethics Code with clear policies, procedures, and enforcement mechanisms
- Define and implement robust conflict-of-interest rules across all governance levels
- Establish an integrated compliance and risk management system aligned with IOC, WADA, and international standards
- Establish a structured risk management system (identification, assessment, mitigation, monitoring)
- Introduce regular compliance and risk reporting to governance bodies



# Key progress indicators



## Expand and Modernise Artificial Track Luge

- Increase in the number of nations competing
- Growth in event attendance on-site and digitally
- Increase in the number of medal-winning nations

## Develop and Scale Alpine Luge

- Growth in the number of Alpine Luge events and participants
- Roll-out of the Alpine Luge concept in ski resorts (by 2027)
- Growth in Alpine Luge presence in core regions and new countries
- Growth in commercial partnerships and related revenue
- Growth in public awareness and audience reach (on-site and digital)

## Strengthen National Federations

- Growth in the number of active and regularly competing National Federations
- Increase in the number of National Federations achieving top competition results
- Balanced geographical distribution of participating nations across regions
- Increase in the number of National Federations with structured development plans and governance standards in place
- Growth in participation in regional hub activities (training camps, joint programmes, shared infrastructure use)

## Place Athletes at the Centre

- Increase in athlete satisfaction and perceived support (based on regular surveys)
- Reduction in the number and severity of safety-related incidents across FIL events
- Growth in participation in athlete support programmes (education, dual career, well-being)

## Enhance Media, Visibility and Commercial Growth

- Growth in total audience reach across all media channels (broadcast and digital)
- Growth in digital engagement (views, interactions, watch time across platforms)
- Increase in the number of broadcast and media distribution partners across regions
- Growth in media-related commercial revenue (sponsorship, media rights, partnerships)

## Strengthen FIL Governance and Financial Sustainability

- Approval of updated FIL Statutes and governance structure (by Congress) by 2030
- Growth in diversified and sustainable revenue streams supporting long-term financial stability
- Balanced annual budget position (revenues vs. expenditures)

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**Together, we shape the future of luge**



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