



DEAR SKATING FAMILY,

Values are the core of an organization. My aim is to build the ISU's future on strong values that resonate within the skating community. By producing engaging events, the ISU will create a platform for skaters to perform and show their skills and for fans to build a strong culture of togetherness while also being an attractive partner to media and sponsors. A strong culture creates change for the benefit of all stakeholders and brings stronger investments into ISU sports.

Key components of this strong culture build on successes of the past and a vision for the future: ISU sports have a great history. My passion is to ensure that it will also have a bright future. It is not news that the world is changing at a rapid pace and this means that ISU sports need to be able to keep up. I want to work with all of you to make ISU sports attractive, appealing and relevant to new generations of skaters and audiences all around the world without forgetting its strong heritage.

The ISU can lay the foundation for an inclusive culture that involves and allows all stakeholders to participate in further developing skating sports. By acting as an orchestrator, the ISU can make more interactive communication possible and strengthen its skating community. This is a time for the ISU to think of itself as a single entity and not 2 or 3 separate ones.

Therefore, I'm happy, that Finnish Figure Skating Association has nominated me as a candidate for ISU president. I hope that you, too, believe that I will do my best to build this future **together** with you.

Susanna Rahkamo





IMPLEMENTATION PLAN FOR THE VISION: 4 PILLARS

Fundamental to the continuing success of the ISU are two essential tenets:

- ✓ The ISU exists for skaters and for the audience
- ✓ Strategic brand building and repositioning of skating sports ensure ongoing success

I propose four pillars for increasing the popularity and building a stronger community for ISU sports. Each area is designed to make ISU sports more attractive and relevant for the myriad of audiences involved in the sports. These audiences include skaters, coaches, officials, spectators, Member countries, media and sponsors.

PILLARS

1. Values build the brand
2. Events and series bring the audience to the skaters
3. New revenue sources ensure longevity
4. Development supports innovation

PILLAR 1

Values build the brand

- ▶ **Respect and friendship** build a foundation for an inclusive culture
- ▶ Healthy and value-based sports are a core principle which keeps the safeguarding of children in focus
- ▶ Sports for adults promote more value and marketability
- ▶ Global trends ensure relevance for the audience
- ▶ Modern venues with clean energy support a sustainable sport
- ▶ Honesty and fair play uphold the values
- ▶ **Excellence** should be the guiding principle to do in all our actions

Some of my achievements:

For the past six years, I have chaired the European Olympic Committee (EOC) Olympic Culture and Legacy Commission. With my Commission members, we created a Pan European program for young leaders to spread the Olympic Values of **excellence, respect** and **friendship**, among young athletes participating in the European Youth Olympic Festival (EYOF). Starting in 2017, the program has been integrated as a part of the EYOF as an EOC action to implement IOC Recommendation 22 of Olympic Agenda 2020: to build a strong value-based foundation for the international sporting community by spreading Olympic values-based education.



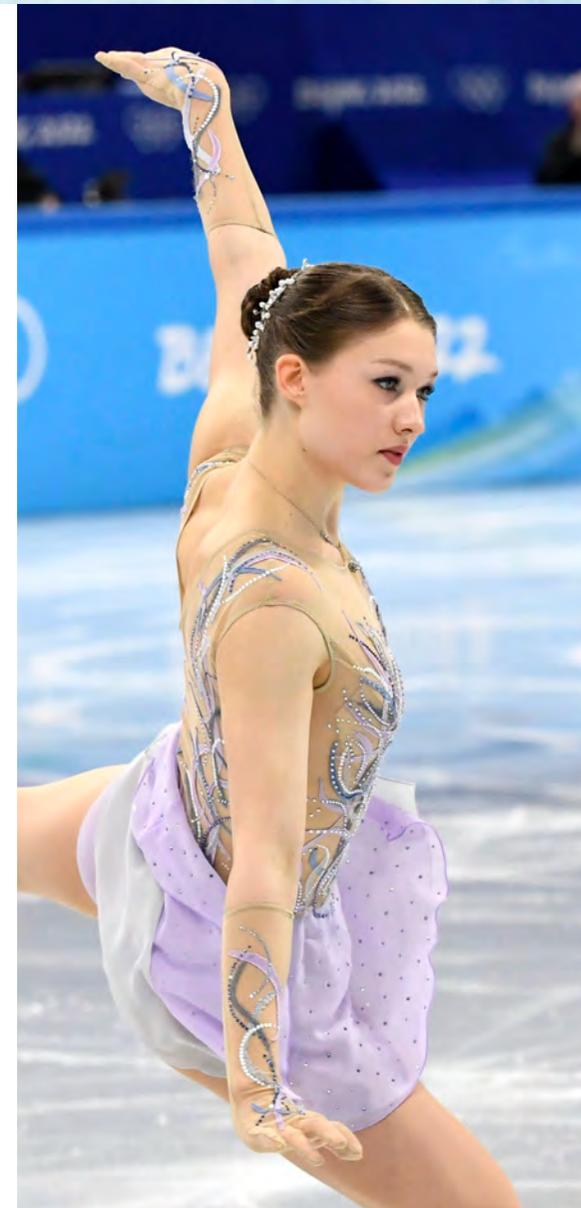
PILLAR 2

Events and series bring the audience to the skaters

- ▶ The audience needs to be able to follow skating in more convenient and relevant ways
- ▶ For the audience to understand the sports, the following must be clear:
 - For whom we are doing the sport
 - Modernizing the sport to be relevant to young audience, respecting the fact that the audience is getting older
 - Demystifying the rules and explaining clearly the distinctions that differentiate athletes' performances
 - Result manipulation harms the attraction of the sport and in order to keep the audience, the trend must be reversed
 - Assisting journalists, TV commentators, online bloggers and other media personnel to better serve the skating followers
- ▶ It is vital to know and differentiate the audience of each ISU sport in order to serve the respective brand for each discipline:
 - Speed skating for daredevils
 - Short Track as an extreme sport for tacticians who are young and wild
 - Speed Skating for number crunchers and technicians
 - Figure skating combines art and sports
 - Syncro - strong team spirit
 - Dance - artistry and harmony
 - Pairs - acrobats, tough and extreme
 - Singles - brave and technicians

Some of my achievements:

During my presidency of the Finnish Figure Skating Association, the federation organized three successful championships which saw full audiences and great financial results. During my skating career, I produced three skating tours in Finland, TV shows in Germany and co produced a tv spectacular for an Arts and Entertainment network in the USA.



PILLAR 3

New revenue sources ensure longevity

- ▶ It is essential to support and promote new media channels such as streaming without forgetting to help the mainstream media to reform
- ▶ Facilitate direct communication with the audience and the skating fans with use of technology
- ▶ Vary the length of stories that touch the audience's feelings: bite, snack, meal and drama. Fans are part of the core community. Interactivity and meeting their needs is essential.

Some of my achievements:

For the productions during my skating career, I developed revenue sources from sponsorship, merchandising, and advertising as well as managed tv-rights proliferation for our TV-series. I organized the largest annual sponsorship conference in the Nordic countries together with the Advertisers' Association of Finland. My Masters thesis addressed sponsorship strategy.



PILLAR 4

Development supports innovation, evolution and growth

- ▶ The aim is to boost the number of strong ISU members who can help their skaters to compete internationally as well as having officials and coaches to make it possible
- ▶ Digital tools offer possibilities to educate coaches, officials, administrators, and skaters around the world
- ▶ Visiting Coach initiatives and other programs to help to identify, build and strengthen a local system on the spot
- ▶ Digitalization and online channels make it possible to develop new competition formats
- ▶ The ISU's role together with the Members is to enable development activities, education and communication to effectively enlarge the skating community both locally and internationally
- ▶ Interactivity enables closer contact with the Members and their active skating developers

Some of my achievements:

Examples of achievements as Coordinator of the [ISU Development Commission](#) are the creation of the [ISU eLearning platform](#), the establishment of eleven [Centres of Excellence](#), and [Visiting Coaches Initiatives](#). All of them serve both branches and all disciplines.



ABOUT MYSELF

I created a strong understanding about leadership in business, sports and through academic research. I have 20 years of experience in leadership consulting, where I have helped my clients to address leadership challenges and get long lasting results by helping them to build success through their people.

Since 2005, I have been leading various sports organizations: ten years as the national federation president, seven years as a chair in Olympic Culture and Legacy Commission in European Olympic Committees and, currently, I am on my third term as the First Vice President of the Finnish Olympic Committee. My academic interests have also helped me to comprehend what success requires. My master degree I received in economics, my thesis in sponsorship, and PhD in the field of leadership and work psychology, where I was researching the process of developing into an exceptional expert and how to lead that process.

My strengths as a leader can be attributed to team building, creativity, shared leadership, building networks, strategy and goal setting, as well as sport management. My leadership style is embedded in these competencies.

I have over 50 years of experience in skating. I have competed internationally in two ISU disciplines, coached the third on the Figure Skating branch. Due to my five years of intense work in the ISU Development Commission, I have a good comprehension in all ISU disciplines. Additionally, my son competes in speed skating.

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CURRICULUM VITAE

Susanna Rahkamo

Education	PhD (Industrial Engineering), The Aalto University, Master of Science, The University of Helsinki
Mother tongue	Finnish
Language skills	English, Swedish, German
Date of Birth	25th February 1965, Helsinki, Finland
Marital status	Married with Petri Kokko, Children: Max (2001), Camilla (2003)
Honors	Knight, First Class, of the Order of the Lion of Finland Finnish Figure Skating Association, The Gold Medal of Honor Finnish Sports Hall of Fame

PROFESSIONAL EXPERIENCE

- 2021–** **Yellow Method Oy, Owner**
Yellow helps companies reach creative excellence by offering science-based analytics, facilitation and consulting services.
- 2019–2020** **Hälsa Oy – Pertec Consulting Oy, Leadership Consultant**
As part of the Pertec Consulting Oy sales-agreement I remained in the company until the end of 2020.
- 2007–2019** **Pertec Consulting, Senior Partner, Owner**
My expertise was in managing creativity and renewal as well as self-leadership. As a leadership consultant, I helped companies in building enriching environments by working with leadership, personal development, creative culture and innovation. The companies have gotten long lasting benefits from more motivated and energetic personnel. My clients have varied from big official traded companies to non-profit organizations and small retailers.

2005–2007

Sales Energy Consulting, Consultant

I coached managers to become coaches as part of the extensive leadership and team-coaching program.

1996–

Maxilla Oy, Owner

I have been an entrepreneur all my life. Through my company I first acted as a professional athlete, then as an international show producer and the last years as a consultant.

1993–2001

Event Producer

As an event producer, I produced several tours and shows both in Finland and in Germany. At their best, these shows generated revenues of several million euros and have employed dozens of people.

1995–2001

Producer and Creative director

Together with my skating partner we produced hundreds of TV productions; the most spectacular shows being a two-hour show for Arts & Entertainment channel in the US, as well as a music video for the artist Enigma. We held the creative and the financial responsibility in most of these productions. The organizations were always set up for each production separately. We also had a TV series on Finnish MTV3 channel for two seasons, for which we negotiated and bought the TV rights from the international TV promoters and rights holders.

1989–2000

Professional Ice Dancer

My biggest successes as an ice dancer include the winning of the European Championships in 1995 and the World Championships' silver medal the same year. I also participated twice at the Olympics together with my partner and husband Petri Kokko finishing 4th at Lillehammer 1994, and 6th at Albertville 1992. After winning the European title the we toured the world doing approximately 250 shows and professional competitions over a period of 6 years.

POSITIONS OF TRUST

2016–

Chair, Development Commission International Skating Union (ISU)

Coordinating member federations' development activities. I, together with my team, have built ISU eLearning integrating athletes', coaches, officials' and other stakeholders' development activities. The Commission has established several initiatives including Skaters to Coaches Initiative, Visiting Coaches Initiative and mentoring programs. After a two years pilot project to work out next-step strategies and the Center of Excellence concept, eleven Centers are entering into the four year period to serve ISU Members and the Skating community.

2014–2021

Chair, EOC Olympic Culture and Legacy Commission, European Olympic Committees

Under my leadership, the Commission founded a European Young Olympic Ambassadors program (EYOA) for European Olympic Festivals (EYOF) enhancing Olympic values among athletes. The program included the virtual education and preparation with webinars and workshops, as well as the actual hands-on production of activities during the EYOF event. Program has been embedded in a standard EYOF offering.

2013–

Vice President, National Olympic Committee

During my first term of the Vice Presidency, the Olympic Committee prepared the merger with The Finnish Sport Confederation. Since the beginning of 2017, I have been the Vice President of the new and bigger Finnish Olympic Committee.

During the years 2013-2016 my role was to chair the steering group of the world-class sports unit and the three distinguished programs set up to develop the Finnish top sport system. Before Sochi, I also chaired the Sochi task force which focused on the preparations in Sochi while the Finnish Olympic Committee started its big transformation process only a year before Sochi.

During my second term 2016-2020, my specific focus was on international collaboration.

During my third term, 2020 - I'm responsible for chairing the steering group responsible for development of Finnish sporting clubs and services for members.

2009–2012

Board Member of the National Olympic Committee

I was active in restructuring the Finnish Olympic Committee as well as a part of the recruiting team for the new sports director position. I was part of the group preparing the rule changes as well as a group developing dual career possibilities in Finland, athletes career planning and education in life skills.

2005–2014

President of the Finnish Figure Skating Association

During my ten years as the President of the Finnish Figure Skating, Finland succeeded in achieving nine Championships medals with three different skaters in the ladies' category. Before my presidency, Finland had never won any medals in the ladies' category. During the ten years I led the Federation, Finland won several World gold medals in Synchronized Skating and became the leading country in the discipline. Finland took the leadership in developing other countries with their coaching system in Synchronized Skating and became an active organizer of development seminars and events in all figure skating branches.

Finland hosted the European Championships in 2009 and the World Synchronized Skating Championships in 2011. Both events were very successful economically, athletically and measured by media attention. Finnish Figure Skating Association organizes a yearly high-class international competition, the Finlandia Trophy Espoo, bringing elite skaters to Finland yearly. During my Presidency, Finland was selected to host the 2017 World Figure Skating Championships.

The success in Finnish figure skating is due to the improvement in training system, investment in coaching expertise, closer collaboration internationally and nationally and stimulation of the winning desire in Finland.

During my Presidency, the economy of the federation was strong. Competitions organized in Finland were profitable, and the popularity of figure skating increased to be the fourth most interesting sport in Finland at its best (Economic Research, Sponsor Insight). Finland also participated actively in international decision-making in figure skating.

2013–2014 **Member of the coordinating committee IWG Conference in Finland**

2009–2010 **Member of the top sports strategy-working group 2020 set by Ministry of Education**

The group planned the 2020 strategy for Finnish elite sports. I acted as a chair of the working group taking responsibility for the peak phase. The strategy laid the foundation for the restructuring of the Finnish Olympic Committee as well as the whole elite sporting system in Finland that has taken place ever since.

2011–2013 **Vice president of the organizing committee, Synchronized Skating World Championships in juniors**

Finland hosted the first ever Synchronized Skating World Championships for the juniors. The event was successful and made a positive economic result.

2009–2011 **Vice president of the organizing committee, Synchronized Skating World Championships**

The event was sold out already half a year before the championships using only social media in marketing. The event brought 12 000 spectators to celebrate the joy of sports. The dynamic atmosphere in the rink opened the eyes to what Synchronized Skating can offer to the ISU family. Attracting a new and young audience to figure skating, the ISU started to take serious steps to bring this youthful and energetic discipline to the Olympics.

2007–2009 **Vice president of the organizing committee, European Championships in Figure Skating and Ice Dance**

This event was an economic success and also helped the federation build the image of figure skating in Finland. In the aftermath of the championships the clubs were filled with children and the federation started a program to develop the next generation of skaters.

2007–2010 **Board member of the Jääkenttäseura**
Foundation owns and administers most ice rinks in Helsinki.

2005–2006 **Member of the strategy-working group of major international events and Member of Executive Committee (Ministry of Education)**
The working group laid the groundwork for the state's role as an active partner in the international events organized in Finland. The report was recorded in the new government program in spring 2007.

2002–2005 **Re-founder of ice dance in Finland**
In 1999, the only club offering ice dancing in Finland decided to quit the discipline. In 2002, I founded a club to restart ice dancing with two groups: one for children and one for adults. In 2005, the foundation for the discipline was strong enough to hire a head coach and bring it back to the original club.

2000 **Members of the delegation in Seoul, Korea for the 2006 Olympic bid for Helsinki**

WORK WITH SPONSORS

Adidas, EMI, Diners Club, Finnair, Kesko, L'Oreal Lâncome, Postipankki/ Leonia, Marimekko, Nokia, Puustelli, Rautakirja, Rowenta, Saab, Swarovski (Austria), Valio, Veikkaus, Virgin Records (UK)

THANK YOU!

