



**Roko Sikirić**  
Candidate CEV President

# CEV Presidential Programme 2024 – 2028

# Roko Sikirić

Dear esteemed members of the Volleyball Community,

I am honoured, thrilled, and thankful to present you the comprehensive presidential programme outlining my vision for European Volleyball's future.

Starting as a professional volleyball player, then as a club sports director, and most recently as CEV Head of Volleyball & Events, I have experienced the industry from every angle. This is why I am committed and eager to convey my more than thirty years of experience and knowledge to initiatives that will shape the trajectory of our beloved sport in the coming years. I plan to do that by implementing and upholding good governance practices that are efficient and transparent. I aim to take steps that will support inclusivity, innovations, and growth. And I am determined to do all that while creating opportunities for women in volleyball at all levels, from coaching to leadership roles, cultivating an environment that values and empowers them.

Accountability and sustainability will be two of the pillars on which we can build a robust and responsible organisation that will serve the needs of all its members. Together, we will make a Confederation that stands united in solidarity, where each member's voice is heard and valued. I will vigorously support initiatives that bring fresh ideas and technologies to the forefront, ensuring that European Volleyball remains dynamic, exciting, and relevant in an ever-evolving global sports landscape. I will work tirelessly to implement projects that nurture grassroots, provide access to resources, and ensure that every National Federation, regardless of size, has the tools and platform to develop its volleyball community.

This presidential programme is a roadmap towards a brighter, more inclusive, and prosperous future for European Volleyball, and I invite you to join me on this journey of transformation. Let us embark on this, united in our passion for the sport and committed to developing the full potential of European Volleyball. Let us create a legacy that not only reflects our shared values, but also inspires generations to come. With joined forces, we can create the next volleyball success story, and I am ready to be your leader through this journey; to work with you and for you.



## Experience

2018–2023 European Volleyball Confederation

2014–2016 Sports Director Berlin Recycling Volleys

2000–2014 Professional Volleyball Athlete

## Education

MSc Global Marketing Management Boston University, USA

## Languages

Croatian, English, German, Italian



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# 01

## Transforming the Landscape – A Vision for New CEV Competition Principles

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# Transforming the Landscape

## - A Vision for New CEV Competition Principles

This chapter sets the stage for a paradigm shift in CEV competitions, advocating for a more balanced and inclusive framework.

By addressing the structural shortcomings, we should aim to create an environment where small, medium and large federations can thrive, fostering a sense of unity and shared responsibility.

The upcoming sections will explore pivotal turning point pillars that form the foundation of a new and equitable competition structure, ensuring that growth is not the exclusive privilege of few but a collective journey for all member federations.



# Competitions Principles – Current Structure

CEV Financial Obligations - Season 2022/2023 According to CEV Regulations	Team A	Team B	Team C
<b>CEV Annual Contribution (FIVB Cat 1 &amp; 2 = 250 €; Cat 3, 4, 5 = 500 €)</b>	€ 500.00	€ 250.00	€ 500.00
<b>CEV European Golden League Men &amp; Women - Competition Fees</b>	€ 45,000.00	€ -	€ -
<b>Estimation of TV Production European Golden League - 6 Home Games for both genders</b>	€ 60,000.00	€ -	€ -
<b>CEV European Silver League Men &amp; Women - Competition Fees</b>	€ -	€ 25,000.00	€ -
<b>Estimation of TV Production European Silver 6 League Home Games Men &amp; Women</b>	€ -	€ 60,000.00	€ -
<b>European League Player License for both genders = 40 licences x 50 €</b>	€ 2,000.00	€ 2,000.00	€ -
<b>EuroVolley Qualifiers Organisation Fees = 200 € per match for both genders</b>	€ 1,200.00	€ 1,200.00	€ -
<b>Estimation of TV Production for 6 EuroVolley Qualification Games for both genders</b>	€ 60,000.00	€ 50,000.00	€ -
<b>EuroVolley Licence for both genders = 40 licences x 50 €</b>	€ 2,000.00	€ 2,000.00	€ 2,000.00
<b>TOTAL</b>	<b>€ 170,200.00</b>	<b>€ 140,450.00</b>	<b>€ 2,500.00</b>

\*The table does not include several months of team preparation, international and local travel, officials, accommodation, events organisational fees (i.e EuroVolley, Final Four CEV European League), etc



# Competition Principles – Current Structure



In the current landscape of CEV competitions, the table below summarises certain burdens that affect National Federations, especially small and middle size, impacting both their development and overall growth trajectory of the CEV.

The table compares the journeys of "Team A" participating in the European Golden League and EuroVolley Qualifiers, "Team B" navigating the European Silver League alongside EuroVolley Qualifiers vs "Team C" which participates only in CEV EuroVolley Final Phase competition during the same season.

In light of this, a critical reassessment of the competition structure is imperative to rectify the existing inequities and pave the way for sustainable growth for the National Federations and the CEV. Below is an overview of the key issues and potential routes for improvement:

# New CEV Competition Principles



01

CEV to subvention the TV production, share the profit, and boost the TV ratings to increase the value and visibility.



04

Assessing the efficiency of the current tender processes to make it affordable and profitable for more National Federations/Clubs.



07

Revamping all CEV Competitions to make it more commercially attractive and profitable for all stakeholders.



02

Optimising registration & participation fees for all CEV Competitions



05

Releasing protected Sponsorship Rights one year prior to competition for all CEV Competitions to allow National Federations/Clubs to plan in advance.



08

Balancing the prize money within the CEV Competitions to decrease the gap between small and big Federations /Clubs.



03

Introducing new revenue streams.



06

Increasing investment in Grassroots & Age Group support for organisers and participants.



09

Setting up a commercial Think Thank composed of Sponsors, Partners, NFs, Leagues, Clubs, and experts to strengthen the CEV Competitions.



## 02

# Enhancing Good Governance – A Blueprint for Sustainable Success

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# Enhancing Good Governance – A Blueprint for Sustainable Success

In this section, I wish to present you the outline of a comprehensive strategy for the improvement of the CEV's existing governance framework. The objective is clear: to establish a governance model that not only meets the highest standards of transparency and accountability but also fosters innovation, inclusivity, and sustainability.

The expectations of stakeholders and the broader community demand a higher level of engagement, openness, and ethical conduct. We recognize that governance structure is not a static entity but an evolving mechanism that should reflect the values and aspirations of our diverse membership.





# CEV IPACS Committee

Introducing the CEV [International Partnership against Corruption in Sport \(IPACS\)](#), a new CEV Body whose member representatives will work independently to ensure and strive for the following objectives

01

Reducing the risk of corruption in procurement relating to sporting events and infrastructure

02

Ensuring integrity in the selection of major sporting events

03

Optimising the processes of compliance with good governance principles to mitigate the risk of corruption

04

Enhancing effective cooperation between law enforcement, criminal justice authorities and sport organisations



# CEV Sustainable Strategy

As we stand at the crossroads of global challenges, the imperative to mitigate our environmental impact is clear.

The vision extends beyond the realm of sports and competition, reaching into the very fabric of our existence.

Through a carefully crafted and sustainable strategy, we strive to create a positive ripple effect, influencing not only the conduct of CEV Events but also shaping the practices of all National Federations across Europe.





# Player Representative in the CEV Board

The players stand as the heartbeat of our sport, breathing life and vitality into every match, every competition. Recognising their profound impact on the broader fabric of society – drawing fans, sponsors, and media alike – it becomes evident that their rightful place within the CEV governance structure is long overdue.

We acknowledge that their influence extends far beyond the court, shaping the very essence of volleyball as a cultural and societal force. Traditionally, the players' voices have been channelled through Athletes Working Group, but it is time to elevate their involvement to a new level. I propose a groundbreaking shift, advocating for a dedicated seat at the CEV Board of Administration exclusively for players.

By providing them with a direct role in strategic decisions, we aim not only to create stars within our sport but also to fortify the players' position within the organisational structure.





# Female Representation Working Group

In our unwavering commitment to fostering inclusivity and equality, we need to embrace a transformative initiative within the CEV - the creation of the CEV Female Representation Working Group. Recognising the pioneering and noteworthy status of women's volleyball in comparison to other team sports, as well as the pivotal role that gender equality plays in the evolution of the sport industry.

This strategic programme aims at breaking barriers and reshaping the landscape, by ensuring that women have a prominent and empowered presence at every level of volleyball with aim to have 40% female representation in CEV leadership positions until 2028.

The imperatives of this groundbreaking initiative are vast, ranging from elevating women to leadership positions within the CEV to championing the development of female coaches, officials, and referees. It aspires to inspire the participation of girls and women in volleyball, creating pathways for them to excel and contribute to the sport's growth. Additionally, the working group will promote strategies to stand firm against all forms of harassment and violence.

# 03

## A Vision for Tomorrow – Establishing the CEV Commercial Evolution

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# Establishing the CEV Commercial Entity for Financial Resilience



Despite lucrative media and betting rights contracts signed in 2020, a critical observation emerges – over 50% of the current CEV budget income is derived from National Federations and Clubs, with these commercial partnerships failing to translate into substantial benefits for the federations themselves. The sustainability of our current revenue model stands on precarious ground, casting shadows on the future of our organisation.

The call to action is unmistakable – we must dismantle the status quo and construct a more dynamic, self-sufficient revenue model. To this end, the CEV Commercial Entity emerges as the core of our strategy, equipped with professional departments strategically aligned to unlock and maximize the untapped commercial potential of European Volleyball.

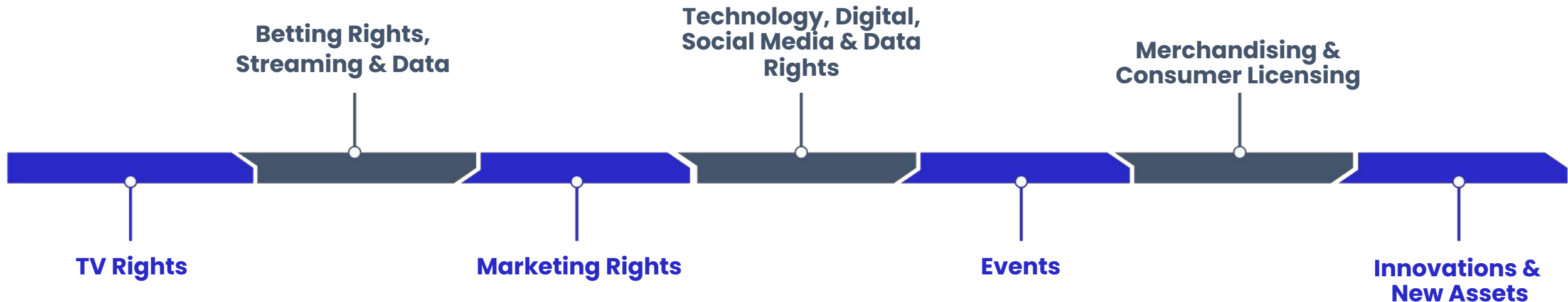
The imperative for this evolution is clear: to secure the financial stability. As we venture into uncharted territory, we are guided by the vision of introducing innovative revenue streams that will fortify the CEV against financial uncertainties.





# CEV Commercial Assets

Maximizing the potential of commercial assets is essential for ensuring the financial sustainability and growth of sports organisations like CEV. Here is a comprehensive framework for optimising the monetisation of various commercial assets:



## Events

Establishing a competitive and transparent tender process. Centralising the delivery of the CEV Events by building operations fully in-house.



## Marketing Rights

Increasing professional go-to-market approach and greater use of data to target potential sponsors



## Merchandising & Consumer Licensing

Leveraging Marketing Partners/Sponsors to enhance consumer licensing offering for fans, and assessing the feasibility of securing single or multiple licensing partners to maximise revenues and brand growth



## Media & Betting Rights

Nourishing partnership relationships according to contractual obligations, evaluating current market dynamics, and reshaping the CEV Competitions with innovative formats. The goal is to improve the quality of the products and to make them more appealing from a sports and commercial point of view for all National Federations, Clubs the CEV and the partners, with the aim to extend in worldwide markets.



# Monetisation Strategy of CEV Commercial Assets



## Innovations & New Assets

Ticketing & Hospitality new technology (including AI, AR, and Virtual content production) and other innovative revenue streams

# Digital & Data Monetization Strategy



**Applying** disruptive digital strategy including the creation of documentaries offering fans behind the scenes content and new access to the sport



**Leveraging** the gamification potential by developing diverse proprietary products (microgame, apps, manager game) or B2B licenses (licensing, media, sponsors markets)



**Optimising** the CEV Website and OTT products portfolio to increase the value and markets and market reach

# Digital & Data Monetization Strategy



**Improving** in centralized data collection sources in collaboration with National Federations



**Analysing** CEV Digital KPI, customer acquisition to drive ROI and increase the business performance



**Utilizing** new technologies to: automate the process, consolidate and reduce organisation overheads, segment our audience to connect with the right partners to increase the sponsorships. Retain fans, attract new ones and convert fans into paid subscribers on a CEV digital ecosystem to offer tailor-made fan preferences and enhance the customer experience

# 04

## Charting the New Course – Unveiling the CEV Solidarity Fund

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# Charting the New Course – Unveiling the CEV Solidarity Fund

In the pursuit of solidarity and progress within the vibrant volleyball community, this chapter signifies the dawn of a transformative era: the CEV Solidarity Fund. This new dedicated body of the CEV is designed to serve as a support and empowerment, embodying our shared commitment to the growth and well-being of European Volleyball.

The backbone of the CEV Solidarity Fund lies in the visionary oversight provided by a Board of Trustees. This body will assume the crucial responsibility of setting regulatory frameworks, devising programmes, and wielding the power to approve or propose to the CEV Board of Administration projects that align with the fund's mission. In a bid to ensure transparency and accountability, the Board of Trustees also assumes control over the judicious distribution of funds, strategically directing resources where they are needed the most.

The CEV Head Office stands as a pivotal partner in this journey, providing essential support in the implementation and execution of the programme. The CEV Solidarity Fund is not just an organisational body; it is a symbol of our collective strength and determination to uplift the volleyball community.



# Here are the pillars that **CEV Solidarity Fund** will cover:



**Infrastructural Projects**



**Sport Equipment**



**Supporting the NFs with Human Resources Programme**



**Teams & Team Officials (Coaches) Programme**



**Social Projects**



**Financed from CEV Solidarity Fund sponsors, European Social Funds Plus (ESF+), EU Cohesion Fund (CF), EU Regional Development Fund (ERDF), Erasmus+**

# 05

## Elevating Aspirations – A Revitalized Vision for the CEV Development Programme

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# Elevating Aspirations – A Revitalized Vision for the CEV Development Programme

In our total commitment to promoting the growth of European Volleyball, this chapter marks the commencement of a revolutionary phase: the reinvigoration and enhancement of the CEV Development Programme.

The CEV Development Programme has been a cornerstone of grassroots level, infrastructural projects, and education enrichment. However, our pursuit of excellence demands that we continuously reassess and refine our approach to development.



# Elevating Aspirations – A Revitalized Vision for the CEV Development Programme



**Increasing Support to Age Group Organisers and Participants**



**Setting up a coaching programme and assigning coaching experts for each CEV Zonal Association that would help National Federations develop their own programmes and train their coaches**



**Setting up mandatory Zonal Association structure and providing additional financial support to professionalise the Zonal Associations**



**Providing CEV match technologies to all National Federations**



**Creating a volleyball themed Manga to attract and enlarge grassroots level**



**Expanding the impact of Coaches Convention and School Projects**



S. HOOB  
VOLLEY  
BALL  
play volley  
grow with it

play volley  
grow with it

S. HOOB  
VOLLEY  
BALL  
play volley  
grow with it

# Elevating Aspirations - A Revitalized Vision for the CEV Development Programme



**Expanding the CEV Management Course and other online educational classes on the CEV e-learning platform**



**Eliminating 1st Round of Age Group European Volleyball Qualification and Qualifying to the 2nd Round only over official CEV Zonal Championship**



**Providing capacity building to CEV Referees and Officials and educating CEV Statisticians**



**Developing a CEV Volunteer Programme to attract and extend the fanbase by involving them in the sports community and by helping the organisers in delivering events**



**Introducing CEV Age Group European Volleyball National Team Cup for the teams not qualified to the European Championship to provide more valuable games.**





# 06

## Cultivating Excellence – Elevating the Human Capital of CEV

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# Cultivating Excellence – Elevating the Human Capital of CEV

The heartbeat of any thriving institution lies in the dedication, skills, and passion of its employees. Witnessing their contributions to all aspects of the institution, it becomes apparent that the next phase of evolution for the CEV calls for the CEV Office strengthening and expansion.

This chapter advocates for reinforcing the current organisational structure through the establishment of new departments and the addition of skilled professionals, ensuring that the CEV is equipped to deliver its existing programmes and to continuously progress in response to the evolving landscape of volleyball and sports management.





**Reinforcing  
CEV  
Head Office**





# Synergy for Success - Unifying Pillars for Global Growth





# Synergy for Success – Unifying Pillars for Global Growth

In the dynamic landscape of European Volleyball, the synergy between its various programme pillars stands as the foundation for a healthy environment, ripe for investments, and propelling the global growth of our beloved sport.

The programme pillars outlined—new competition principles, improvement of good governance, introduction of a new business model, establishment of a Solidarity Fund, enhancement of development activities, and the fortification of the CEV Office—are not standalone endeavours. Instead, they are integral components of a holistic strategy designed to harmonise the diverse facets of European volleyball.

New competition principles not only elevate the sporting experience but synergise with the improvement of good governance, creating a transparent and accountable foundation. The introduction of a new business model complements the Solidarity Fund, ensuring financial resilience and sustainable growth.

Moreover, development activities serve as a catalyst for talent cultivation, enriching the player pool and ensuring the longevity of our sport. The strengthening of the CEV Office emerges as the administrative backbone, aligning and coordinating these initiatives with precision and efficiency.







**Thank You**