



## EMPOWERING THE FUTURE OF WATERSKI



*‘To promote, develop and expand water ski in Cyprus’*

**The Cyprus Water Ski & Wakeboard Federation (CWSF)** was founded in 1987 and since then is an affiliated member of the International Water Ski & Wakeboard Federation. It is located at the Polemidia Dam, just 5km from Limassol city centre on the road towards the Troodos Mountains. CWSF's training site is considered to be one of the best sites in Europe and it attracts many foreign athletes and teams wishing to train or to participate at CWSF's annual international competition. The governing body is the Executive Board, which consists of seven persons, proposed by water-ski clubs that are affiliated with the Federation. The main source of funding comes from subsidies from the Cyprus Sports Organisation (CSO), whilst some other financial aid and sponsorships comes from various supporters of the sport.

### **What is our Mission?**

***'To promote, develop and expand water ski in Cyprus'.***

The main objectives of the CWSF are:

1. To support, manage, and co-ordinate the affiliated water-ski clubs.
2. To pursue the creation of water ski venues.
3. To organise, support, train and manage the Cyprus National Water Ski team.
4. To organise and support seminars for coaches, Judges, boat crews, and to encourage such events organised by water-ski clubs.
5. To participate in international events such as Competitions, Congress, Seminars.
6. To organise national and international competitions and achieve the best national records in all categories.

### **Who is CWSF key players/customers?**

According to Drucker 'customer' is considered to be '*... the one who values your service and who must be satisfied*'. Those are classified to primary (whom the organisation provides a service), and supporting customers, who both must be satisfied (Drucker ,1993: 21).

### **Primary Customers**

The primary customers of the CWSF are the athletes. A cornerstone of our mission is the robust development of young talent, and our current primary focus reflects this, serving developing athletes. These athletes are organized into Novice, Talents, and Elite Skiers, benefiting from quality training delivered by specialized water ski coaches, an enjoyable experience at Polemidia Dam alongside fellow athletes, and the convenience of a nearby training location. We also provide water ski equipment for our novice skiers and regularly organize competitions with trophies to appraise their progress. However, the Federation's commitment extends beyond this primary focus, as we are dedicated to fostering participation and excellence across all age groups and competitive levels within our diverse community of athletes.

## Supporting customers

Supporting customers are considered to be: The coaches, judges, volunteers, Water Ski clubs, sponsors, parents, the Cyprus Sport Organisation, the Cyprus National Olympic Committee, various sponsors. The values which are provided to each of these customers, are mentioned below.

The values that the CWSF provides for the **Parents** are training and taking care of their children; an all-round development of the personality of their child; assurance that their children are somewhere safe and on the same time they are involved in a healthy sport activity. Finally, parents get to socialise with each other.

As far as the values that are provided to the **Volunteers**, the CWSF provides them with a spirit of teamwork and makes them feel that they are useful to the sport; they are given the opportunity to work for the sport and provide new ideas that are useful for its further development. It is also worth mentioning that most of the volunteers are the parents of the athletes, so they feel that by helping the CWSF, they help their children.

Today Srdjan **DRAGIC** is the **Coach** of our National team and also for the grass root athletes. He is a well-established coach from Serbia, and being an athlete himself he enjoyed many titles in Slalom as well.

### ***Cyprus Sport Organisation (CSO) and other key Players***

Through the CWSF the ***Cyprus Sport Organisation (CSO)*** implements part of its objectives into action. Furthermore, the CWSF carries out the policy of CSO nationally and internationally and promote Cyprus in an international level.

The CWSF provides the **Sponsors** with the opportunity to promote their products through the athletes and the National Team and gives them the opportunity to demonstrate their corporate social responsibility (CSR).

As far as the **Clubs** are concerned, the CWSF assists them in organising competitions; members from the clubs form the Board of Directors of the CWSF; sometimes, depending on their athlete's performance, they receive some financial support by the Federation. Moreover, the best athletes from the clubs, are the selected ones who form the national team and therefore promote the club itself.

***Judges and other officials*** gain recognition and status within the sporting community, enjoy opportunities to travel abroad, and play an important role in promoting water skiing internationally. Notably, International Judge Lakis ANASTASIOU serves as Treasurer on the Executive Board of the Mediterranean Water Ski and Wakeboard

Committee (MWWC). He is regularly invited to officiate not only at the International Cyprus Cup but also at prestigious international competitions. His continued involvement brings significant honor and prestige to the Cyprus Water Ski Federation.

This strategic plan strategically incorporates the views of all key CWSF stakeholders and customers and adheres to the CSO's strategic planning code, remaining fully within the Federation's financial means and resource limitations.

### **What have our results been so far?**

The achievements of our athletes in international competitions are truly exceptional, especially considering Cyprus's small size and resources. Highlights include: 2024 – **7th** place IWWF Youth European Championships U17 Boys 2023 – **1st** place IWWF Youth European Championships U14 Boys 2022 – **2nd** place IWWF European Championships U21 Woman 2021 – **1st** place IWWF Youth European Championships U17 Girls 2020 – **1st** place IWWF Youth European Championships U17 Girls 2018 - **2nd & 3rd** place IWWF Youth European Championships U17 Girls 2017 - **3rd** place IWWF Youth European Championships U14 Girls 2016 – **1st** place IWWF Youth European Championships U14 Girls 2016 – **3rd** place IWWF Youth European Championships U14 Boys The CWSF Executive Board's allocation of financial and human resources is considered highly effective.

### **Driven by Strategic Resource Management: Our Path to International Excellence (2025-2027)**

The Cyprus Water Ski & Wakeboard Federation (CWSF) operates under a robust strategic plan spanning 2025-2027, a framework guided by a clear mission and ambitious long-term goals, executed through focused annual planning cycles.

#### **Our Strategic Targets (2025-2027):**

- **International Presence:** Increase participation of CWSF athletes in European and World Championships year-on-year, with a progressive target of having athletes reach finals in key categories within the next three years.
- **Competitive Excellence at Home:** Annually organize at least one high ranking international competition, such as the International Cyprus Cup, alongside the national Pancyprian Competition, solidifying Cyprus's position on the international water ski calendar.
- **Grassroots Development:** Implement a minimum of two targeted events each year aimed at attracting and engaging new athletes in water skiing and wakeboarding, ensuring the future growth and vitality of the sport in Cyprus.

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- **Officials Development:** Enhance the competency and international recognition of CWSF's officials to effectively support athlete progression and the successful hosting of international events in Cyprus.

## SWOT Analysis

### Strengths

- High-Quality Training Center: The Polemidia Dam is recognized as a top European high-performance site, featuring modern facilities and attracting international athletes and teams.
- International Sporting Success: CWSF athletes have achieved multiple medals in European Championships (e.g., 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> places in U21, U17, U14 in Women, Boys & Girls Categories).
- Very experienced and highly accomplished national coach, Srdjan Dragic, who dedicates himself to developing our athletes to the highest level.
- State of the art Nautique tournament towboats.
- Expert Officials: Internationally recognized judges and officials (e.g., Lakis Anastasiou, MWWC board member) enhance CWSF's credibility and global reputation.
- Strategic Partnerships: Strong affiliations with key international (IWWF), national (CSO, NOC) entities and local sponsors.

### Weaknesses

- Dependence on a Single Venue: Polemidia Dam is the only high-performance facility available, making the sport vulnerable to disruptions from water shortages or pollution.
- Over-reliance on Volunteers: The Cyprus Water Ski Federation (CWSF) stems from its heavy reliance on volunteer members for essential administrative and operational tasks. With only the national coach being a paid employee, the burden of managing daily jobs, training sessions, boat maintenance, slalom course upkeep, and environmental facility care falls entirely on the volunteer Executive Board. This lack of dedicated paid administrative staff can lead to inconsistencies, delays, and potential burnout among volunteers, hindering the organization's overall efficiency and capacity for growth.
- High Participation Costs: The expensive nature of water skiing (equipment, boats, training fees) makes it difficult to attract and retain new athletes.
- Environmental Risks: Incidents of polluting materials being dumped into the dam threaten water quality and athlete safety.
- Limited Funding: Heavy reliance on government grants (CSO) and minimal private donations restrict financial flexibility.

## Opportunities

- Digital Transformation: Adoption of artificial intelligence for technique analysis and virtual training, in line with modern sports trends.
- Environmental Partnerships: Collaborations with environmental organizations for water purification and the introduction of electric boats.
- Access to European Funding: Potential to secure resources from European Green Sport and Horizon Europe programs for sustainable facility upgrades.

## Threats

- Climate Change: Severe drought and high evaporation rates can reduce water levels at Polemidia Dam by up to 25% in the coming years, threatening the viability of the site.
- Socioeconomic Pressure: Possible reduction in government funding due to broader economic constraints.
- Competition from Other Sports: Team sports with lower participation costs may draw potential athletes away from water skiing.
- Regulatory Delays: Slow governmental response in addressing pollution and rehabilitating contaminated sites can further endanger the dam's usability.

## Strategic Recommendations:

- Proactive Pursuit of EU Sustainability Funding for Dam Enhancement: The CWSF should proactively identify and apply for European programs focused on the sustainability and cleanliness of water bodies. Recognizing the budgetary constraints of the Department of Water Development (DWD), collaborative proposals should be developed that present a win-win scenario, leveraging EU funding to support the CWSF's operational needs while contributing to the DWD's environmental stewardship goals for Polemidia Dam. By actively seeking these external resources in partnership with the DWD, the CWSF can enhance the dam's ecological health without placing additional financial strain on the national entity.
- Sponsorships: Develop Corporate Social Responsibility (CSR) packages for companies (e.g., tax incentives for sponsors).
- Strategic Venue Development: Spearhead the creation of a multi-functional, man-made lake facility, engineered for both tournament-standard boat skiing and cable ski operations. Prioritize development in a strategic location with a significant catchment area (e.g., serving over 100,000 inhabitants within a 10-kilometer radius) to substantially increase participation and elevate the sport's

public profile.

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**Year 2025: Laying the Foundation for Success**

In line with this strategic direction and our yearly planning for 2025, the Federation has finalized the **Selection of the 2025 National Team** and the **Proposed Calendar of Events**. The CWSF Executive Board has formally approved the proposal submitted by the Technical Committee, detailed in the attached document (Annex 1).

**Approved by the CWSF Executive Board:**

**Date: March 2025**

**Location: Limassol**

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