
FINAL Business Case v3.2 14Nov25 (Revised Staging)

Source Information	
Title:	Business Case: Strategic Professionalisation of the International Jump Rope Union (IJRU)
Prepared for:	The Board of Directors, International Jump Rope Union (IJRU)
Date:	Oct 16, 2025
Version:	3.2 (Phased 2-Year Transition)

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1. Executive Summary

The International Jump Rope Union (IJRU), as the global governing body for the sport, stands at a pivotal juncture. While the dedication of our volunteer Board and leadership has successfully unified the sport and established foundational governance, the demands of the modern, professionalised international sports landscape now require a fundamental shift in operational strategy.

This business case outlines the compelling rationale for a strategic, staggered transition to a hybrid organizational model that clearly separates volunteer strategic governance (Board of Directors) from paid professional executive management (Front Office/Staff). This transition will be executed over a two-year period, with the scale of professional staffing being contingent upon outcomes being achieved during the transition phasing.

The core proposal is the **staggered introduction** of two key professional functions, prioritising operational stability before executive leadership:

- **Front Office / Administrative Function (Commencing 2026):** Dedicated support staff, initially contracted part-time, to ensure consistency and professionalism in day-to-day operations and member services and immediately relieve volunteer administrative burden.
- **Chief Executive Officer (CEO) (Commencing 2027):** Dedicated executive leadership initially hired on a part-time 12-24 month contract basis, accountable for operational execution and driving commercial development to fund the full-time transition.

This investment is not merely an expense, but a strategic imperative that directly addresses current capacity constraints, enhances governance consistency, and unlocks significant untapped revenue and business streams. The new staffing arrangements will be mandated to generate additional outcomes and to ensure the IJRU's long-term financial sustainability. Furthermore, a defined strategy for acknowledging and compensating high-demand volunteer governance roles will be implemented to ensure continued commitment and expertise at the Board level.

Key Anticipated Outcomes:

- **Risk-Mitigated Growth:** Professional capacity is scaled up alongside, and funded by, generated revenue.
- **Enhanced Governance:** Allowing the volunteer Board to focus on governance, strategy, and oversight.
- **Accelerated Growth:** Proactive leadership (starting 2027) to drive global expansion and recognition (e.g., AIMS, IOC).
- **Commercial Viability:** Dedicated pursuit of high-value partnerships, media rights, and new revenue streams.

By professionalising the executive and administrative functions through a careful, staged approach, the IJRU will solidify its position as a dynamic, credible, and influential international sports federation, securing a vibrant future for jump rope worldwide.

2. Introduction: The Imperative for Change

The IJRU has successfully consolidated the global jump rope community. However, to transition from a nascent, volunteer-driven entity to a globally recognised and sustainable international sporting body capable of achieving its goal of higher international recognition and potentially Olympic inclusion, it must adapt to the prevailing standards of professional governance and management.

The limitations inherent in an exclusively volunteer-led structure are now constraints on IJRU's growth, including: operational inconsistencies, reliance on variable volunteer availability, loss of institutional knowledge due to high turnover, and limited capacity for high-stakes commercial negotiations.

This unified proposal advocates for a strategic transition to a structure that clearly delineates:

- **Governance:** The volunteer Board of Directors sets the strategy, policies and provides fiduciary oversight.
- **Management:** Paid administrative staff, led by a dedicated CEO (starting 2027), execute the Board's strategy and manage all day-to-day operations.

This model is the standard for successful international federations and is essential for achieving long-term sustainability and global prominence.

3. Current State Analysis: Limitations and Opportunities (SWOT)

3.1. Challenges of a Volunteer-Only Model

IJRU's current reliance on volunteers, while driven by passion over the longer term, presents critical challenges that directly impede global growth and stability.

Challenge Area	Implication
Operational Inefficiencies	Fragmented attention, slower decision-making, and inconsistent availability lead to delays in critical operations (e.g., event planning, communications, administrative follow up).
Lack of Continuity or Knowledge	High volunteer turnover results in a constant loss of institutional knowledge, requiring significant time dedicated to training new personnel and hindering long-term project execution.

Governance Gaps & Risk	Volunteers may lack the dedicated time or specific professional expertise (e.g., legal, finance, anti-doping, compliance) required for robust, consistent governance oversight.
Limited Commercial Capacity	The bandwidth for volunteers to proactively pursue large-scale corporate sponsorships, grants, and media rights is severely constrained, limiting revenue growth and financial stability.
Stakeholder Perception	Over-reliance on unpaid labor for high-stakes roles can raise questions about the organisation's capacity and professionalism in the eyes of external stakeholders (IOC, sponsors, strategic partners, media).
Volunteer Burnout	The extensive administrative and compliance workload placed on a small core of dedicated volunteers creates a high risk of exhaustion, disengagement, and frustration.

3.2.

Opportunities for Accelerated Growth ⁵⁰

Opportunity Area	Rationale for Professional Staffing
Enhanced Commercial Viability	A professional CEO (starting 2027) can actively pursue and secure multi-year, high-value sponsorships and media rights, diversifying revenue beyond membership fees.
Global Recognition	A professional Front Office signals maturity, stability, and credibility, vital for advancing recognition by international bodies like AIMS, ARISF, and potentially the ASOIF.
Accelerated Strategic Execution	Dedicated, full-time staff provide the consistent capacity required to implement long-term strategic plans and targeted growth initiatives in new regions.
Robust Compliance	Professional management ensures rigorous adherence to international sporting best practices, safe sport policies, and financial transparency, mitigating organizational risk.

Talent Acquisition	Offering paid positions allows the IJRU to attract and retain highly skilled administrators, marketers, and finance professionals into executive functions.
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4. Proposed Solution: Hybrid Governance and Professional Management.

The strategic solution is to implement a clear, two-tiered structure, reinforcing the value of the volunteer base while injecting necessary professional management capacity

4.1. The Role of the Volunteer Board (Governance)

The Board of Directors (BOD) remains a volunteer body, responsible for the strategic direction, policy setting, and fiduciary oversight of the IJRU. The Board's core functions include:

- Setting the overall long-term strategic plan.
- Appointing, supervising, and evaluating the performance of the professional CEO.
- Ensuring adherence to the IJRU's constitution and ethical standards.
- Approving major policies, budgets, and financial statements.

This clear separation allows the Board to transition away from operational minutiae and dedicate its finite time to high-level governance and strategic vision

4.2. Key Professional Roles (Management / Admin)

These roles form the **Front Office**—the paid operational arm of the IJRU—responsible for executing the Board's strategy and managing day-to-day activities.

Role	Core Function & Accountability	Value Proposition
Chief Executive Officer (CEO)	Executive Leadership & Commercial Drive. Accountable directly to the Board of Directors. Responsible for overall operational management, implementing the strategic plan, managing staff, and leading all commercial and fundraising efforts. (Initially to be hired on a part-time contract, ramping up to full-time based on performance.)	Provides dedicated, executive focus and accountability starting in 2027 . Accelerates revenue generation to fund the full-time transition, building upon the administrative stability established in 2026.

Staff / Administrative Function	Operational Execution & Member Services. Reports to the CEO. Responsible for membership management, event coordination support, official communications, records management, and general administrative efficiency. (Initially to be hired on a limited contract basis, scaling to full-time as the CEO generates sufficient recurring revenue.)	Offloads significant administrative burden and ensures consistent, timely service delivery, providing immediate relief for volunteers starting in 2026.
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5. Strategic Rationale and Benefits (The Return on Investment)

The investment in professional staff is a high-return strategy that directly enables the IJRUs strategic objectives:

- **Empowered Governance:** The Board is freed from day-to-day administration to focus exclusively on high-level strategic planning, policy, and compliance, strengthening overall governance.
- **Elevated Operational Efficiency (Immediate 2026):** Full-time new capacity (Administrative Function) ensures streamlined processes, consistent policy application, and timely execution of all initiatives, proactively improving service delivery to National Governing Bodies (NGBs).
- **Revenue Generation & Financial Sustainability (starting 2027):** The CEO and office will be mandated to secure diversified, high-value revenue streams (grants, sponsorship, media rights) that a volunteer Board cannot consistently pursue. This ensures financial viability and reduces reliance on membership fees.
- **Enhanced Global Credibility:** A professional executive management team projects an image of stability and maturity to major international sports organizations (AIMS, IOC) and potential host cities, vital for advancing the IJRUs recognition goals.
- **Long-Term Organisational Stability:** Reduced volunteer burnout, improved knowledge retention, and the ability to attract top-tier sports administration talent builds a resilient, sustainable, and forward-looking organization for the sport of jump rope.

6. Sustaining Volunteer Engagement: Remuneration Strategy for Key Governance Roles

As the IJRUs transitions to a new management model, it is critical to implement a strategy for supporting and acknowledging the high commitment required of its pivotal volunteer governance roles. This strategy aims to mitigate the "opportunity cost" for key volunteer leaders and ensure the

continued retention of high-level expertise at the Board and Committee level. This approach is distinct from professional employment and should be viewed as an acknowledgement of the exceptional time commitment required for strategic oversight and governance in a growing international federation.

Remuneration Policy Framework

Remuneration Type	Purpose	Key Roles Considered
Mandatory Expense Reimbursement	To ensure volunteers are not overly financially burdened for performing their duties.	All IJRU volunteers (Board, Committees, Officials) for direct costs (e.g., travel, accommodation for approved meetings, pre-approved operational expenses).
Stipends / Honorariums	To acknowledge the extensive, consistent, and demanding time commitment required for pivotal governance and operational roles.	Board Chair/President, Vice President, Treasurer, and potentially high-demand Committee Chairs and/or other high functioning roles.
Minor variation to expected costs	Variation to final costs will be kept to a minimum	

Implementation Guidelines

- **Stipend Structure:** Any proposed stipend must be modest, fixed, and clearly defined in the annual budget (e.g., a set annual figure). The amount must be approved transparently and codified in the IJRU's financial policy.
- **Focus on Governance:** Stipends must be strictly limited to high-level governance, strategic oversight, key operational and fiduciary responsibility roles.
- **Financial Review:** The Finance Committee must review the viability and appropriateness of stipends to ensure they align with the IJRU's non-profit status and do not strain the budget. The ultimate goal is that the revenue generated by the new staff will comfortably support these acknowledgment mechanisms and support current operations.
- **Transparency:** All expense reimbursement policies and stipend amounts must be clearly documented to ensure alignment with the IJRU's values of accountability and transparency.

7. Financial Considerations and Funding Strategy

The introduction of paid staff represents a new, significant investment. This cost must be framed as human capital investment necessary to generate greater revenue, implemented over a staggered two-year initial period.

Initial Investment (Estimated Annual Costs - USD) – Staged Focus:

Position	Estimated Annual Salary Range (USD)	Notes
Chief Executive Officer (CEO)	Salary TBD after industry benchmarking activity is conducted	Expect to commence Part-Time Contract (40-60% FTE) in Year 2 (2027). Commensurate with experience.
Staff / Administrative Function	\$35,000 - \$50,000	Contract Support (30-50% FTE) in Year 1 (2026). Scaled up as revenue and responsibilities allows.
Associated Costs	~15 - 17% of Salaries	Payroll taxes, benefits, insurance (once hired as employees rather than contractors); professional development and basic IT.
Total Estimated Annual Cost (Initial Staging)	\$71,900 - \$120,000	<i>Note: This maximum range includes costs for both roles, which are now split across 2026 and 2027. Exact figures to be finalized in the detailed financial modelling phase.</i>
Key Stipends	\$52,500	Various identified position and roles.

Funding Strategy: Investment to be Self-Sustaining

The investment is designed to be self-sustaining within **2-3 years**, achieved through proactive revenue generation led by the CEO (starting 2027):

- **Contingent Scaling:** Transition from part-time to full-time capacity for both the CEO and staff

will be contingent upon meeting defined KPIs (sponsorship acquisition, NGB outcomes, grant income) throughout 2026 for Admin staff and 2027 for CEO.

- **Primary Revenue Driver:** Targeted pursuit of multi-year corporate sponsorships and commercial partnerships leveraging jump rope's global reach and youth appeal.
- **Initial Seed Funding:** Utilizing small amounts of existing profit from major championships (e.g., 2023 and 2025 World Championships) and targeted Board funding initiatives to cover the subsidized portion of Year 1 (2026) costs.

8. Implementation Plan and Next Steps

A structured, phased approach is required for a smooth transition, ensuring the increase in professional capacity is financially responsible and tied to strategic governance milestones.

Phase	Timeline	Key Actions & Responsibility
Phase 1: Foundation & BOD Approval	Next 1-2 Months	1. Constitutional Mandate: Mandate the Executive Committee to draft constitutional amendments formally establishing the CEO role, and Staff positions. Identifying the overlap between the new roles and BOD positions, and legally allowing for stipends.
		2. Financial Modelling: Finalize detailed 1-3 year budget and revenue targets (Board/Finance Committee).
		3. Define Authority: Draft a formal Delegation of Authority (DoA) Matrix defining the CEO's spending and contracting limits (Board/Finance Committee).
		4. Implement the IJRU Directors Handbook , outlining roles, obligations and responsibilities of the BOD.
		5. BOD Approval: Secure formal Board approval of the Business Case, proposed budget, constitutional amendments, and DoA

		Matrix.
Phase 2: NGB Ratification & Contract Planning	Next 2-6 Months	1. General Congress Submission: Disseminate the approved plan, constitutional amendments, and initial budget to NGBs for discussion and a final ratification vote .
		2. Finalize Contract Terms: Draft the initial part-time contract for the Administrative Function . Delay drafting of the CEO contract until late 2026.
		3. Recruitment Planning: Finalize job descriptions for part-time/contract Administrative support (Board Search Committee).
Phase 3: 2026: Launch of Administrative Function	12 Months (Starting ~Month 7)	1. Recruitment (Contract): Hire the Front Office/Administrative Function initially on the approved contract basis.
		2. Knowledge Transfer Protocol: Implement mandatory overlap periods and consulting agreements with key outgoing volunteer leaders (Board/CEO).
		3. Revenue Mandate: The Board/Finance Committee focuses efforts on securing new, recurring commercial revenue and grants to meet the 2027 funding requirements for the CEO.
		4. Year 1 Review: Board/Finance Committee conducts a 12-month review against KPI targets and thresholds to determine the feasibility of CEO recruitment in 2027 .
Phase 4: 2027: Launch of CEO	12 Months	1. Recruitment (Contract): Hire the Chief Executive Officer (CEO) initially on the approved part-time/contract basis.
		2. Scale Front Office: Increase the Front Office/Administrative staff capacity and transition to report to the new CEO.
		3. Transition to Full-Time: If Year 1 (2026) KPIs and funding thresholds are achieved, approve and transition the CEO to a full-time (100% FTE) employment contract by end of 2027 .

		4. Full Sustainability: Budget becomes fully self-sustained by generated revenue.
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Costs for Implementation

Year	Amount Stipend	Amount Admin/CEO	Comment	Total Amount to fund
2025	\$52,500	NIL	Stipend Roles only	\$52,500
2026	\$42,500	\$12,500	30% FTE Admin role and Stipend plus 15% overhead costs	\$55,000
2027	To be determined (TBD)	Need to include CEO	30% All Roles including Admin/CEO plus overhead Costs	TBD

9. Conclusion and Recommendations

The International Jump Rope Union has achieved critical milestones through the dedication of its volunteer base. To capitalise on this success and ensure long-term stability, global expansion, and progress toward international sporting recognition, a strategic evolution to a hybrid governance and professional management model is essential.

The introduction of paid staff, starting with administrative support in 2026 and followed by the CEO in 2027, is the necessary investment to overcome capacity constraints, drive revenue generation, and ensure the consistent, professional excellence required of a leading international sports federation. This revised, staged shift, supported by a clear strategy to acknowledge and retain key volunteer expertise, guarantees a robust and sustainable future for the sport.

Recommendations

The Board of Directors is strongly recommended to:

- **Mandate Constitutional Amendments:** Mandate the **Executive Committee** to immediately draft necessary amendments to the IJRU Constitution to formally define and delineate the roles and accountability of the volunteer Board (Governance) and the paid CEO/Front Office staff.
- **Mandate General Congress Ratification:** Ensure the General Congress of NGBs holds a vote for the **final ratification** of the constitutional changes, the Delegation of Authority Matrix, and the budget necessary to implement the Strategic Plan.
- **Approve Staged Transition:** Approve the risk-mitigated, **staged two-year implementation plan** outlined in Section 8, prioritising administrative stability (2026) before executive leadership (2027), where the transition to full-time staffing is conditional upon meeting specific Key Performance Indicators (KPIs).
- **Establish Performance Framework:** Approve the establishment of a policy framework for the CEO's initial **part-time employment contract** (starting 2027), including the **initial set of measurable Key Performance Indicators (KPIs)** and a formal evaluation structure.
- **Approve the Volunteer Remuneration Framework:** Approve the policy framework outlined in Section 6 to ensure the retention of high-value volunteer leaders and mitigate the risk of burnout.
- **Approve and Submit the Plan:** Formally sanction the transition to a hybrid structure and approve the entire Business Case, including the initial budget, constitutional amendments and IJRU Directors Handbook, for **immediate submission to the NGB General Congress**.