

# Annual Report

## 2018



**CBDN**

BRAZILIAN SNOW SPORTS  
FEDERATION



USA

USA

USA

USA

World Para Nordic Skiing

World Para Nordic Skiing

World Para Nordic Skiing

World Para Nordic Skiing

ATHLETE  
148

World Para Nordic Skiing  
ATHLETE  
148

World Para Nordic Skiing  
ATHLETE  
148

World Para Nordic Skiing  
ATHLETE  
148



# AFFILIATED TO

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# STRATEGIC PARTNERS

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SECRETARIA ESPECIAL DO  
ESPORTE

MINISTÉRIO DA  
CIDADANIA



COMITÊ PARALÍMPICO  
BRASILEIRO

# PARTNERSHIP & SUPPORT

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CASTRO BARROS  
ADVOGADOS



NÚCLEO DE ALTO  
RENDIMENTO  
ESPORTIVO  
DE SÃO PAULO

INSTITUTO  
VITA





# PRESIDENT'S FOREWORD

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The first year we never forget. And in the case of 2018, we will not forget it due to the excellent results achieved. Despite the difficulties encountered by a political and economic scenario of great uncertainty, the results achieved by the Brazilian snow athletes and the organization as a whole were very positive. We won the first Paralympic World Cup medals. During the participation of the Brazilian team in the Para Cross Country Skiing's World Cup Circuit, Cristian Ribera has won two podiums, one silver and one bronze, and Aline Rocha, a bronze medal. Unprecedented results that show that our planning and execution are moving in the right direction.

Added to these incredible results are the outstanding achievements of several young athletes, including medals won around the world and the establishment of national records. A very important number from 2018, that

The year 2018 will be marked for CBDN by the World Cup medals and governance rankings.

had not yet been published, was the reach of last season. In Brazil, 600 million people watched some snow content during the Olympic and Paralympic Games' season.

The entity's communication strategy presents encouraging results, with significant growth in the reach of CBDN's own channels. In 2018, we reached over 1.2 million people and 1.8 million impressions.

I could not fail to emphasize here the continuity of the advances in governance and management of CBDN. The year 2018 will be marked by the implementation of new governance practices with active participation of the Board of Directors, Independent Audit Board (*Conselho Fiscal*) and Ethics Committee, increased representation of athletes at the CBDN General Assembly. The implementation of governance practices resulted in the 1st overall ranking for CBDN of the GET Program – Governance, Ethics and Transparency, developed and implemented by the Brazilian Olympic Committee (COB).

Also in the governance area, CBDN was one of the first organizations to be audited by Rating Integra, an independent governance evaluation program led by the Ethos Institute, Athletes for Brazil and Pact for Sport. The financial statements were audited by a "Big 4" company giving even more credibility to the organization's work.

CBDN has taken another important step in governance and compliance by approving another set of very important policies and regulations to ensure the health of the entity today and tomorrow.

We now use a new tool in Strategic Planning that gives us an even better monitoring of the course CBDN is taking, taking into account the goals established in the beginning of the season.

I thank all of our athletes, multidisciplinary team members, employees, sponsors, partners and supporters without whom none of this would be possible.

Good Reading!

Anders Petterson, CBDN President





CIRCUITO BRASILEIRO DE  
ROLLERSKI

04

Swiss

BRASIL

# PRESIDENT OF THE BOARD'S FOREWORD

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The improvement of the comprehension of the operating environment and activities of CBDN was greatly analyzed during this first year of the current composition of the entity's Board of Directors. Elected by the General Assembly in April 2018, the Board today presents an extremely beneficial and complete mix of skills and capabilities for the organization.

Throughout 2018, the Board met three times addressing an important agenda, such as approving the entity's budget for 2018 and 2019, reviewing and discussing Snow Club's strategic planning and business model, approving key policies such as Financial and Budgetary Policy that brings not only annual procedures to be performed, but mainly mechanisms to ensure CBDN's health today and in the future, such as the creation of financial reserves for different purposes.

Another important achievement of 2018 was the return of a "Big 4" company to audit the entity's financial statements, giving even more credibility to all stakeholders in the organization.

The results of the season were very positive, which shows that the entity can now absorb a culture of continuous improvement in management and governance practices without compromising the delivery of its main objectives.

Despite the scenario of economic and political uncertainties in 2018, we were able to carry out all major actions and projects planned for the year within a financial result aligned with the initial forecasts.

Governance audits conducted throughout the year show that CBDN is increasingly positioning itself as a benchmark in the sports scenario.

In conclusion, I would like to thank all the athletes and professionals involved, the entity's management team and all the Board members who dedicate their precious time and knowledge to the development of snow sports in Brazil.

Composition of CBDN Board of Directors:

MEMBER	FUNCTION	MANDATE UNTIL
Ademar Couto	Independent Member	Apr/22
Ana Carla Fonseca Reis	Independent Member	Apr/22
Leonardo Pereira	Independent Member	Apr/22
Luis Roberto Moraes	Independent Member	Apr/22
Vivien Rosso	Independent Member	Apr/22

Enjoy!

Leonardo Pereira, President of the Board



# STRATEGY

A person is captured mid-air, performing a high jump or pole vault. They are upside down, with their legs straight and arms outstretched. The person is wearing a light blue t-shirt and dark blue leggings. They are suspended by a white pole that is attached to two orange ropes extending from the ceiling. The background is a large, industrial-style gymnasium with a high ceiling and metal beams. The floor is covered with blue mats. The overall lighting is dim, with a blue tint.

In 2018 a new tool was developed for the implementation and monitoring of CBDN's strategic plan for the snow sports represented by the organization.



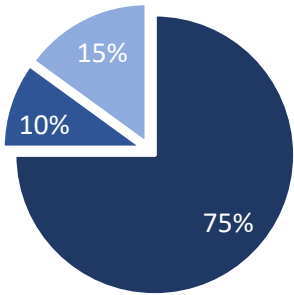
CBDN's strategic planning was revolutionized with the development of a thorough scenario study in 2015 and the creation of **Business Plans**, 3-Olympic cycle planning for each snow sport. In 2017, the entity's positioning and purpose were adjusted to reflect changes in the organization. Additionally, an institutional Strategic Planning was implemented in order to unite the Business Plans and other strategic objectives under the same umbrella.

In 2018, a new planning implementation and tracking tool was developed. The tool facilitates the connection of strategic objectives and concrete actions and projects, as well as the strategies and KPIs chosen to monitor CBDN's development in each objective.

Area	Strategies	KPI	2018	2019	2020
CC-BT	Increase of the number of athletes	Rollerski Training Centers	2	2	3
	Consolidation of the National Competition Circuit	No. of events	3	4 (1BR)	4 (2BT)
		No. of participants	50	55	60
	Sufficient HR qualification to attend the training centers	No. and educational level	10 level 1 6 level 2	3 level 3	14 level 1 8 level 2
	Increase the quality of training in Brazil and abroad	FIS Points	<230 DI e <300 SP	<190 DI e <275 SP	<170 DI e <210 SP
		IBU Points		350	250
		Continental Ranking CC	1 medal per event	1 medal per event	2 Top 5
		Continental Ranking IBU		Top 7	Top 3

Additionally, the tool enables an overall assessment of the implementation of the strategic planning by producing reports that make the execution and adjustment of the planned actions easier.

**KPIs 2018**  
**Area: CC-BT**



- Achieved
- Partially achieved
- Below expected



# SPORTS RESULTS

The year 2018 was marked by the medals won by **Cristian Ribera** and **Aline Rocha** at the Para Ski Cross Country World Cup and **Noah Bethonico's** classification for the 2020 Youth Olympic Games (YOG) for the Snowboard Cross event.



# SPORTS RESULTS

The results presented in this report include the main achievements of the 2018-2019 season, as most of these actions were funded within the 2018 budget, a strategy used by CBDN to align the fiscal year with winter season activities.



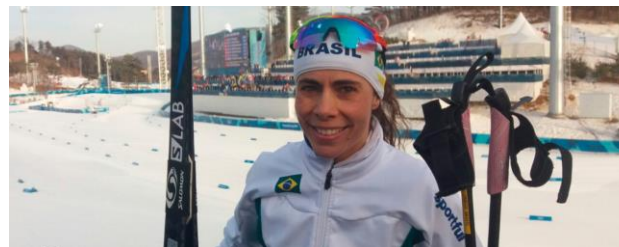
**Cristian Ribera** and **Aline Rocha** won three medals during the team's participation in the Vuokatti World Cup in December 2018. Cristian won a silver and a bronze medal, while Aline Rocha won a bronze medal. The athletes finished the season in fourth and fifth place in the world ranking (sitting), respectively.

**Noah Bethonico** achieved the classification for the Youth Winter Olympics 2020 in Lausanne (Switzerland) after finishing the Snowboard Cross Junior Championships in the Top 20. Noah was one of the youngest athletes in the race and, when considered only athletes born in 2003, Noah was the best placed.



**Michel Macedo** won the gold medal at the Giant Slalom race at Stoneham University Competition in Quebec (Canada). This was the best result in the history of the national Alpine Skiing: 27.97 FIS points. The athlete also won the fifth place in the Slalom race at the same competition.

**Jaqueline Mourão** once again had a season with several records. The athlete won the silver medal in the Distance race (5km) in a qualifying event at the World Ski Championships in Seefeld (Austria).



# SPORTS RESULTS



Brazil organized 115 races in the year 2018, a historical record.

# SPORTS RESULTS

In 2018, athletes under 25 years old broke 14 records.

The highlight of the year 2018 was undoubtedly the large number of records: 13 national records were achieved, totaling 18 record breaks. The number of records represented an increase of 85.7% compared to 2017 results. It is important to note that 14 of

these breaks (77.8%) were made by athletes under 25 years.

Another very important number from 2018, regarding sports results, was the 106.7% increase in the number of medals won by Brazilian athletes in official events. The biggest highlight of the season was the medal of Paralympic athletes, Cristian Ribera (1 silver and 1 bronze) and Aline Rocha (1 bronze) in the Para Cross Country Skiing World Cup stage. The World Cup is the main annual circuit of the sport.

Sports Results	2017	2018	Var %	Human Resources Qualification	2017	2018
Medals	153	171	<b>11.80%</b>	Lectures/courses (internal and external)	4	3
Medals (official events)	45	93	<b>106.70%</b>	Lectures-hours (internal and external)	11	46
Medals (non-official events)	108	78	<b>-27.80%</b>	No. of people reached (internal and external)	130	33
Record breaks	16	18	<b>12.50%</b>	Lectures/courses offered by CBDN (employees)	4	4
No. of records	7	13	<b>85.70%</b>	Publication in scientific congresses	1	1
Starts	659	636	<b>-3.55%</b>	Scientific articles published	1	0
Events	413	330	<b>-20.10%</b>			
Events organized	71	115	<b>62.00%</b>			
Brazilian athletes in competitions	83	60	<b>-27.70%</b>			
Team members (staff)	24	25	<b>4.20%</b>			

Another important result achieved in 2018 was the record number of organized events: 115 events, 29 official and 86 unofficial (an increase of 62% compared to 2017). It was the first time that the 4 stages of the Brazilian Rollerski Circuit had events valid by FIS. In all, there were 20 official events recognized by the international federation, which is in line with the strategy outlined by the Business Plan of the sport.

The education and training cornerstone was contemplated by the organization and execution of the I Para Cross Country Skiing Classifier Course offered to 10 participants in the city of São Carlos, SP. In addition, CBDN offered a mini course on Paralympic Snow Sport at the 2018 Brazilian Paralympic Congress.

An important step achieved in 2018 was the certification of Leandro Ribela as a FIS Cross Country Skiing Technical Delegate. Leandro became the first South American individual to perform this function in a valid FIS official test.



# FINANCIAL RESULTS



2018 marked the return of a “Big 4” company as an external auditor of CBDN's financial statements.

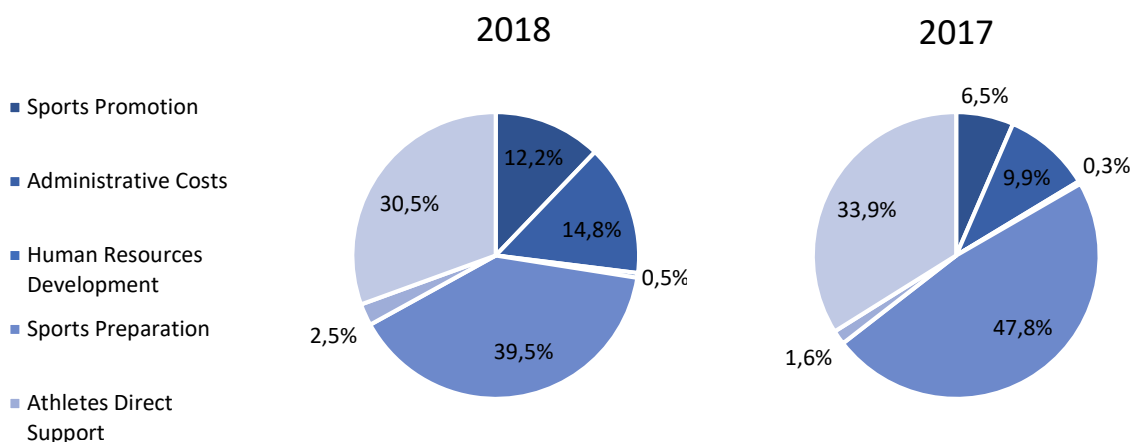
# FINANCIAL RESULTS

The projects with the largest investments in 2018 were “Cross Country Skiing and Biathlon” and “Para Cross Country Skiing”.

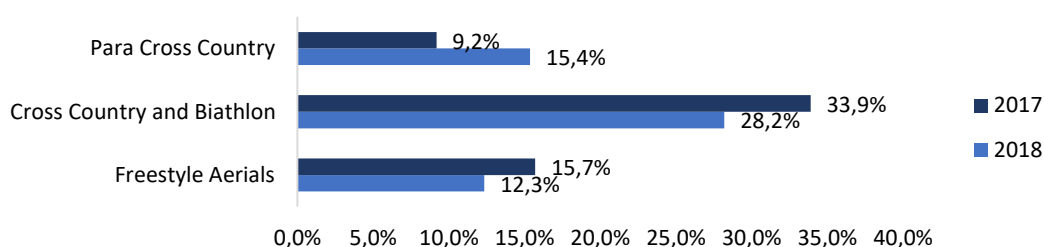
The year was marked by a scenario of high political and economic uncertainty in the country, which had a direct impact on public and private investments in sport throughout Brazil.

Total revenue for the year fell by 17.8% and the result of the year presented a small deficit of R\$24,864. After a few years, **CBDN's financial statements were again audited by a Big 4, Ernst & Young**. The major investment projects were Cross Country Skiing and Biathlon and Para Cross Country Skiing. The allocation of resources in these projects indicates that CBDN's strategic and financial plans are aligned.

	2018	2017
LAP <sup>1</sup> Olympic	2.332.650	2.296.084
LAP <sup>1</sup> Paralympic	974.926	501.007
Federal Government	19.500	1.274.245
International partnerships	884.411	939.332
Sponsorship and support		153.002
Registration fees	18.334	11.774
Donations	3.682	8
Other Income	16.208	
<b>TOTAL Income</b>	<b>4.249.711</b>	<b>5.175.452</b>
LAP <sup>1</sup> Olympic	(2.323.908)	(2.296.084)
LAP <sup>1</sup> Paralympic	(938.801)	(495.007)
Federal Government	(19.500)	(1.724.236)
International partnerships	(26.698)	(89.417)
Operational <sup>2</sup>	(829.163)	(729.612)
Managing	(240.672)	(136.169)
Commuications	(1.288)	(6.071)
Taxes	(1.396)	(54.519)
Financial result	106.851	37.250
<b>TOTAL Expenses</b>	<b>(4.274.575)</b>	<b>(5.487.794)</b>
<b>Loss/Surplus</b>	<b>(24.864)</b>	<b>(312.342)</b>



## 3 major investments of the year



<sup>1</sup> LAP (Lei Agnelo Piva) – Federal Lottery Law

<sup>2</sup> It is accounted as operational expenses those directly linked with the organization purpose, specially training and competition.

# SOCIAL RESULTS



In 2018, the Research & Information Project expanded its reach and productivity, and consequently its Social Return On Investment (SROI).



# SOCIAL RESULTS

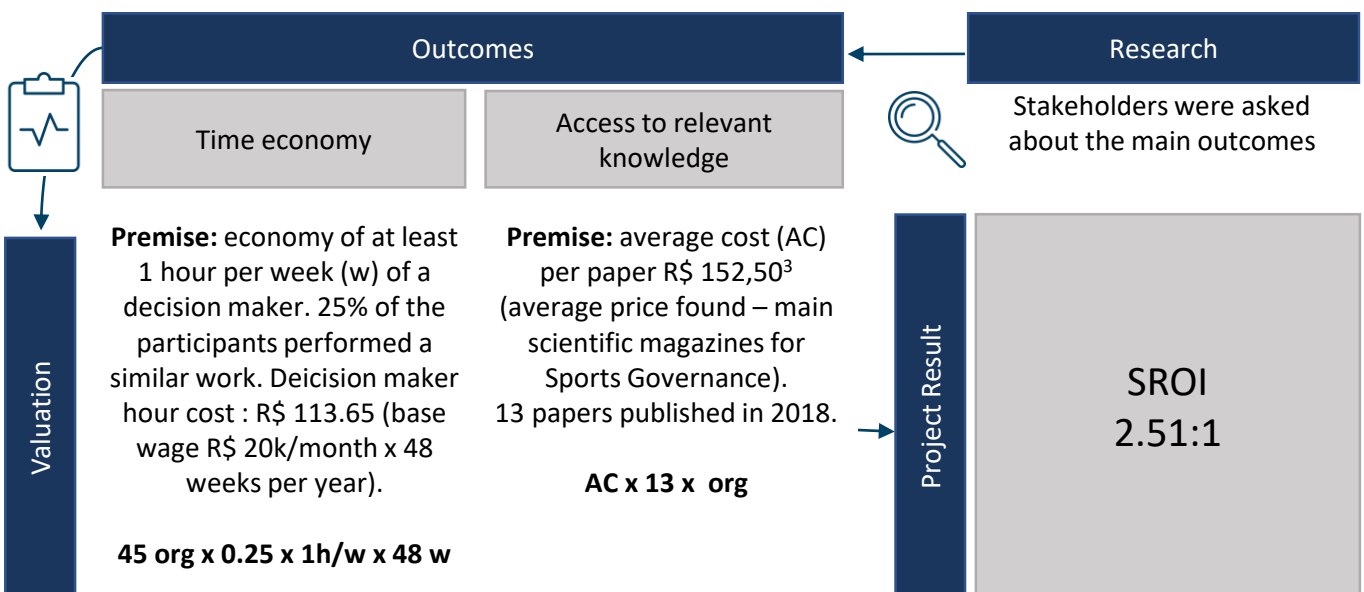
CBDN's goal is always to present projects with positive SROI, that means: for each R\$1 invested, the socioeconomic return must necessarily be higher than R\$1.



To better understand CBDN's overall performance, it was decided once again to calculate the Social Return on Investment (SROI) of an internally developed project. SROI was calculated using the method proposed by Lingane & Olsen (2004)<sup>1</sup>. In 2018, the Research & Information Project, which offers legislative updates and informative articles to beneficiary organizations, continued its activities in the second year of implementation. The number of articles produced and published increased during 2018, as did the total number of beneficiary organizations.

Research & Information Project Outcomes	2017	2018
No of beneficiary organizations	38	45
No of published articles	7	13
SROI – Social Return On Investment	1.36:1	2.51:1

The adoption of the SROI aims to improve the entity's global performance evaluation methodology, which today has financial, sports, communication and management and governance appraisals. The methodology will be reviewed and improved annually.



## References

<sup>1</sup>Lingane, A., & Olsen, S. (2004). Guidelines for Social Return on Investment. *California Management Review*, 46(3), 116 - 135.

<sup>2</sup>Context, international cooperation (2010). Social Return On Investment. A practical guide for the development cooperation sector.

<sup>3</sup>USD/R\$ = 3,9364 (18/04)

# GOVERNANCE STRUCTURE



The representation of athletes increased over the year of 2018 to 40% of clubs' votes.

# GOVERNANCE STRUCTURE



CBDN presents a continuous process of governance improvement, adopting good practices from both the corporate and sports markets throughout its history. 2018 marked the beginning of the new compositions of the CBDN Councils, created in 2017 through the statutory reform of the organization. In all, the boards bring together 14 people with a vast mix of skills and capabilities: 5 on the Board of Directors, 6 on the Independent Audit Board and 3 on the Ethics Committee.

Each board acted within its competences, with the focus of the Board of Directors decisions related to strategic planning, budget, policies and regulations, among others. The Independent Audit Board acts as the main internal supervisory body, being responsible for issuing an opinion on the year's accounts and monitoring all the entity's financial execution. In turn, the Ethics Committee is the guardian of the organization's ethics and integrity, and is responsible for receiving and handling any complaint reported to the CBDN Ombudsman as well as reviewing and approving policies related to the topic.

Board	Number of meetings	Main topics addressed	
General Assembly	3	Election of the new Presidency, and the members of IAB, BD and EC	Approval of the GA bylaws
Board of Directors	3	Approval of the Election Regiment	Election of the President and Vice-President of the BD
Independent Audit Board	1	Approval of the IAB bylaws	Review of the Balance Sheet

IAB: Independent Audit Board; BD: Board of Directors; EC: Ethics Committee; GA: General Assembly.

The year of 2018 will be also remembered for audits performed at the organization. Considering the financial area, as the entity has been doing for almost two decades, the financial statements have been audited by an independent external auditor. For governance, CBDN underwent two audits: the **GET - Governance, Ethics and Transparency**, a COB program created to assist the development of management and governance of the Olympic National Federations, where CBDN placed itself in the first overall position, and the **Rating Integra**, a program led by the Ethos Institute in partnership with Athletes for Brazil, Pact for Sport, COB, the Brazilian Paralympic Committee (CPB) and Brazilian Club Committee (CBC) to evaluate and classify the governance of sport organizations, and the result of the audit has not yet been published.

# EXECUTIVE STRUCTURE



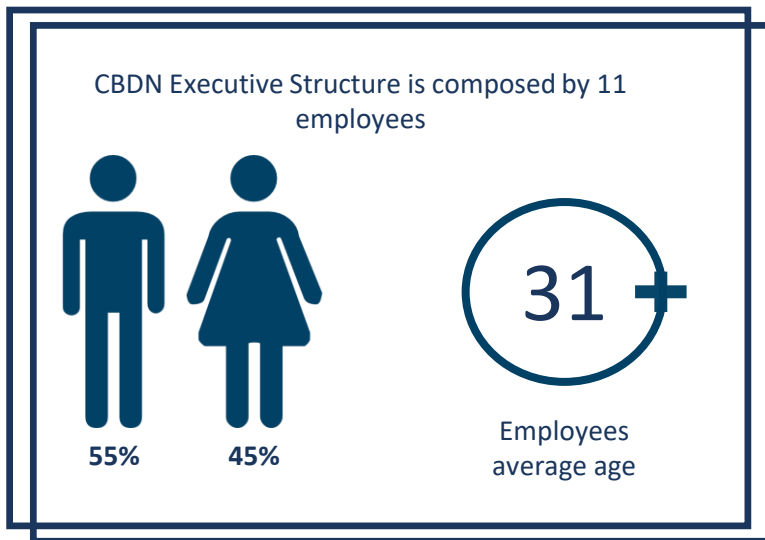
2018 was a year marked by the continuous pursuit of knowledge by CBDN employees, especially by the realization of International Masters.

# EXECUTIVE STRUCTURE



CBDN's executive management structure consolidates itself year after year and positions the organization as one of the benchmarks within the industry, made up of professionals with experience and training compatible with its needs under the leadership of the CEO. The organization encourages the search for knowledge by its employees and, in 2018, it was no different.

One of the highlights of the year was the international scholarship offered by the Association of National Olympic Committees (ANOC) received by the employee Camila Gobo de Freitas for the **Master of Sport Administration Course - RIOU MSA Program 2018-2019**, promoted by the Russian International Olympic University (RIOU). Camila will complete her masters degree in June 2019 when she will return to CBDN and contribute to the evolution of the organization with an international and cutting-edge vision of sports management.



Employees	2017	2018
Women	5	5
Men	6	6
Average Age	30	31

The organization's executive structure remained well balanced, with 45% female employees and 55% male employees.

In the Paralympic area, Manager Julia Albino received a proposal to develop an important project with the São Paulo City Hall, being replaced by Gustavo Haidar, bachelor in Sports at the University of São Paulo and in Business Administration at PUC-SP with postgraduate degree in Business Administration at FGV.

In the area of communication, Nilo Parejo Vieira left the organization to pursue a Master's degree in Lyon, France. To take over the area, Shayene Metri was hired. Shayene has a degree in Journalism at the School of Communication and Art of the University of São Paulo and is currently a student of the Administration course at the Faculty of Economics, Administration and Accounting of the same university.



# POLICIES AND REGULATIONS

The year of 2018 was marked by the extension of policy development for specific areas, especially financial and internal controls.



# POLICIES AND REGULATIONS

CBDN has always sought to transparently regulate important topics related to snow sports and the organization itself. In 2017, the entity has begun an even greater effort to register all the organization's best practices and to cover the most relevant topics, creating a list with the priorities for policy and standard development.


Over the course of the year, major issues were addressed and discussed within the organization until the publication of the documents, such as the Anti-Corruption and Anti-Money Laundering Policy, that was debated and approved by the CBDN Ethics Committee, and the Financial and Budgetary Policy approved by the Board of Directors.

Policy development is extremely important for standardization of CBDN's processes.

Policy & Regulation	Content	Date
Records Control and Accounting Policy	Set of institutional guidelines on CBDN accounting and financial record procedures.	Apr/18
Anti-Corruption and Anti-Money Laundering Policy	It establishes guidelines that aim to regulate actions and guide members of the snow sports community in Brazil.	Aug/18
Financial and Budgetary Policy	It establishes the principles for decision and execution of the entity's budget, its revenues and expenses, investments, reserves, general controls, publication of information, among others.	Dec/18
Litigation Management Policy	It establishes the principles that should guide the administration of CBDN in relation to the theme, especially the financial impacts of processes in both the administrative and judicial spheres.	Dec/18



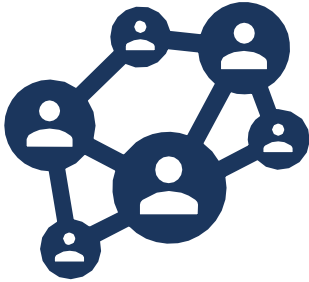
# SALARIES AND COMPENSATIONS



Human resources are a fundamental cornerstone of CBDN's strategic planning. The organization has the vision of attracting, developing and retaining the best people.



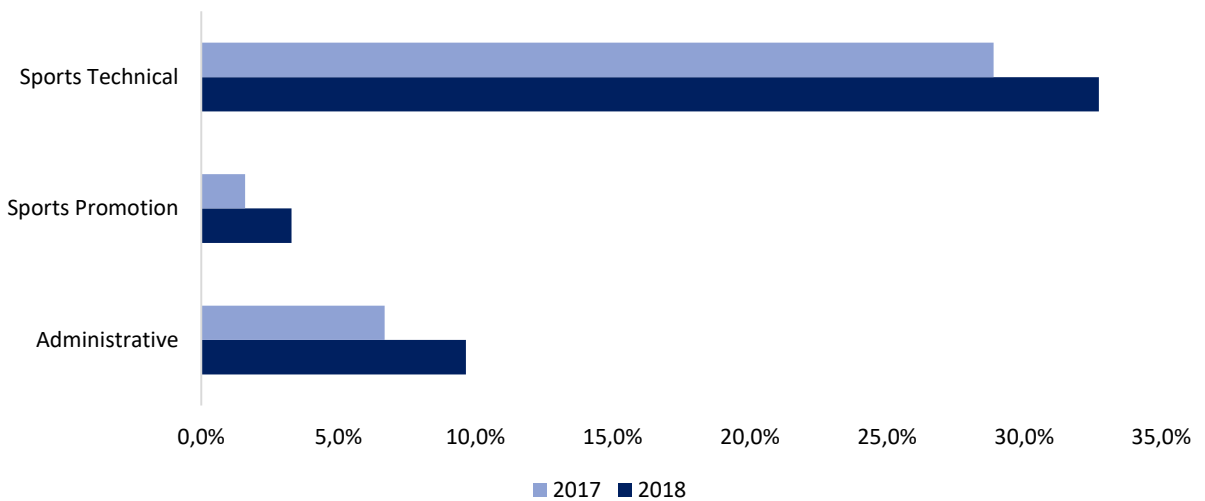
# SALARIES AND COMPENSATIONS



At CBDN, the remuneration of elective positions is prohibited: President, Vice-President, Directors, Independent Audit Board and Board of Directors' Members.

CBDN's work is well recognized for the quality and efficiency of its actions in the national and international sports scene. This recognition is the result of the dedication of staff members and managers of the organization. For this reason, amount spent on human resources is considered one of CBDN's priorities. In 2018, the total value spent on human resources remained stable, presenting a variation of less than 2% compared to 2017. The calculation of these values comprises all professionals hired for administrative functions, to promote the sports and technical department, which includes sports managers and technical staff. The chart below presents the investment made in this three main areas as a percentage of the total investment.

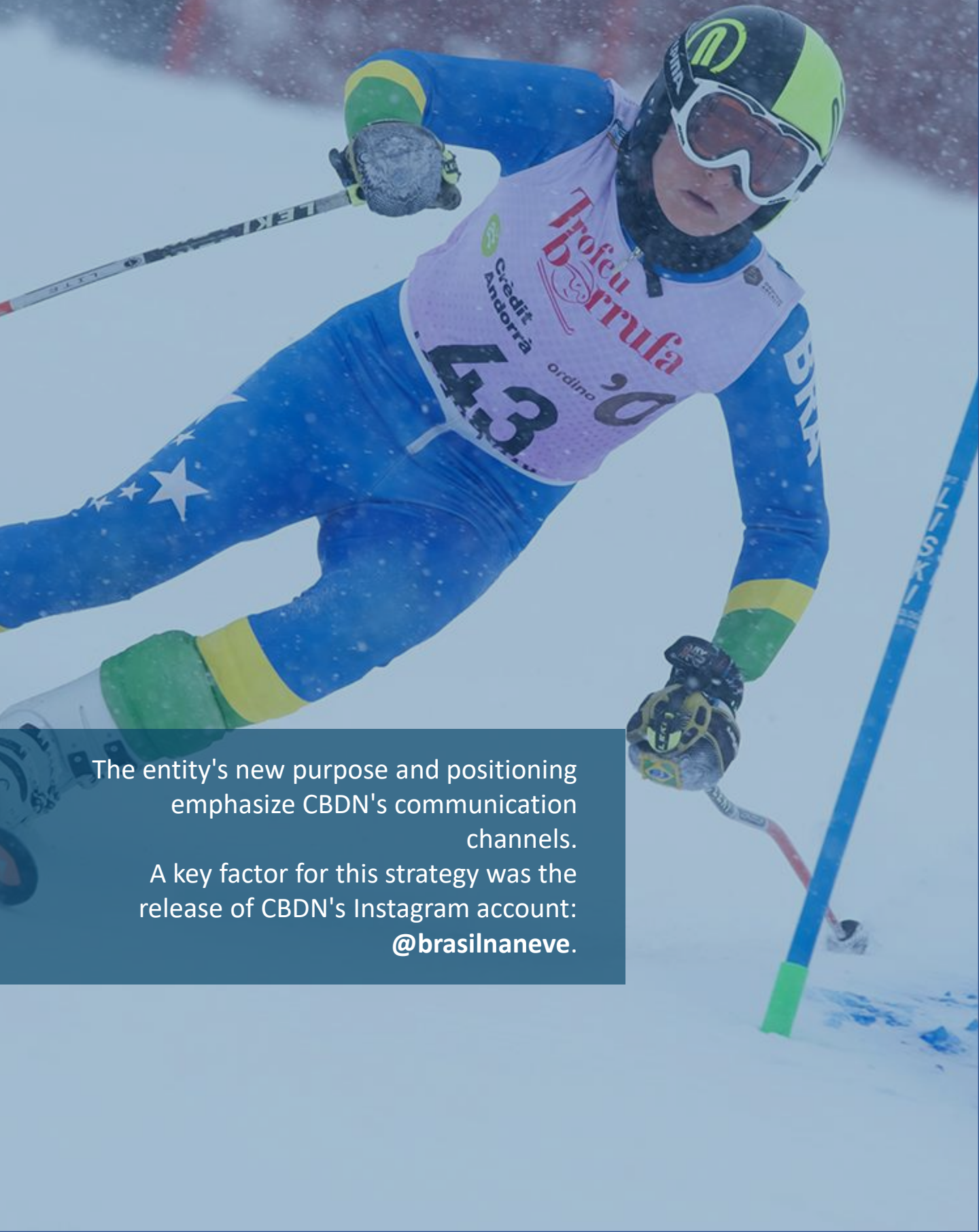
## Human Resources Investment



The year 2018 was a very troubled period when considering the economic and political scenario in the country. Thus, the organization's guideline is cautious about fixed costs, with the objective of keeping them at a healthy level in financial terms, but still ensuring the quality of the entity's deliveries.



# MKT & COMMUNICATION



The entity's new purpose and positioning emphasize CBDN's communication channels.

A key factor for this strategy was the release of CBDN's Instagram account: **@brasilnave.**

# MKT & COMMUNICATION

In 2018, CBDN started the production of its own content which was distributed through several channels.

The 2017 report presented some of the communication results for the 2017-2018 season, however data on the full coverage of the 2018 Olympic and Paralympic Games had not yet been received and consolidated. The results were considerably impactful.

In total, the accumulated audience reached almost 600,000,000 people in Brazil, in 185 hours of television snow content, and R\$ 180,000,000 in spontaneous media return.

In 2018 CBDN started a new communication strand with the production of its own video content and distribution through communication channels, partners of the entity and its own channels. CBDN's main strategy is to create content for promotion on its Instagram account, created in January 2018.



**+1,8MM**

Impressions - CBDN channels

**+70k**

CBDN Website access

**+1,2MM**

People reached through CBDN channels

**+16,4k**

CBDN Fan base

The Snow Club, the official advantage program for Brazilians in the snow, started its operations during 2018. Like every business, its early months were characterized by the implementation of intense testing of hypotheses, adjustments, and discoveries. Quantitative and qualitative surveys were conducted throughout the year in order to evaluate the model and adjust the program according to the users' needs. In addition, the program underwent a technology reformulation at the end of the year, which resulted in the opening of its new house in December, a more dynamic and user-friendly platform.

Métricas comunicação	2017-18	2018-19
TV ROI JOR <sup>1</sup> (in R\$)	180,676,281*	6,965,585
Web (in R\$)	6,055,500	65,000
No JOR stories	128*	25
Web stories (major websites)	3,301*	12
FB Page Fans	5,881	6,182
FB impressions	291,842	1,407,473
FB reach	261,566	1,140,579
FB Engagement rate	90	80
IG followers <sup>2</sup>	-	5,805
IG impressions <sup>2</sup>	-	251,483
IG reach <sup>2</sup>	-	140,462
Site reach	79,777	71,871

<sup>1</sup> JOR: Journalism stories

<sup>2</sup> Metrics adopted from 2018.

\* Values corrected after data input for 2018 Winter Olympic and Paralympic Games events.



**Pictures credits:**

- Back cover – CBDN archive
- Page 5 – Lucas Martins – CBDN archive
- Page 7 – Luana Antunes - CBDN archive
- Page 10 – Para Cross Country Skiing Team – CBDN archive
- Page 10 – Noah Bethonico – Personal archive
- Page 10 – Michel Macedo – Personal archive
- Page 10 – Jaqueline Mourão – Christian Dawes/COB
- Page 11 – Rhaick Bomfim – CBDN archive
- Page 13 – Jaqueline Mourão – Personal archive
- Page 15 – Mel Queiroz – CBDN archive
- Page 19 – Cristian Ribera – CBDN archive
- Page 21 – Luana Antunes – CBDN archive
- Page 27 – Cross Country Skiing Team – CBDN archive
- Page 28 – Thomaz Moraes – CBDN archive



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**CBDN**

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