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**RESULT CHF 0**
## Follow-up IFF claims (updated 13.02.2020)

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#### Summary

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### Associations not registered for WFC 2020 and/or U19 WFC 2020

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Repayment Schedule:

*Our estimates are in Canadian Dollars (CAD) – the debt equates to ~$165,000 CAD
*PF is committed to contributing $2,500 CAD of the revenue from each franchise sold directly to repaying this debt. If more revenue is generated than expected, the debt will be repaid ahead of schedule.

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<th>Year 1</th>
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Randy Sa‘d  
President

Anthony MacNeil  
President
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<th>China Plan</th>
<th>Cote d’Ivoire Plan</th>
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<td>2000</td>
<td>4000</td>
<td>8500</td>
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Women’s WFC 2019
Final report to IFF

Ticketing
- About 93% of ticketing income reached
- Attendance record
- 5’000 school kids visited the WFC, of which were about 85% from the French speaking part of Switzerland
- Still to be analyzed is, where the spectators came from (international, German or French part of Switzerland)

Sponsoring
- Sponsoring income CHF 150’424.00
  - Cash: CHF 107’500.00
  - Barter: CHF 42’924.00
- Only good feedbacks from sponsors. They were in particularly very happy about their visibility during the WFC
- They had a good cost-value ratio, as we had very good TV presence in the German and French part of Switzerland
- Some issues with Fatpipe, as they sold products in the Fanzone on the first days of the WFC without accordance of the IFF. The situation was explained to Fatpipe and they only sold by the IFF confirmed products afterwards.

Livestream / TV Production
- Generally good livestream production
- Very little contact to Polar HD during the WFC, as they are working very independent
- Main camera in second arena was rather a little bit too deep
- Some issues on the beginning and during the WFC about internet connections for TV stations. All of them could be solved in time.

Main arena
- Additional installed infrastructure in the arena for TV production worked well
- Arena looked very nice
- The additional stand with all their fans helped to show the atmosphere in the TV production
- The small but packed arena helped to generally increase the atmosphere
- Seating system was not that easy, and it therefore spectators didn’t always find their seats immediately
- Some complains about the additional stand behind the goal, as this was not very steep.

Second arena
- Not a lot of money and time has been invested for this arena
- Run smoothly and without major issues

Media
- Over 150 medias were accredited
- The main media center was about 2-3 walking minutes away from the press tribune which lead to the fact that not too many journalists stayed there.
VIP
- On the first weekend, there were between 200 and 250 VIP guests per day
- On the second weekend, there were between 400 and 450 VIP guests per day
- The tent on the terrace was the best possible solution as the main VIP area and worked well
- The additional space in the restaurant for both weekends was necessary. The collaboration with the restaurant worked well
- Lots of politicians from the city and canton of Neuchâtel where at the WFC and enjoyed it.
- The council federal, Misses Viola Amherd, attended the gold medal game
- Some issues with the tent due to bad weather, when water came in due to rain and heavy wind.

Teams
- Basically no major problems with teams or complains.
- Two issues with the teams were noticed
  - One pick up of team Japan was too late
  - One practice session of team Slovakia had to be postponed due to a planning mistake

Volunteers / LOC
- All the team guides made a great job during the tournament and helped a lot to keep the teams happy and calm
- Important positions (in particularly match secretary, internet, around playing field) were filled with very good key volunteers. The mostly long-term cooperation with them pays off here.
- The LOC was generally well prepared and made a great effort during the whole tournament
- Several volunteers didn’t appear or canceled their coming the day before. As there wasn’t any reserve or trouble shooters planned, there was partly a (small) lack of volunteers on both weekends.
- Some issues appeared during the week with the food for the key volunteers of swiss unihockey. In particularly the key volunteers of the second arena didn’t always have enough time to eat in the main arena.

Fanzone / Catering
- The Fanzone was very important for catering and the sponsor stands
- Lots of people in the Fanzone on both weekends – in particularly before and between the games and in the intermissions
- The catering in the Fanzone helped to rise turnover and profit
- There was a basic offer of food. Only very few bad comments about it.
- Due to heavy wind, a few damages happened on the barriers around the tent during the WFC wherefore the branding was partially removed.

Fans
- Lots of very enthusiastic Swiss fans in the arena
- Disappointing number of foreign fans, in particularly for the group stage and ¼-finals. This might be due to:
  - Higher price level in Switzerland
  - Limited number of hotels in Neuchâtel and therefore more complicated travel between hotel and arena
  - Too little communication on international channels
  - Limited interest in the event, as most results are well predictable
Authorities

- Very positive feedbacks from communal, cantonal and national authorities
- The communal authorities were proud to have hosted such an event in Neuchâtel
- Additional financial support of about CHF 45'000.00 as allowance in kind, which was confirmed only about 3 months prior to the event
- Total financial support of communal and cantonal authorities of about CHF 135’000.00.

Budget

- The accounting should be finished by end of February 2020
- The goal of a deficit of not more than CHF 140’000.00 should be reached.

Final comment

For the organization of the WFC, we had limited human and financial resources. The main arena is a building from the 60s/70s and therefore generally didn’t have the basic requirements to host such an event. In addition, the arena operators lacked the experience and knowledge for an event of this size.

In view of these circumstances, we succeeded in staging an atmospheric event which, for the most part, went very well from an organizational point of view. The media coverage of floorball in Switzerland was higher than ever before. Thanks to the great atmosphere in the arena as well as the likeable and successful appearance of the Swiss national team, we managed to show floorball in a professional light. We are convinced that the awareness of floorball increased in the French and German part of Switzerland, which was one of the main goals.
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<td>Sweden - Latvia</td>
<td>GrpB</td>
<td>Riveraine</td>
</tr>
<tr>
<td>19.30</td>
<td>Poland - Switzerland</td>
<td>GrpA</td>
<td>Littoral</td>
</tr>
<tr>
<td>Time</td>
<td>Match</td>
<td>CET</td>
<td>OC</td>
</tr>
<tr>
<td>-------</td>
<td>-------</td>
<td>------</td>
<td>-----</td>
</tr>
<tr>
<td>Wed 11.12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>3rd THA - 4th JPN 13-16: Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>12.00</td>
<td>4th B LAT - 1st C NOR 9-12: PO4</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>13.00</td>
<td>4th A GER - 1st D SGP 9-12: PO3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.00</td>
<td>3rd C EST - 4th D USA 9-12:2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.00</td>
<td>3rd B SVK* - 2nd C DEN PO2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.00</td>
<td>3rd A POL - 2nd D AUS PO1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu 12.12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>L13-16:THA - L13-16 USA 15th Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.00</td>
<td>L PO2 DEN - L PO3 SPG 9-12:1 Riveraine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.00</td>
<td>W13-16:JPN - W13-16 EST 13th Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.00</td>
<td>L PO1 AUS - L PO4 NOR 9-12:2 Riveraine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.00</td>
<td>2nd A FIN - WPO2 SVK Q3 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>19.00</td>
<td>1st A SUI - W PO4 LAT Q1 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Fri 13.12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>L9-12:1 SPG - L9-12:2 AUS 11th Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.00</td>
<td>W9-12: DEN - W9-12:2 NOR 9th Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.00</td>
<td>2nd B CZE - W PO1 POL Q4 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>19.00</td>
<td>1st B SWE - W PO3 GER Q2 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sat 14.12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>L Q2 GER - L Q3 SVK 5-8:2 Riveraine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.30</td>
<td>L Q1 LAT - LQ4 POL 5-8:1 Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.30</td>
<td>WQ2 SWE - W Q3 FIN 5-8: Semi 1 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>17.45</td>
<td>W Q1 SUI - W Q4 CZE 5-8: Semi 2 Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sun 15.12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>LAT - GER 7th place Riveraine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.30</td>
<td>POL - SVK 5th place Littoral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.30</td>
<td>FIN - CZE 3rd place Littoral</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>16.30</td>
<td>SWE - SUI Final Littoral</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
WFC2020 – status 2/2020

Organization

Event Coordinator, Ella Jyrkinen, started 3.2.2020
First contact to the teams has been sent (Europe and North America) and will be sent to Asian teams early March.
Volunteers

- Volunteer search to be opened in April 2020
- Many key roles have been assigned to experienced Finnish Floorball Federation staff
- Rest of the key roles to be filled in May from volunteers/students
- Other volunteer positions by June/July
- Cooperation with other sport event organizers, Haaga-Helia, Helsinki Business College, Laajasalo Communication students
- Training for the whole group starting Aug/Sept

Ticket Sales Status

- Final weekend sales started 8.11.2019
- Final weekend package: two semi-finals, bronze game and final
- Status as of 10.2.2020 (capacity for sale 9500):
  - 3700 Final Weekend Packages sold
  - 800 reserved ( invoiced during spring 2020)
  - 1500 package reservation for Gula Väggen, Sweden
  - Categories 2, 3, 5 and 6 are getting full, categories 1, 4 (reserved partly for fans), 7 and 8 have the most room left
Ticket Sales – Spring 2020

Preliminary round and quarter-final daily tickets will be on sale 3.4.2020
→ Reservations from clubs and partners have already been made (around 1000 tickets in total)

→ Opening weekend package 4.-6.12.2020
From 35€/45€ for three game days
→ Daily Tickets
From 18,50€/25€ per day
→ FYT Finland (All Finland game days at Helsinki Ice Hall)
→ Venue Pass (All games at Helsinki Ice Hall)

Club discounts, school campaigns, fan register discounts etc.

Ballot 2020

Date: 10.3.2020
Location: Casino Helsinki, Fennia hall

Invitations to be sent 10.2.2020

In addition to formal procedures:
Live performances, Helsinki introduction (Nasima Razmyar), official partner meeting prior to the event
Thank you!

More information:
http://wfchelsinki2020.fi/
Champions Cup Steering Group meeting 1/2020, Park Inn Radisson Copenhagen Airport, in Copenhagen, 29.01.2020 between 10:00 – 15:30 CET

REPORT

Report on present issues

1) Opening and Objectives

Mr. Liljelund opened and welcomed everyone to the meeting 01/2020 for the CCSG. Mr. Liljelund informed that Mr. Jan Jirovsky is representing the Czech Floorball for this meeting. Mr. Jirovsky informed that he will represent CF together with Mr. Frank in the future. In the CCSG.

The aim of the meeting is to share the views from the different parties to the edited concept proposal as agreed in the meeting in Copenhagen in March and finalize the concept proposal.

2) Recap of the Champions Cup 2020 in Ostrava, Czech Republic 11.-12.01.2020

Mr. Jirovsky made a short report on the CC2020 played in AREX Arena in Ostrava. The CF staff participated very heavily in the organization together with the Czech Champion’s club Vitkovice. There was a total of 36 accredited media, with a few non-czech. Czech TV broadcasted two matches and Finnish Lottery TV showed six matches.

The Event made a new spectator record for average number of spectators per match for all Champions Cups matches, with 1.615 spectators per match and a total of 12.923, which is the 4th highest number of spectators for Champions Cup so far. The match Vitkovice – Storvreta had about 2600 spectators. The budget was balanced and after the possible governmental support will bring the organization to a very small minutes. If not having the support the result will be around minus 50.000 EUR

The Czech Floorball has made an official complaint concerning the behavior of Team Storvreta on the bus from Ostrava to Prague. Storvreta has apologized to the LOC and the bus company, the complaint has been forwarded the case to the IFF Disciplinary Committee, which has decided to take the case for consideration. Both Storvreta and the Swedish Federation has apologized from the Czech Organiser. The CCSG find this incident to be very problematic, even if it has later occurred that there had been some mistake made in the documentation of what Team Storveta has actually done, as some of the pictures was from the Täby bus, where there had also been some issues on the trip back to the airport.

3) Confirmation of the Champions Cup regulation 2020, to be in force for CC2021

Mr. Liljelund presented the proposed update of the Champions Cup regulation edition 2020. There has been made only some minor updates and included the same ruling as in the other IFF Competition regulations.

There were some technical questions, to which Mr. Liljelund gave an answer to.

4) Champions Cup 2021

The CC2020 will be organized by the Swiss Floorball and will be played in Winterthur in the AXA Arena from the 9th to 10th of January 2021. The local club H.C. Ryhenberg Winterthur will act as the local organiser. Mr. Reto Gyger and Mr. Simon Dillier will be in charge of the organization. Mr. Gyger will not be working during the summer, which the SUHV has already planned for.

IFF will present an agreement for the organization of the CC2021 to the Swiss Federation, by mid of February
5) The Champions Cup Concept 2023 – Stakeholder feedback
Mr. Zoss made a short presentation the present version (ver 8.1.) of the Home & Away and the feedback received so far. There was just some small changes made based on the CCSG skype meeting in June.

The CCSG discussed some minor changes to the June version 8.1. and made some smaller changes. Mr. Nilsson asked about the issues raised by the Swedish federation, like if the clubs can play also during weekdays and the term for deciding the final of the Event.

Concerning the solution for the playing days, it was concluded that the CC games should preferably be played during the weekdays, even that they can be played during the whole week. All match dates shall be coordinated with the CCSG and the national associations.

The solution is to play the Final in the first stage, at the same time as the present version of the Champions Cup, during the first/second week-end of January. This will also then effect the timing of the quarter finals and semi-finals, which needs to be defined in the final concept paper.

The question of when to include the ballot of games was discussed and it was agreed that the ballot shall only be done for the semi-finals.

The stakeholders are to present their view to the proposed concept and the decisions of the national CB’s and their proposal for the steps forward.

The CCSG discussed that if the start of the Home & Away concept would start only for the seasons 2023-2024, due to the abnormal situation with the WFC 2022 being played in October/November. This will mean that the present Final4 version would have to be played in January 2023. This all agreed to that all stakeholders have to participate in the organizing costs (approx. 15:000 EUR) of the Champions Cup 2023, as it is outside the present agreement

The CCSG made some other minor changes to the concept.

Mr. Jirovsky informed that the Czech Floorball league teams felt that there should be teams from more than the top4 countries and to have the guarantee of sponsorship for more than one year.

The CCSG concluded that we need to have the sponsorship secured by end of September 2021.

Mr. Zoss will finalize the concept and Mr. Liljelund will start the sales process with the IFF marketing company. Finland, Sweden and Switzerland will just inform the CB about the concept. Czech Republic will discuss it still in the CB, as well as for the IFF CB.

5) Next Steps
The CCSG agreed on the next steps and tasks to be done.

It was discussed that the Champions Cup Home & Away concept will be presented to the other European countries in May in relation to the IFF meetings at the U19 WFC 2020 in Uppsala

IFF will start the discussion with the Protocol Sports marketing company for the sponsorship for the Champions Cup.

The preparation for the organizing contract and the agreements with the participating clubs will have to start in 2020.

All stakeholders will investigate their possibilities to organize the CC2023 Final4 to the present system.

6) Situation with Euro Floorball Championships
Mr. Liljelund made a short recap of the discussion of the last CB meetings concerning the Euro Floorball Championships, based on the RACC proposals in the matter.
The issues raised in the RACC, which has not been deterred by the representatives of the EFT countries, are related to the number of direct qualified teams, the risk of closing the EFC for the future, with the present WFC qualification quota system and financial equality. After a very thorough and in-depth discussion the IFF CB decided to approve the report and start the consultation process with the concerned European member associations and take the decision in the coming meetings. The idea is to have a meeting on the 9th of May, during the U19 WFC 2020 in Uppsala, Sweden.

The IFF CB also thought that the question of the new quota system for the WFC and the number of teams in the WFC Final round needs to be taken in advance of the IFF General Assembly 2020, to be able to take the decision in December 2020. The conclusions are to be taken by the CB before the General Assembly documents goes out.

The EFT countries and IFF discussed on how to analyse the situation and go forward with the preparations, in advance of the planned consultation meeting.

The CCSG stakeholders felt that it imperative to develop the sport nationally through the Euro Floorball Championships. The countries will discuss the situation in their respective boards to clarify the situation.

Mr. Liljelund informed that the topic will be discussed in the IFF CB workshop at the CB meeting in Zurich 15.-16.2. and the aim is to have a proposal of how to solve the raised issues related to the organisation of the Euro Floorball Championships and have it presented to the European members prior to the possible consultative meeting in Uppsala in May.

7) Any Other Business
No any other business was raised.

8) Closing of the Meeting
Mr. Liljelund close the meeting at 13:35

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Upcoming meetings and issues (cont.)
- Possible consulting meeting concerning EuroFloorball Championships in Uppsala in May, where the Champions Cup concept will also be presented.
- Possible CCSG tel.conf. meeting in beginning of March to plan future actions

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Issues that need to be discussed or decided upon or taken action upon
- Report to the CCSG of the process of the IFF DC decision and the related matters
- IFF to present the proposal for the organiser agreement to Swiss Floorball by mid February
- Mr. Zoss to finalise the Concept proposal, based on the changes made in the meeting
- Mr. Liljelund to start the sales process together with Mr. Kalsta, after the finalisation of the Concept.
- Start the preparation of the stakeholder Champions Cup contract and the agreements with the participating clubs will have to start in 2020.
- All stakeholders will investigate their possibilities to organize the CC2023 Final4 in accordance with the present system.
Champions Cup 2023 -

New set-up

1. Current situation

The Champions Cup has a history of great sports but difficult finances. The different stakeholders have different interests and views on the Champions Cup:

Clubs

For the club managers, the Champions Cup seems not to be very important. For them, the Champions Cup causes mainly problems about dates and mainly the finances.

The clubs seem not to be eager today to invest a certain amount for such a competition.

Players

For coaches and especially the players, the Champions Cup is a very important event. To play against the top teams of the world and mess with the strongest opponents is real sportsmanship.

International Floorball Federation

For the IFF the Champions Cup is very important in both matter, sports and publicity.

But the Champions Cup is also a very difficult topic about the financial situation. The IFF is today not able to finance such an event on its own.

Top4 National Associations

For the Top4-nations, the Champions Cup is important, but it causes a lot of questions about the schedule and the finances. Today the Top4-nations are ready to invest a certain amount in the Champions Cup.

All Top4-nations lose a big amount every time the Champions Cup is held in their country, between CHF 50'000-150'000 – this happens about all for years for any nation.

The Top4-nations believe that there must be found a possibility to organize an event, that is more interesting for the audience and sponsors.

Follow-up nations, ranked 5 to 10

For the follow-up nations the Champions Cup is on one hand a fantastic opportunity to play against the Top4-nations. On the other hand, the finances are a big problem: The money is very short only and is it worth for them to spend a big amount to play a game against an overpowering opponent?

But to play against the top teams of the world is an important goal for the teams and players of these countries.

The Champions Cup Steering Group

The CCSG agrees that there must be an international format for the top clubs and if possible also with the follow-uppers.

The CCSG agrees that the competition must be organized for both genders.
2. Competition Phase 1

In behalf of the costs, the Champions Cup starts in a first step only among the top4 nations. The other clubs will be integrated later.

The first season will start in fall 2022. Due to the fact, that the Football World Cup 2022 mixes the whole season 2022/2023 up, it’s a possibly to start one season.

2.1. Conferences and divisions

To avoid cost and long travel distances, the Top4-countries will be split in two regional conferences:

<table>
<thead>
<tr>
<th>Northern Conference</th>
<th>Southern Conference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finland (1) and Sweden (2)</td>
<td>Switzerland (3) and Czech Republic (4)</td>
</tr>
</tbody>
</table>

The registration of the teams shall be handled by the end of May.

The rules of the game are set by the IFF and the game time is defined by IFF.

The champions of the countries have an obligation to participate in the Champions Cup, in accordance with the IFF Champions Cup Regulation and the Champions Cup Stakeholder agreement. The national associations have the obligation to pay their Champions Cup-fee regardless whether the clubs participate or not.

2.1.1. Ballot

The games are played in the conferences North and South for the quarterfinals.

For the Semifinals there will be a ballot, made by the IFF. Before the Finals, clubs form the same nations can’t play against each other.

2.2. Competition structure

2.2.1. Men

<table>
<thead>
<tr>
<th>Level</th>
<th>Pairs / Teams</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Final</td>
<td>1 pair – 2 teams</td>
<td>Winner Semi-finals</td>
<td></td>
</tr>
<tr>
<td>Semi-finals</td>
<td>2 pairs – 4 teams</td>
<td>Winner Quarterfinals</td>
<td></td>
</tr>
<tr>
<td>Quarterfinals</td>
<td>4 pairs – 8 teams</td>
<td>Top4 Champions + Top4 Follow-uppers</td>
<td></td>
</tr>
</tbody>
</table>

Quarterfinals (Conference) | Semifinals (Ballot) | Final
---|---|---
Top 4: Champion SE (Northern Conference) | Winner Quarters | Winner Semi 1
Top 4: 2nd Team FI | Winner Quarters | ...
Top 4: 2nd Team SE (Northern Conference) | Winner Quarters | Winner Semi 2
Top 4: Champion FI |               |               |
Top 4: Champion SU (Southern Conference) |               |               |
Top 4: 2nd Team CZ |               |               |
APPENDIX 10

Quarterfinals

The competition starts with the Quarterfinals including the Top4 national champions and the follow-uppers. They compete for the Semi-final qualification with a home and away-game.

The games are played in their conference.

If both teams agree, the two games can be played in the same city on two days.

Semifinals

The winners of the Quarterfinals play for the Final with a home and away-game.

There’s a ballot for the Semifinal games, but teams from the same country can’t meet each other in the Semifinals.

Finals

The winners of the Semifinals play for the title in a single game.

The finals are organized by the national association and the IFF. The roles, responsibilities and finance aspects for the Finals will be fixed in more detail.

Both teams can apply to become the host for the Finals. If both teams want to host the Finals (or nobody does), a lot decision is drawn by the IFF.

2.2.2. Woman

The whole competition structure is built on a competition tree with two groups at first stage:

<table>
<thead>
<tr>
<th>Quarterfinals (Conference)</th>
<th>Semifinals</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group North</td>
<td>Winner Group North</td>
<td>Winner Semi 1</td>
</tr>
<tr>
<td></td>
<td>Follow-upper Group South</td>
<td>---</td>
</tr>
<tr>
<td>Group South</td>
<td>Winner Group South</td>
<td>Winner Semi 2</td>
</tr>
</tbody>
</table>

Quarterfinals

The Quarterfinals are played as tournaments, in the two conferences North and South.

The organization of the tournament will be similar as at the EuroFloorball Cup or the EuroFloorball Challenge (EFCh).

Semifinals

The winners of the four Quarterfinals play for the Final with a home and away-game.

Finals
APPENDIX 10

The winners of the two semifinals play for the title in a single game. The Woman’s finals will be included in the Men’s finals.

2.2.3. Timetable

<table>
<thead>
<tr>
<th>Month</th>
<th>Round</th>
<th>Regional Tournament</th>
<th>Home-Away Game</th>
<th>2 games, one place</th>
<th>One Game (IFF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Until End of Sep</td>
<td>Quarterfinals</td>
<td>X (W)</td>
<td>X (M)</td>
<td>X (M)</td>
<td></td>
</tr>
<tr>
<td>Until mid Nov</td>
<td>Semifinals</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st/2nd WE in Jan</td>
<td>Finals</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

The IFF sets a two-week period, until then all games must be played. The games can be played during the whole week. The date will be set by both national associations of both team. Then the clubs can agree upon to change the playing date. If there is no agreement, the IFF sets the date.

2.2.4. Finances

2.2.4.1. Income

There are five various sources of money:

<table>
<thead>
<tr>
<th>Donor</th>
<th>Amount/year</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Associations</td>
<td>TOP4</td>
<td>30'000</td>
<td>4</td>
</tr>
<tr>
<td>Teams (parciants)</td>
<td>TOP4</td>
<td>2'500</td>
<td>16</td>
</tr>
<tr>
<td>IFF</td>
<td></td>
<td>30'000</td>
<td>1</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Gold</td>
<td>5'000</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Silver</td>
<td>20'000</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Bronze</td>
<td>10'000</td>
<td>2</td>
</tr>
<tr>
<td>Streaming</td>
<td></td>
<td>10'000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.2.4.2. Expenses

The expenses look like this:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Amount</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final</td>
<td>Pricemoney (Winner 10k, runner-up 5k)</td>
<td>15'000</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Travel expenses, away team</td>
<td>8'000</td>
<td>3</td>
</tr>
<tr>
<td>Semifinals</td>
<td>Travel expenses, away team</td>
<td>8'000</td>
<td>8</td>
</tr>
<tr>
<td>Quarterfinals</td>
<td>Travel expenses, away team</td>
<td>5'000</td>
<td>16</td>
</tr>
<tr>
<td>Streaming</td>
<td></td>
<td>1'000</td>
<td>26</td>
</tr>
<tr>
<td>Referees</td>
<td></td>
<td>400</td>
<td>26</td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td>8'000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.2.5. Additional regulations

There are some basic regulations additional to the IFF regulations:

- The subsidy of the Champions Cup is paid for marketing rights and travel costs.
  - The away club gets a subsidy of the Champions Cup pot.
  - This subsidy of the pot covers the costs for only one night and the travel for the team.
  - Any additional costs must be covered by the club.
  - All costs on the road trips are paid by the away clubs. The home game organization is not paying anything to the visiting club.

- There's a maximum size of the team:
  - Total 24 persons
    - 2 goalkeepers
    - 18 players
    - 4 members of the staff
  - Costs for additional persons must be covered by the club.
  - All extra costs are the responsibilities of the club.

- A minimum time interval to the flight landing/take-off is defined before and after the game:
  - Before match: 8 hours
  - After match: 4 hours (if the airport is within 2h of travelling)

- Sponsorship
  - The IFF reserves space for 4 sponsors.
    - The materials CC sponsor does have exclusivity. But the games are played in the home team rinks and on the home team floors.
  - All the other sponsor spots are up to the organization of the home game/tournament.
  - Most of the promotional spaces are within the YouTube, SocialMedia and Web.
3. Competition Phase 2: Development

3.1. Conferences and divisions

If the Phase 1 is entrenched and other European countries are willing to join the Champions Cup, the competition will be expanded.

The main objective is to find a solution which is interesting enough for all stakeholders to take part in the competition, both from a financial and competitive aspect.

To avoid big cost and long travel distances, all European countries will be split in four regional divisions. The distance between the countries is for the moment more important than the ranking, even though that the divisions don’t have the same sporting levels:

<table>
<thead>
<tr>
<th>Northern Conference</th>
<th>Southern Conference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Division (Blue)</strong></td>
<td><strong>North Division (Green)</strong></td>
</tr>
<tr>
<td>Finland (1)</td>
<td>Sweden (2)</td>
</tr>
<tr>
<td>Latvia (7)</td>
<td>Denmark (5)</td>
</tr>
<tr>
<td>Estonia (9)</td>
<td>Norway (6)</td>
</tr>
<tr>
<td>Poland (14)</td>
<td>Belgium (25)</td>
</tr>
<tr>
<td>Russia (15)</td>
<td>Netherlands (27)</td>
</tr>
<tr>
<td>Belarus</td>
<td>Great Britain (31)</td>
</tr>
<tr>
<td>Ukraine</td>
<td>Iceland (32)</td>
</tr>
<tr>
<td>Lithuania (provisional)</td>
<td>Ireland (provisional)</td>
</tr>
</tbody>
</table>
The registration of the teams shall be handled by the end of May and the competition shall be played from August to March.

The rules of the game and are set by the IFF and the game time is defined by IFF.

If there are not enough teams for four divisions, the groups will be played in the two conferences “North” and “South”.

Non-European teams are always welcome to join the Champions Cup, but they must travel to Europe and carry all costs themselves. The IFF assigns these nations to the divisions.

To define the Top4-nations, the WFC ranking is valid for the first 4 years. After this period, the results of the Champions Cup are valid.

If the champions of the countries have an obligation to participate the Champions Cup is up to IFF.

### 3.1.1. Ballot

Up to and including the quarterfinals the games are played in the conferences:

- East and North Division ⇒ North
- Central and South Division ⇒ South

For the Semi-finals there will be a ballot, made by the IFF.

Before the Semi-finals, clubs from the same nations can’t play against each other.

### 3.2. Competition structure

#### 3.2.1. Men

The whole competition structure is built on a competition tree:

<table>
<thead>
<tr>
<th>Level</th>
<th>Pairs / Teams</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final</td>
<td>1 pair – 2 teams</td>
<td>Winner Semi-finals</td>
</tr>
<tr>
<td>Semi-finals</td>
<td>2 pairs – 4 teams</td>
<td>Winner Quarterfinals</td>
</tr>
<tr>
<td>Quarterfinals</td>
<td>4 pairs – 8 teams</td>
<td>4 winners Intermediate Round + Top4 Champions</td>
</tr>
<tr>
<td>Intermediate Round</td>
<td>4 pairs – 8 teams</td>
<td>4 Division winners vs. Top4 Follow-uppers</td>
</tr>
<tr>
<td>Qualification groups</td>
<td>4 Divisions</td>
<td>All teams except the Top4; every Division winner goes to Intermediate Round. There can be a maximum of 6 teams per group. The regional tournaments can be played as a two- or three-day tournament.</td>
</tr>
</tbody>
</table>

In total there will be at least 24 games in the round robin and 21 games in the knock-out-phase during several months. Totally 45 games, and this could be more interesting for sponsors as the current situation.
### Qualifications

The qualifications will be played in 4 Divisions: The champions of all nations, but not the Top4. The format for the tournament will be provided by the IFF (for 4, 5 or 6 teams).

The four Division winners are qualified for the Intermediate Round.

The organization of the tournament will be similar as at the EuroFloorball Cup or the EuroFloorball Challenge (EFCh). These two formats will be integrated in the Champions Cup.

### Intermediate Round

The winners of the 4 Divisions play a home-away-game against the four Top4 Follow-uppers for the Quarterfinal qualification.

If both teams agree, the two games can be played in the same city on two days.

The Top4 nations define themselves who takes part as a Follow-upper, for example the cup winner if there is one.

### Quarterfinals

The winners of the Intermediate Round play against the four Top4 national champions for the Semi-final qualification with a home and away-game.

If both teams agree, the two games can be played in the same city on two days.

### Semifinals

The winners of the Quarterfinals play for the Final with a home and away-game.

### Finals

---

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Intermediates (Division)</th>
<th>Quarterfinals (Conference)</th>
<th>Semifinals</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division 1 (North)</td>
<td>Top 4: 2nd Team (North Division)</td>
<td>Top 4: Champion (Northern Conference)</td>
<td>Winner Quarters (Ballot)</td>
<td>Winner Semis</td>
</tr>
<tr>
<td>Winner Division 1</td>
<td>Winner Intermediate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division 2 (East)</td>
<td>Winner Division 2 (East Division)</td>
<td>Winner Intermediate (Northern Conference)</td>
<td>Winner Quarters (Ballot)</td>
<td>Winner Semis</td>
</tr>
<tr>
<td>Winner Division 3</td>
<td>Winner Intermediate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division 3 (Central)</td>
<td>Top 4: 2nd Team (Central Division)</td>
<td>Top 4: Champion (Southern Conference)</td>
<td>Winner Quarters (Ballot)</td>
<td>Winner Quarters</td>
</tr>
<tr>
<td>Winner Division 3</td>
<td>Winner Intermediate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division 4 (South)</td>
<td>Winner Division 4 (South Division)</td>
<td>Winner Intermediate (Southern Conference)</td>
<td>Top 4: Champion</td>
<td>Winner Semis</td>
</tr>
<tr>
<td>Winner Division 4</td>
<td>Top 4: 2nd Team</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The winners of the Semifinals play for the Title in a single game.

Both teams can agree on a host for the Finals. If both teams want to host the finals (or nobody does), a lot decision is drawn by the IFF.

*Option: The final could be organized by the Top4 in a certain order.*

The Woman’s finals will be included in the Men’s finals.

The finals are organized by the national association and the IFF.

### 3.2.2. Woman

The whole competition structure is built on a competition tree:

<table>
<thead>
<tr>
<th>Level</th>
<th>Pairs / Teams</th>
<th>Winner semi-finals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final</td>
<td>1 pair – 2 teams</td>
<td>Winner semi-finals</td>
</tr>
<tr>
<td>Quarterfinals</td>
<td>2 pairs – 4 teams</td>
<td>4 Division winners vs. Top4 Champions</td>
</tr>
<tr>
<td>Semi-finals</td>
<td>2 pairs – 4 teams</td>
<td>Winner Quarterfinals</td>
</tr>
<tr>
<td>Division</td>
<td>4 Divisions</td>
<td>All teams (3-4 teams per group); every Division winner goes to Semi-Finals</td>
</tr>
</tbody>
</table>

In total there will be a minimum of 12 games in the round robin, and 5 games in the knock-out-phase during several months. Totally a minimum of 17 games.

### Qualifications / Quarterfinals

The qualifications will be played in 3 or 4 divisional tournaments (Champions of all nations and runner-ups of the Top4). The format for the tournament will be provided by the IFF (for 3, 4 or 5 teams).

The four divisional winners of the qualification tournaments are qualified for the Quarterfinals.
Option: The Top4 can send already one or even two teams to the Semifinals.

The organization of the tournament will be similar as at the EuroFloorball Cup or the EuroFloorball Challenge (EFCh). These two formats will be integrated in the Champions Cup.

Semifinals
The winners of the four Quarterfinals play for the Final with a home and away-game.

Finals
The winners of the two semifinals play for the title in a single game.
The Woman’s finals will be included in the Men’s finals.
The finals are organized by the national association and the IFF.

### 3.2.3. Timetable

<table>
<thead>
<tr>
<th>Month</th>
<th>Round</th>
<th>Regional Tournament</th>
<th>Home-Away Game</th>
<th>2 games, one place</th>
<th>One Game (IFF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug</td>
<td>Qualifications</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep</td>
<td>Intermediate Round</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov/Dec</td>
<td>Quarterfinals</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of Dec / Early Jan</td>
<td>Semifinals</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb/Mar</td>
<td>Finals</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

The IFF sets a two-week period, until then all games must be played. This could even be a fixed weekday. Then the clubs can agree upon to change the playing date. If there is no agreement, the IFF sets the date.

### 4. Finances
To build up the system there is at least CHF 317’000 needed.
All stakeholders are involved to build up this amount.

#### 4.1. Income

There are five various sources of money:
- National associations
- Participating teams
- IFF
- Sponsorship
- Streaming rights
Option: There are a lot of successful crowd founding initiatives running in the sports world. It could be a possibility to collect money among the community to collect the money needed.

Marketing split

If there is more income of sponsors than the needed money, the marketing split looks like this:

- IFF and the clubs share 50%-50%. This must be defined more specific later on.

This split is valid only for the amount that exceeds the needed sponsoring income (Gold, Silver, Bronze sponsors) – or the amount that is defined for the sponsorship.

For the finals, IFF and the national associations share 50%-50% of extra income. This must be defined more specific later on.

4.2. Expenses

The expenses look like this:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Amount</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final</td>
<td>Pricemoney (Winner 10k, runner-up 5k)</td>
<td>15'000</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Travel expenses, away team</td>
<td>5'000</td>
<td>3</td>
</tr>
<tr>
<td>Semifinals</td>
<td>Travel expenses, away team</td>
<td>5'000</td>
<td>8</td>
</tr>
<tr>
<td>Quarterfinals</td>
<td>Travel expenses, away team</td>
<td>5'000</td>
<td>18</td>
</tr>
<tr>
<td>Intermediate Round</td>
<td>Travel expenses, away team</td>
<td>5'000</td>
<td>4</td>
</tr>
<tr>
<td>Qualifications</td>
<td>Travel expenses, away team</td>
<td>3'000</td>
<td>20</td>
</tr>
<tr>
<td>Streaming</td>
<td>1'000</td>
<td>30</td>
<td>30'000</td>
</tr>
<tr>
<td>Referees</td>
<td>400</td>
<td>60</td>
<td>24'000</td>
</tr>
<tr>
<td>Marketing</td>
<td>8'000</td>
<td>60</td>
<td>8'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>317'000</strong></td>
</tr>
</tbody>
</table>

All amounts in CHF
5. Timetable

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsable</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finishing version 4.0</td>
<td>Michael Zoss</td>
<td>22.10.2018</td>
</tr>
<tr>
<td>Comments and adaptations from the CCSG</td>
<td>CCSG</td>
<td>24.10.2018</td>
</tr>
<tr>
<td>Fulfil the comments and adaptations</td>
<td>Michael Zoss</td>
<td>25.11.2018</td>
</tr>
<tr>
<td>Release of all four national associations</td>
<td>CCSG</td>
<td>12.2018</td>
</tr>
<tr>
<td>Feedbacks of the NA and the leagues</td>
<td>CCSG</td>
<td>04.2019</td>
</tr>
<tr>
<td>Proof of the concept</td>
<td>IFF RACC</td>
<td>05.2019</td>
</tr>
<tr>
<td>Release of the concept</td>
<td>IFF CB</td>
<td>06.2019</td>
</tr>
<tr>
<td>Discussion with the not Top4-teams (in Neuchatel)</td>
<td>CCSG-members</td>
<td>12.2019</td>
</tr>
</tbody>
</table>

6. Open questions

There are some open questions:

<table>
<thead>
<tr>
<th>Question</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possible problem for the IFF: Do the countries complain about the WFC qua</td>
<td>possible problem for the IFF: Do the countries complain about the WFC quali, because there are regional groups in CC but not in WFC qualifications?</td>
</tr>
<tr>
<td>lifications?</td>
<td></td>
</tr>
<tr>
<td>How and when will the other nations, especially the teams ranked 5-10 be</td>
<td>How and when will the other nations, especially the teams ranked 5-10 be informed?</td>
</tr>
<tr>
<td>informed?</td>
<td></td>
</tr>
<tr>
<td>To play in conference in the Semifinals could also an option about financial aspects.</td>
<td>To play in conference in the Semifinals could also an option about financial aspects.</td>
</tr>
</tbody>
</table>

13.06.2019 / MZO/CCSB
Minutes for the IFF Ethics Commission meeting on December 13th, 2019

Present:
Mr. Olli Rauste (FIN), chair
Ms. Wendy Kuan (SGP)
Ms. Carol Roberts (CAN)
Ms. Sylvia Schenk (GER)

Secretary:
Mr. John Liljelund (FIN) – IFF secretary general

§ 1 Welcome by IFF ETC Chair, Mr. Olli Rauste
Mr. Olli Rauste opened the yearly meeting of the IFF Ethics Commission at 3 p.m. and welcomed everyone to Neuchâtel.
Mr. Rauste reviewed the activities of the IFF ETC in 2019. The ETC has discussed the Russian match fixing case, allegations of alleged bribery inside the Pakistan Floorball Association and an evaluation of the Sexual Harassment flyer produced for the WFC 2019 in Neuchâtel, Switzerland.

§ 2 Updates from the IFF
Mr. Liljelund made a short recap of important events and actions:
- IFF completed the SportAccord Good Governance questionnaire, initiated by the ASOIF, and received a score of 58/80 points, placing it 5th in the ranking of all ARISF and AIMS IF’s. It also ranked highly within the top group with the same level of employees and financial resources. The CB will discuss the action points to close the gaps in its next meeting.
- Ms. Schenk expressed the view that steps needed to be taken regarding gender equity in floorball. The ETC felt it is imperative to continue building the organization to meet the requirements of the Good Governance operations.
- IFF has now been registered in Lausanne, Canton du Vaud.
- The Russian member association (NFFR) reported a match fixing case to the IFF from the U19 WFC 2019 qualifications in Russia. Although the IFF ETC discussed this situation, the issue was referred to the NFFR. The NFFR sanctioned six players, who did not play in the U19 WFC 2019 in May in Halifax, Canada.
- IFF published two flyers; one about Harassment in Sport and another about Match Fixing. Both have been distributed to the players of the WFC 2019.
- The IFF has received an update regarding floorball matters in Australia that has previously been dealt with by the ETC and the ETC noted that no action on our part is required.
- The IFF Disciplinary Committee decided a case from the Friendly International EuroFloorball Tour at the request of the organizer, the Finnish Floorball Federation, because there was no disciplinary body at the tournament. The IFF has discussed the need to change the regulations concerning the handling of disciplinary matters in all Friendly International matches and tournaments.
§ 3 Recap of the Actions related to the field of the Ethics Commission

Mr. Liljelund provided a short update of the IFF Discrimination and Sexual Harassment Folder activity, in which the IFF ETC has commented on.

§ 4 General discussion of the situation of Gambling and Gaming in Floorball

Mr. Rauste proposed to divide the discussion on gambling in floorball into four subtopics: 1) current situation of gambling in floorball (is it a problem?), 2) current IFF rules on gambling, 3) enforcement of IFF rules on gambling, and 4) preventive measures to be taken, such as education.

Mr. Rauste felt that the ETC should start with evaluating the current situation regarding gambling in floorball including the types of situations related to the gambling and what betting companies are available. It was clarified that there are a lot of betting companies offering bets for floorball, namely the national betting companies in Europe and a large number of Asian based companies.

Mr. Liljelund explained that IFF is following the IOC/GAISF model rules and provides education to the athletes at the Captains’ meeting in advance of the WFC’s. Ms. Schenk reminded that the IOC rule forbids athletes from betting on their own sport, but national rules only prohibit athletes from betting on their own games and leagues. In the IFF competitions, none of the accredited personnel are allowed to bet on the Event. It was agreed that it is important to clarify and emphasize for all participants the issue of misuse of inside information.

With regard to enforcement of the IFF rules, the ETC concluded that there is no need to use the services of professional monitoring companies in floorball because the problem is not yet significant. Additionally, there is likely insufficient data to assess problematic odds, and the resources of IFF are limited. Instead, the IFF should act when it is notified of possible rule violations.

As a preventive measure, National Federations need to take steps to deliver more education to the local organizations and especially younger players. Additionally, the issue of problem gambling or even gambling addiction among players needs to be addressed. One possibility is to build an awareness raising campaign regarding the risks and effects of betting for the clubs, coaches and the team managers. Coaches and sport leaders should be educated about the impact of their own gambling activities on players in their teams.

Mr. Liljelund informed that IFF has been planning to include the betting education and harassment prevention into the compulsory Anti-Doping education that all participating teams in the Major Events have to participate in. Ms. Schenk and Ms. Roberts will provide some information on how to build some related materials. IFF will try to prepare a first draft during the spring.

§ 5 General discussion of the Reporting Mechanisms in Sport

Ms. Roberts and Ms. Schenk made a short recap in the topic about the Reporting Mechanisms in Sport document published by IOC and UNODC. The IFF has an Integrity Officer, which has a dedicated email address so that persons who have been wrongly treated and whistleblowers can report any question anonymously.

The IFF should have a guideline of how to deal with possible whistleblower information. The Office will draft the guideline which will be sent for consultation to the ETC and then decided by the CB in 2020.

§ 6 Specific Actions to be taken during 2020?

The ETC discussed what actions need to be taken in 2020, in advance of the IFF General
Assembly 2020.
It was concluded that the ETC will focus on betting in sport, match-fixing and raise awareness about the potential risks in gambling.

It was discussed and decided that the IFF Ethics Commission will have a presentation about the function and objectivities of the IFF ETC activities at the IFF General Assembly in Helsinki in December 2020.

§ 7 Discussion with representatives from the IFF Disciplinary Committee
Mr. Liljelund made a short presentation on how the IFF Disciplinary Committee is working and how the process is being run. The ETC discussed the need to have a discussion about the cooperation and relation to the IFF Disciplinary Committee.

As the IFF doesn’t usually have the representatives of the IFF Disciplinary Committee present at the WFC and as the IFF is currently facing financial difficulties, the IFF DC is not represented at the WFC. The ETC decided to arrange some type of a meeting with the IFF DC in Helsinki, during the WFC 2020.

§ 8 Other issues
The ETC considers the question of diversity within IFF an important one, giving especially women greater visibility at certain Events. It was observed at the reception by the city of Neuchâtel that the Women's World Championships are mainly represented by men. The ETC finds that diversity is a very important question for federations that want to follow good governance, be modern and be in-line with the global trends within sports. The question is to change the culture and the way people think. Mr. Liljelund informed that IFF will run a workshop during the IFF Association meeting on activation of female in different sport and administration roles in floorball.

The ETC discussed the importance of taking more action concerning diversity in also the IFF Statutes and would like to have the opportunity to comment upon them.

§ 9 Closing of meeting
Mr. Rauste thanked the members for a good and efficient meeting and closed the meeting at 4.30 p.m.
Most crucial to be achieved

- SUI, FIN, CZE, SWE
  - Bigger engagement of the MAs
  - Listening to the fans
  - Not to follow IOC so much
  - Strengthen present countries
  - Strengthen IFF’s financial resources
  - Stronger messages – values
  - Keep the sport open – different versions
  - Clear projects – with KPI and right execution
  - IFF’s ability to speed up the development of the federations
  - Clear roadmaps for main fields with clear checkpoints

- NOR, GER, POL, LAT
  - Strengthen national associations in order to get more players
  - Raise awareness and visibility
  - Good governance, economic security and personal resources on associations

- DEN, EST, ISL
  - Closing gap between top 4 and the rest
  - Increase number of players by strengthen the members
  - Increase number of member countries
  - Ok with different format of the sport (not 40x20 everywhere)

- NED, SVK
  - Exchange knowledge internationally and nationally
  - Closing gap between the Top4
  - Sponsorship money for the NA
  - Better information, what IFF can do for the NA, clubs and players
  - Big overall plan for Floorball
  - More Regional tournaments for national teams (todays tournaments cause too much travel costs.

- ESP, KOR
  - Visibility to bring more media to develop floorball further
  - Closing gaps
    - Gaps are getting bigger and bigger. There are 3 groups, Top 4 counties, strong European countries (such as Slovakia, Norway, Poland…) and weak countries (Spain, France, Italia…)
    - No one is interested in watching the match with a result of 30:0.
    - IFF should work together with strong NAs to help to develop floorball in weak countries.

- ITA, USA, VEN, UGA
  - Focus on different continents outside Europe to increase chance to get Olympic recognition.
  - The group thinks that Olympic Recognition is crucial for development of the sport in countries. The Olympics also create visibility and can mark floorball as brand.
  - Development of trainers and coaches in national level to reduce technical differences between countries
Focus on building stronger clubs, give national federation tools to help clubs.
More exposure, use more social media and keep track on the newest social media developments, connecting with youth is crucial.
Build a strong floorball community, help to create more support within the floorball family to create a positive vibe and motivation, stronger visibility from several countries on the IFF website.
Give children from Africa and South America perspective in floorball, what can floorball bring to them? Job opportunities, etc.
Develop the game to reduce costs for organisers so it is easier to organise it somewhere outside Europe.
Every association who is part of the floorball family should support other associations by liking and sharing messages on social media.

AUS, BEL, ISR, JPN
- Raising awareness - it is directly connected to growth
- Close the gap - not just in the competition field, also in organization...
- Create a better and higher growth into the juniors - that ensures our future as sport.

LIE, KEN, TUR, UKR
- Cooperation both between nations (NA’s) and IFF. (like EOTO). Need to share more best practises and it would be good to have more education exchange. Most of the coops should be between neighbouring countries.
- TV-visibility; the importance of TV is still considered high, especially when contacting potential sponsors or government.
- More friendly games, have clubs and/or national teams in top 4 play in “growing” or new countries. It could help to create more interest, and it could be made into an event where there is also seminars/meetings and activation of children.

IND, UK, CAN, CIV
- Target new countries/markets for the potential largest ROI
- More visibility outside of Europe ie Asian Games, new platforms for social media
- Less European focussed, start with CB and other CB Committees for countries outside of Europe
- Equipment/Resources support, reduce licensing costs to reduce equipment costs
- Costs of tournaments to decrease for participants and organisers
- Presentation/format of the sport to reduce costs/times of tournaments

What key actions must IFF/MA take to secure continued growth?

NOR, GER, POL, LAT
- Focus on domestic development (stronger associations, better economics, more players)
- help clubs to grow on local level
- promote floorball to raise awareness (showcase events to attract TV, promotion on city squares/shopping centres where people move)
- focus on school co-operation to get more young players, get floorball into education system (curriculum)
- Provide support to those new members that are close to participating events, help to pass the threshold

DEN, EST, ISL
- Support 3-5 countries at the time. Mentor federations/networking

ESP, KOR
IFF can work together with Strong NFs to help weak NFs. Spanish floorball team wants to host other strong counties for a friendly match, but they are not interested in coming to Spain because they think it is not worth it. So, Spanish team always compete with the same countries all the time and never be able to improve.

Spanish Floorball Association used to organise IFF events before. However, they cannot afford it anymore. Also, they think it is not really fair to pay the same amount of payment for the IFF events with the strong National Associations.

IFF needs to organise more seminars and coaching courses for weak countries. They need more information and knowledges to catch up strong countries.

- ITA, USA, VEN, UGA
  - Create a network
  - Sponsorships and crowdfunding

- AUS, BEL, ISR, JPN
  - NAs - Introduce Floorball as part of the School curriculum in all levels of education.
  - IFF - Facilitate materials and studies to help on that.

- LIE, KEN, TUR, UKR
  - Have some (major) events in countries outside top 8-10, in smaller and developing nations.
    - It would possibly need IFF to use resources to support in this to happen.

- IND, UK, CAN, CIV
  - Export/Import Organisational expertise
  - NOC recognition
  - Increase member numbers
  - Developing lures to attract new players through their first experience at floorball
  - Development seminars/teaching/communication of the sport
  - Organisational work to develop regional tournaments/competitions inside countries

Most threatening factors for future positive development

- SUI, FIN, CZE, SWE
  - We are not prioritizing
  - Not flexible enough
  - Small countries relying on few or even one person

- NOR, GER, POL, LAT
  - Economic instability of associations, not enough resources
  - Unsuccessful marketing
  - Development of national associations does not happen, new associations don’t grow and get more players
  - Only concentrate to Elite sports – not to make floorball for all (should have more players)

- DEN, EST, ISL
  - Change or get changed
  - Other sports
  - Individuality
  - Material issues

- ESP, KOR
  - Floorball is becoming too tough and showing more fights to attract media and people. It is not too difficult to see red cards these days. Floorball should keep its good characteristics, such as fair, friendly, clean and sportsmanship. Otherwise, it will become like the same sports as football. Then, floorball cannot attract people anymore especially for youths.
Too big sport dominating other sports.

**ITA, USA, VEN, UGA**
- Difficult to get floorball material for some countries outside Europe (Africa and South America in particular), not only financial but also access to it. If it is ordered in Europe than it takes a long time to transport it to the countries.
- Without Olympic recognition hard to get national recognition
- Some players of countries have a hard time getting visas. How can IFF or others in the de community help?
- Not everybody can work on development with NOC in each country

**AUS, BEL, ISR, JPN**
- Stay as a “good and fun activity” in many countries but not be able to move forward into “a real sport”.
- Access to indoor arenas in the new regions where we are introducing floorball.
- Lack of human resources in order to reach our goals in the field of development.
- Replace of the people heading the organizations in our countries. (CBs)

**LIE, KEN, TUR, UKR**
- “Bad” governance
- Federations without governmental recognition
- Internal conflicts (nationally)
- Lack of big picture-way of thinking.

**IND, UK, CAN, CIV**
- If no Olympic Dream what is our Dream?
- Competition from other sports/attraction to young people and sponsors
- Lack of role models
- Volunteers being burnt out
- Lack of support from IFF
- Retention of players

In which fields and how do we need to develop our operations to succeed

**SUI, FIN, CZE, SWE**
- Appearance/image, governance and leadership
- Plus services to members, which is the core of IFF
- IFF must lead in a positive and open way, listen more at the MAs

**DEN, EST, ISL**
- Sport Development: Outdoor game as well?
- Services to members: More exchange between members and IFF. Information often late.

**NED, SVK**
- Increasing the number of players
- The standards of the IFF are too high for the small NA
- A common goal is missed.
- The naming of our sports is too different (Floorball, Unihockey, Innebandy, Salibandy etc.)

**ESP, KOR**
- Services provided by the IFF to NAs should be different depending on the NAs.

**ITA, USA, VEN, UGA**
- Awareness visibility
- Flexibility of the sport

**AUS, BEL, ISR, JPN**
- Awareness/Visibility: Reach the world “out of our community”
- Sport Development: introduce juniors in International Regional Events.
- Services to members: Being more accessible.
- In general the path we are following is ok for all with a balance split of your resources to cover all the fields.

- LIE, KEN, TUR, UKR
  - More TV and other media
  - Appearance/Image: Naming the sport “Floorball” in all countries
  - IFF Events: Spread events, and have more regional/continental games.
  - Governance: Good governance is a crucial factor
  - Leadership: Helping NA’s on national lobbying, e.g in conjunction with development seminars or other activities, and have perhaps someone come specifically to address this together with the president/SG in the NA.

- IND, UK, CAN, CIV
  - Services to members: Already pretty happy with the level of service from IFF office, but perhaps in the future see if it could be possible for IFF to help arrange events in smaller countries.
  - Awareness/Visibility: IFF to push NA’s for news from NA’s for the IFF website
  - Sport Presentation (What the sport looks like): Same name
  - Appearance/Image: Flexibility to widen appeal, inclusion
  - Sport Development: Sell as an outdoor game as well
  - IFF Events: Match formats to better suit country resources/costs
  - Governance: New countries to be trained more on this area and Conflicts of Interest how to manage
  - Leadership: IFF needs more regular contact with NA’s
  - Services to members: More feedback on positive activities

**Do we need to grow floorball internationally or is the national growth enough?**

- SUI, FIN, CZE, SWE
  - Growth in what sense
  - The most important is growth in number of players – it will affect all other fields

- NOR, GER, POL, LAT
  - Both is needed to gain success

- DEN, EST, ISL
  - Both depending on each other

- NED, SVK
  - NA can’t follow the change
  - More individuality for the people
  - Information are not shared
  - Information of the IFF to elections are often very late
  - Finances for the NA and the clubs
  - Small countries band together

- ESP, KOR
  - Both are important. Growing floorball internationally will lead the National growth.

- ITA, USA, VEN, UGA
  - Both, the group thinks it is interconnected.

- AUS, BEL, ISR, JPN
Both are equally important

- LIE, KEN, TUR, UKR
  - Need both

- IND, UK, CAN, CIV
  - Internationally

**What can MAs do to help?**

- SUI, FIN, CZE, SWE
  - Share the knowledge
  - Involve clubs into club to club cooperation between different countries

- DEN, EST, ISL
  - Mentor federations/networking. Share knowledge.

- ESP, KOR
  - Spanish association is looking for an answer

- ITA, USA, VEN, UGA
  - Build a sport network in the country/region/etc.,
  - Be active on social media, liking each other’s messages to show floorball is a thing

- AUS, BEL, ISR, JPN
  - Run actions in more fields and connect more and more with the youth.
  - Think “global”; all fields must be covered. Understand that we have to give importance to all the fields not just “the game and competition”.

- LIE, KEN, TUR, UKR
  - Yes, improve cooperation and dialogue with especially neighbouring countries. Make sure to share best practices and have some common education and seminars.

- IND, UK, CAN, CIV
  - Answer the questions/requests from IFF

**Any other comments**

- SUI, FIN, CZE, SWE
  - Meetings like Ass. Meetings are really important, the only organized way for discussion between MAs
  - Organise more meetings between MAs, maybe use digital solutions, always with one topic
  - Discussion the growing the player numbers is not only in attraction new, but also keeping longer the present members

- NOR, GER, POL, LAT
  - Events are important to see and feel what international floorball is all about, experience is valuable. However, at the moment national associations are putting too much financial resources into travelling to events. This money is out from domestic development and hinders the national development, which is not good in the big picture. One solution could be to focus more on regional championships at least on U19 level. Now associations waste too much resources on sending young players around the world even though they could get enough experience from regional championships.
  - Another problem with current IFF events is that smaller associations don't have enough financial resources to organize international events. Even though organizing an event will give valuable experience for the country and promote the sport
locally, the sacrifice is too big. Most of the small associations have lost so much money after organizing IFF event that they have had no money for domestic development for several years. This is unacceptable and the situation is unbearable, some solution must be found.

- **NED, SVK**
  - The standards are too high for smaller NA
  - More exchange between the NA and the IFF
  - One name for Floorball worldwide

- **ESP, KOR**
  - General comments: Spanish association has a difficulty to develop floorball in their region. It had grown until some point and it stopped growing. As a President in the Spanish Floorball Association, he does not know how to develop floorball further. He also mentioned that football is too big in Spain so that other sports cannot grow big.
  - IFF provided enough help to Spanish Floorball Association. However, The programme, (One teaches one?) did not help a lot as they only received only information by email. They need practical help.

- **AUS, BEL, ISR, JPN**
  - Most of the comments in the group where in one way or another including the word “juniors”. That is a fact to highlight in the discussion of the group during the workshop.

- **LIE, KEN, TUR, UKR**
  - Sharing used equipment, have a system for supporting new countries with more sticks etc.
  - Very pleased with the communication with the IFF-office.
  - There was an idea to create some “informal” but slightly organized platforms on SoMe to connect groups internationally. An example from Africa is that all the presidents in the NA’s have a group in WhatsApp where they can easily communicate, give and receive information.
  - It could be done in other medias, but the experience from Africa is that this is a good way to keep connected.
  - Have national teams or club teams from top 4 to visit smaller countries and build local events around some games.
  - There was a general feeling that the IFF together with top 4 countries (and perhaps more) should look at development work a bit differently.
    - Have i.e. top clubs or national teams come to a place where IFF will hold seminars, and have friendly matches there, and perhaps make an event around it with local organiser.
    - And, at the same time have IFF politicians/officers to come and help with national lobby work and maybe be able to open some doors.
    - This thought of going “all in” in one region/one country would mean that the IFF would not be able to go many places in one or two years, but it could maybe boost development in a few places that would otherwise take a lot longer time to get same results.

- **IND, UK, CAN, CIV**
  - More direct input from the Top countries directly to targeted countries/regions is needed
  - Value based and recognised sport
  - Remind all NA’s of Vision Statement
  - Special Olympics sell the achievements/growth in Floorball

**What do we need to do to reach the Strategic Targets 2032?**
• SUI, FIN, CZE, SWE
  o Find out the targets (also look behind)
  o Specify the targets with clear action plans
  o Prioritize the targets – different levels and not so many
  o Endurance and patience
  o Commitment from all stakeholders – same vision
  o Good project management with right measuring, evaluating and ability to update the targets

• NOR, GER, POL, LAT
  o Share more knowledge between countries, more frequent communication between IFF and national associations (not only once a year in WFC)
  o Move focus from IOC to focusing more into developing national associations
  o Strengthening the marketing and brand
  o Change the format of playing to adjust future and different needs
  o Benchmark the IFF association (tear groups), how to develop associations, where to focus, prioritize
  o More support/pressure from IFF to focus on development of organization, help on areas which are lacking professionalism

• DEN, EST, ISL
  o The same we answered in workshop 1
  o “Use” special Olympics – joint membership

• NED, SVK
  o Advance ahead together, perhaps on two different roads (or even three) for the different levels of the NA
  o NA support each other, also with questions of regulations, international calendar etc.
  o Be visible, national NA and IFF; also on TV
  o A new online platform to share the knowledge
  o To get the sport more known

• ITA, USA, VEN, UGA
  o Increase presence of IFF as organisation over the world. The IFF as organisation should go more outside of Europe.
  o More championships, CB meetings out of Europe etc.
  o IFF should develop a curriculum for training coaches, referees, managers, and trainers, with certification from IFF which is important, to develop trainers who later train the trainers in their home country to become more independent. For some countries a curriculum accredited by the international sports federation is important to develop. In countries themselves there aren’t enough recourses and experience to develop curriculum by country themselves.

• AUS, BEL, ISR, JPN
  o Closer collaboration among “similars”. Not just from top countries to lower level countries. Some kind of more “6 nation groups”.
  o Create and have access to documents, experiences, that would give directions for individual countries to reach their goals in different fields.
  o Some more “high level” strategic guidance.

• LIE, KEN, TUR, UKR
  o Growth outside of Europe
  o Showcasing top games
  o Equipment support programs
Cooperate on education
• How to use a “future development fund” – if IFF succeeds in getting a big sponsor (or more). Guidelines/rules for use of funds to be set beforehand to avoid corruption and other problems (disagreements).

• IND, UK, CAN, CIV
  • More and bigger tournaments/regional development
  • Competition flexibility to meet different markets and give more opportunities to grow
  • Increase in no of players
  • Organisational support
  • Sport recognition in schools/universities with scholarships, education programs
  • Values based sport to sell attributes of fair play, respect, family
  • Funding
  • Need a Dream
  • Sponsorship based around ethical sport
  • School development

Does the IFF and its members need to change the way of working to be able to reach new targets for 2032, if so, please explain why?

• SUI, FIN, CZE, SWE
  • Improve the sharing of the knowledge between federation
  • Stronger countries should invest more into international affairs – all should have the international affairs officer?
  • Better commercial success for IFF
  • Focus on the things which can be done only internationally and delegate the other issues in the bigger federations
  • Rely more on data, not feelings, more professionalism in measuring

• DEN, EST, ISL
  • More meeting where we discuss different topics. Sometimes actual meetings, sometimes Skype.

• NED, SVK
  • The IFF is too expensive for smaller nations, smaller prices for smaller NA.
  • More specific, more proactive

• ITA, USA, VEN, UGA
  • Change the opinion that training only should be developed by country themselves. It is not working. Because of limited recourses, experience and knowledge. The IFF should help a country with building curriculum for everyone who is working in floorball. With certification from IFF to standardise the way we all work in floorball in the world.
  • Swedish federation made the SIU Swedish floorball development model. And the whole group gets enthusiastic about it.
  • They need an open common source, which differs from the one to one relationship in eoto projects.
  • The IFF and its members should change into an open source kind of community
  • It’s important to share recourses, network and knowledge.

• AUS, BEL, ISR, JPN
  • IFF to be more open to the lower level countries for their developing process.
  • Members to be more active in their needs, and in many cases, know what they really need.

• LIE, KEN, TUR, UKR
Focusing more on media and SoMe visibility, marketing and promoting “floorball” as the name of our sport.

- **IND, UK, CAN, CIV**
  - Yes more communication/meetings for feedback/discussions from IFF and between IFF/NA’s including capacity to suggest Agenda items for IFF CB to consider. Needs to be a 2 way process

**What are the most important operations/activities that must change/be enhanced, for us to be able to grow:**

- **SUI, FIN, CZE, SWE**
  - Service to members – IFF more service minded approach, create road maps for IFF tasks and nat. federation tasks
  - Media and Visibility: Stronger federations must provide more content in English, keep the right image and branding of the sport
  - Development focus: Focus on the members which are most likely to grow fast

- **NED, SVK**
  - Development focus, service to members, media visibility
  - The standard of IFF is too high (4)
  - Floorball is getting harder and tougher. Is this the way we want to go?

- **ITA, USA, VEN, UGA**
  - Different game versions
  - Media visibility
  - Service to members
  - Development Focus on certain regions/members
  - More transparent governance (open source community)
  - Focus on closing the gaps

- **AUS, BEL, ISR, JPN**
  - Competitions - Lower age group junior categories
  - Different game versions - Shorter formats, both in period times and in filed dimensions and number of players- (example of rugby 7 - Football 7 and others were shown)
  - Media visibility - Take the advantage of new technologies
  - Development Focus on certain regions/members - Define and focus in “key regions/countries” development will give later a benefit for all of us - Countries like India and China were mentioned here -
  - Focus on Youth/School development - This topic was very present in the whole discussion as one of the key factors for our future as sport.
  - Focus on closing the gaps - Also mentioned several times as a must - but not just in the competition field, also organization

- **LIE, KEN, TUR, UKR**
  - Competitions: Look at “nations league” from UEFA. Have a lover entry level (cost) for some international tournaments.
  - Different game versions: Keep testing different formats, both times and number of players, but keep the current format for the WFC for some time at least.
  - Media visibility: Work on increasing
  - Service to members: Can the IFF facilitate/encourage more cooperation between nations?
  - Development Focus on certain regions/members: think differently. Where there is already an initiative, spend more time/recourses there, more than a few days for one or two seminars, and “invest” in the growth in one place (or a few). Consensus that the local
forces must be the responsible to continue the work, but have IFF to get them started in right direction.

- More transparent governance: Very important
- Sponsorship: Very important, need to raise the market value of Floorball
- Development of top Floorball: Yes, it is our “product”.
- Development of grassroot Floorball: Very important, must focus on children in primary school.
- Focus on closing the gaps: Not so important, better to utilize top 4 countries to spread knowledge and experience and showcase the sport.
- Focus on equality: Yes! Perhaps in addition to gender specific teams we could have tournaments with mixed teams also?

- IND, UK, CAN, CIV
  - Competitions – Yes
  - Different game versions – yes
  - Media visibility – yes, continue of current growth path
  - Service to members – To be enhanced
  - Development Focus on certain regions/members – Focus outside Europe to gain better ROI
  - More transparent governance – yes
  - Change structure – More participation from outside Europe increase CB size
  - Sponsorship – Enhance very important
  - Development of top Floorball – Yes
  - Development of grassroot Floorball – Major focus
  - Focus on Youth/School development – Major focus
  - Focus on closing the gaps – Field based through format of floorball
  - Focus on equality – Continue, but improve at NA level

What should then be the Strategic Targets we should strive for in our Vision 2032?

- SUI, FIN, CZE, SWE
  - BIG 10 – 10 countries able to play the WFC semi-finals
  - More licence players – between 500.000 – 1 million worldwide
  - Image – most accessible sport on the planet
  - Self-financing IFF – not relying on members finance

- NOR, GER, POL, LAT
  - Marketing: Top 10 countries have national league games on live TV
  - Increase amount of associations to 120 – truly global sport
  - Double the number of licensed players
  - Close the gap – everyone on top 10 can win WFC
  - IFF finances on so good level that associations can get money for organizing and participating to events

- DEN, EST, ISL
  - Number of member counties 100
  - Number of players X
  - Olympics
  - Different aims for different levels

- NED, SVK
  - Olympics
  - Knowledge platform
  - Different aims for the different levels (two or three different roads)
- **ITA, USA, VEN, UGA**
  - Focus on Closing gabs, not only on the field as organisational and developmental differences (and not talking about countries ranked 1-10, but 11 – end of list)
  - Strive for joining multisport events, to become Olympic or focus on Pan American games
  - Bigger WFC with more, more diversity from outside Europe from other continents, to get more qualification tournaments Outside Europe, also to be more interesting for Olympic committee
  - Direct qualification from Africa or Other floorball developing continents until more countries from Africa will apply and they can organise their own wfcq. For example the Winner or the best 4 of Africa cup will qualify directly to the world championship

- **AUS, BEL, ISR, JPN**
  - Olympics - even though we could think that it is very far to become a reality we cannot abandoned this as a target. It is still the top in the world’s sport mentality.
  - Develop stable structures in our members in order to secure the future.
  - Growth in all 5 continents.
  - Create regional international competitions. (Continental)

- **LIE, KEN, TUR, UKR**
  - Major events outside Europe
  - Have at least 30 countries in tier 3
  - The name “Floorball” to be household name. Also in established countries.
  - Equipment support programs (links to economy, growth and sustainability)
  - Have 2-3 main sponsors

- **IND, UK, CAN, CIV**
  - million licensed players
  - Value based Organisational accepted and recognised by players, outside sport, International Sports organisations, sponsors
  - Olympics and multi sports
  - 50:50 female/male players and organisational
  - Conversion of current provisional members to full members
  - Increase no of Tier 3 NA’s
IFF Strategy Task Force (STF) – Meeting 3

Time: 14.-15.02.2020
Place: Hotel Allegra Lodge, Kloten; Switzerland

Participants: Steve King, Chair (AUS)
             Junoh Lee, ATC (KOR)
             Kaarina Salomaa (FIN)
             Filip Suman (CZE)
             Helèn Wiklund-Wårell (SWE)
             Michael Zoss (SUI)
             Merita Bruun, IFF Communication (IFF)
             John Liljelund, IFF secretary general

Excused:

Agenda

1. Opening
   Mr. King opened the meeting at 13:00 and thanked everyone for their active contribution during the running of the IFF Association Meeting Strategy workshops, which has received very good feedback from the participants. The fact that the Member Association were given the possibilities to discuss and share ideas, was much appreciated.
   Mr. King further defined the objectives for the STF meeting:
   - Discuss and agree upon the Content Structure for the Strategy Document
   - Discuss and analyse the political and strategic directions to be chosen for the IFF.
   - Defining the next steps of the Process for approval of the Strategic document with the consultation phase with the IFF CB, the IFF committees, the member associations and all the other stakeholders

2. Recap of the IFF Association meeting Strategy workshops (1,5h)
   Mr. King made a short recap of the outcome from the IFF Association Meeting Strategy workshops. The STF member gave a short feedback of their perception of the workshops. Mr. Suman (EFT Countries): The countries feel that there is great needs to strengthen the member associations, to close the gap between the countries and enlarge the top4 to a top10 and to grow the number of players, to secure global growth. There should be more cooperation, knowledge sharing and having more experience exchange between the associations. IFF needs to have more financial success
   Mr. Lee (Spain): The group discussed about closing the gap, knowledge sharing and need more courses for coaches and referees. Bigger MA's need to help the smaller MA's, with more friendly matches. Need to have different financial fees for organising events.
   Ms. Salomaa (GER, LAT, NOR, POL) Key to strengthen the National Associations operations, which now has too much focus on the National Teams and the Events. More sharing of information and more meetings with the National Associations. Change of focus to the IOC to develop National Associations.
Mr. Zoss (NED, SVK): There was a lot of help asked for, but the issue is that the organisation needs to know where they need help and what kind of help.

Ms. Wiklund Wårell (DEN, EST, ISL): The group discussed about receiving more services from the IFF and Closing the Gap. They discussed the Mentorship and more information and knowledge sharing with IFF. There is a paradox between developing the IFF and the member associations at the same time.

Mr. King (IND, CIV, CAN, UK): Focused on how to get material cheaper and that the Sport is too far European focused. Discussing how the countries can support the global development and have support structures around them.

Mr. King summarized that the outcome of the IFF Associations Meeting Strategy Workshops have been summarised and we have also identified the following topics as being the most commonly mentioned by the groups. The most essential topics to consider for future Strategy work based on the results:

- Focused/targeted development efforts: at least 7 groups mentioned this
- Closer cooperation and more knowledge sharing between MAs and IFF and between the MAs: at least 7 groups mentioned this.
- Marketing, visibility and awareness: mentioned by at least 6 groups
- Different versions of the game: mentioned by 6 groups
- Closing of the gaps between MAs: mentioned by 5 groups
  - Top 4 to take a greater leadership role to help close the gap
  - More focus on existing MA’s to strengthen them
  - Strengthen the base/organisation
- Lower entry level for IFF Events (both for participating and organising): mentioned by 5 groups
- Focus on the Growth of Number of Players Globally
- No need to actively grow in the number of New countries
- Focus on non-European countries
- Help the nations to get into the schools
- Olympic dream, be ready for the inclusion in the multi-sport games

3. Short recap of the Growth Pockets and Key Trends, based on the PPT we have (0,5 h)

The STF discussed the Global Mega Trends and Sport trends affecting us and listed the most important ones:

**Global Mega-trends**
- Technological development (8)
- Media (7)
- Equality (5)
- Fight for free time/Smaller Age group
- Sustainability/Corporate social responsibility
- Urbanisation
- Climate change
- People on the move
- Smaller age groups
- Gaming
- Big becomes bigger

**Sport trends**
- Big becomes bigger (Marketing/Media)
- Higher level of Professional sports
- Match-fixing/Illegal betting
- Difficult to meet
- Volunteering decreases/Prof. Service expected
- Healthy lifestyle
- Different forms of communication
- Equality

The STF discussed what are the most important achievements the IFF needs to achieve by
2032 for the three different member groups:
Top countries: Secure sources of Money for the whole movement/Adult stage, Professional league in 3-4 countries x3, Move the masses (more players), Major Media sport, Resources to develop next level countries, More players
Intermediate countries: Build a strong professional structure of the federation with 4-5 employees x4, Inclusion in the Regional multi-sport games, Strong competition structure, Concentrate on organisational development, more players
Developing countries: To play a real national competition x3, grow organisation to meet Tier 2 x2, significantly growing the number of player x2, Recognition by NOC/NSC, Building the structure

4. Discussion about the Content Structure for the Strategy Document (2h)
The STF discussed and analysed the basic structure and content for the Strategy Document based on the input from the members. It was agreed upon a basis for the content structure and the directions will be discussed later.
- It was agreed that we will try to use as much tables and graphs in the strategy as possible
- There will be written a separate management Summary

5. Discussion of the political and strategic directions to be chosen for IFF in the document, based on the Growth Pockets and other input (4 h):
Mr. King made a recap of the discussions from yesterday.
5.1. Global Trends affecting Floorball – what is important: Completed based on discussion
5.2. IFF Vision
The STF discussed that the vision statement gives the organisation the direction. It is the future of the business, which then provides the purpose. The vision statement is about what you want to become. It’s aspirational
Vision Statement questions look like this:
- What are our hopes and dreams?
- Who and what are we inspiring to change?

What needs to be mentioned in our vision membership
- TOP 10 team sport in the world, most equal team sport in the world, moving people through life, money, awareness, known, reach the level which makes us ready for the Olympics, need to be unique or better, enter multi-sport game.

5.3. Mission
The STF discussed that the Mission is to drive the organisation, it’s what you do/the core of the business – how shall it be formulated and what shall be included
The Mission statement questions look like this
- What do we do?
- Whom do we serve?
- How do we serve

Leadership, run international floorball, serve the members, provide the competitions, bringing members, enable people to play, promote, develop, protect, evaluate, lead and support members, Enable future growth and direction
5.4. Values – what values IFF (whole floorball family) stands for - for the period

The STF listed the values
- Inclusive/Equality/Equal
- Innovative/Progressive, Fast/Proactive, Ambitious, Fan driven
- Cooperative/Communality/Family/Solidarity, Together, Loyal, Democratic
  Openness, Easy
- Fun, - Fan driven, Attractive, Accessible/Easy to access
- Clean/Fairness, Drug free, Democratic, Fair, Core of Sport, Sportsmanship
  ---
  - Service focused

It was discussed that if an element is selected as a core value, it is not to be presented as a key priority in the implementation

6. IFF Direction for the Future 2021 – 2032

The STF went through the Key Priorities and listed the topics from which the concrete directions for the future will be deducted.

Key Priorities:

Awareness and Visibility:
- Marketing / branding / name of the sport
- More TV times, leading in new media, digitalization
- Multi-sport events, Olympics, IFF events,

Sport Presentation and Appearance
- Different version of the game
- Events structure
- Lower entry level for IFF events
- Equal, accessible, safe and clean sport
- Entertaining events, games

Development, Service levels and Expansion
- NA Development
- Knowledge gathering and sharing and communication, data
- Strengthening the existing NA (countries help - mentors), licensing
- Targeted development projects (ROI)
- Closing the gap
- Focus on the growth of the numbers of players
- School system

Governance, Sport Culture and Leadership
- Professional structure, leagues
- Strong financial base
- Sustainability

7. Implementation of the Strategy – how shall it be made – is a plan needed?

The Implementation plan is the next steps of what needs to be done, based on the Key priorities and can only be started after the Key priorities are defined.

So, the four Key priorities all have a number of KPI’s with a specified realistic and a stretched target.
The selected KPI’s for the Awareness and Visibility are:

- Minimum of 30 plus countries are streaming IFF Event live
- Have 1 mill (IFF) and 3 mill in reach of floorball digital family (IFF and NA)
- Have more than 30 mill TV spectators for the IFF Events
- Have sponsor budgets of 1 mill per year
- Be on the program of 2-3 new multi-sport games (presently three)
- Meet the criteria for possible inclusion in YOG or OG
- 10-15 % of world population knows the sport of Floorball
- Four professional Floorball Leagues
- Floorball one brand name worldwide
- One Title sponsor for Floorball
- New brand name for the sport
- Have over 1 mill followers in Social media
- Number of licenced players doubled

6. Next Steps
Based on the result of the discussions Ms. Bruun and Mr. Liljelund will start to write a first draft of a text for the strategy. The STF members are to provide their submissions for their topics by end of February. The Office will try to have the first version ready by mid-March, for the STF to approve before the end of the month. A STF Skype meeting is planned for the 1st of April.

The first version is to be presented to the CB by mid-April?
- We have the CB meeting only on the 24.-25.5., which is too late to wait for the material to be sent out to the members and the stakeholders.
- So maybe we could propose to the CB that they would have an extra Skype CB in between, to discuss the Strategy!
- We could send out the material and ask for email response within 2 weeks and then a skype after that to discuss any issues.

The Draft ver1 will be sent for consultation to the member associations and stakeholders (after Extra CB meeting), who will be asked for their feedback until end of June.

Need for a STF meeting in August 24.8. to discuss the input and make the strategic decisions – Date early August subject to how much response is received. The meeting can be confirmed once the feedback from MA’s/Stakeholders is received.

Based on this a 2nd Draft will be prepared for the CB to discuss in the meeting 5.-6.9 and after the CB approval it will again be sent for consultation and we urge the members/stakeholders to carefully discuss it.

Need for STF face to face meeting in September/October, some 2 weeks after the date we set for comments on the 2nd draft to be submitted to give the office time to work through the responses but no later than the 1st week of October

The STF will present their final proposal in the end of October (30.10-1.11.) to the CB, which will have to approve it after their input and it will then be sent to the Members as a part for the documents for the IFF General Assembly 2020 during the WFC in Helsinki, Finland
7. **Next meetings and tasks**  
The STF Skype meeting is held on the 1st of April at 12:00 CET  
The STF meeting will be held in Copenhagen on the 24th of August starting at 11:00

8. **Closing of the meeting**  
Mr. King thanked everyone for their active participation and closed the meeting on Saturday the 15th of February at 12:30.

Steve King, Chair  
Jon Liljelund, Secretary general
At the beginning of the year I have started a new mailing process with all the nations involved with us:
Brazil - Venezuela - Colombia - Peru - Argentina - Chile - Dominican Republic.

I have asked for an update of their situation and also about the projects they have.

Also I sent an updated version of the book I already sent last year.

Unfortunately only got responses from two countries:

**SITUATION BY COUNTRY**

- **BRASIL - Adriano Serafim**

  Most advanced country in the region in terms of organization.
  They have sent the composition of the CB and their situation:

  Associação Brasileira de Floorball - ABF  
  President: Adriano Serafim de Lira  
  Vice president: Rafael Pasqua Costa  
  Tresaurer / Secretary General: Emílio Bugs  
  Sport manager: Tiago Macarin Rodrigues  
  Director de Relaciones Institucionales: Nicklas Fredriksson

  Association register in the country  
  Official mail: [email@floorball.com.br](mailto:email@floorball.com.br)

  Registered clubs: 3  
  Recognized teams: 8  
  Number of registered players: 120  
  Recreational players: 9000 (playing at least once a month: schools, NOG's, etc.)

  **Activities in 2019:**  
  Two training courses in the cities of São Paulo and Osasco.  
  Over 15 open events.  
  Over 120 PE teachers involved in different activities.  
  National Championships with 5 teams and 120 players.  
  First official contact with the Brazilian Olympic Committee and even they got a negative answer for 2020 they will continue this track,

  **2020 plan of action**  
  Improve the internal organization. Annual agenda project. Floorball seminars in three levels for coaching + referee seminars. Those schools asking for a dedicated course will get an initiation kit.  
  Regionals and national championships in a new format to get more visibility and participation.
Approach to “another floorball federation” in the state of Sao Paulo that will join ABF in 2020. With this “union” they’ll hopefully be fulfill the requirements that the NOC asked them in 2019.

- **COLOMBIA - Osneider Ortega**
  
  Started communication with Mr. Osneider Ortega who is leading the floorball activities in Colombia. I have clarified the process and the necessity of registration and hopefully they will start the process shortly. He is working in all areas: promotion, education … He has created a guide of “how to register” and give it to the clubs. Hopefully they will start the creation of Floorball Colombia during this semester.
  
  Floorball Clubs:
  - FCRG. Floorball Club Reyes Guajiros - Responsible: Osneider Ortega
    Montenegro Town: Municipio de Dibulla Departament: La Guajira
  - Los Tigres Floorball Club Responsible: Jorge Sarmiento Barros Town: Corregimiento de Tigrera Departament: La Guajira
  - Falcons on floor Responsible: Jaunith Camargo Town: Ciudad de Riohacha Department: La Guajira
  - Atlético Maicao Floorbal Club Responsible: Josué Contreras Town: Ciudad de Maicao Departament: La Guajira
  - Piranha Shur Floorball Club Responsible: Yeraldin Pareas Town: Ciudad de Riohacha Departament: La Guajira

- **VENEZUELA - Alejandro Russo-Mendoza -**
  
  We had meetings in Neuchatel and explain them how important is to get official information from them and knowledge of the situation of floorball in the country but nothing has been sent.

- **DOMINICAN REPUBLIC - Prof. Osvaldo Cabrera -**
  
  No news from here
  
  - **ARGENTINA - Gloria Manriquez – Analia Jensen**
    No news from here
  
  - **CHILE - Felipe Quiroz**
    No news from here
  
  - **ECUADOR**
    No news from here
Helsinki, Finland, February 10th, 2020
IFF DISCIPLINARY COMMITTEE
REVISED DECISION Minutes 1/2020

Date: 10th of February 2020
Place: Email meeting
Decision: Circulation

Participants: Ismo Haaponiemi, chair (FIN)
Artis Krauklis (LAT)
Peter Vrba (SVK)
Rudolf Buri (SUI)

Excused: Linda Noppa (SWE) and Tomas Brezina (CZE) due to that the case concerns a Czech organiser and a Swedish Team.

Object: The behaviour of Team Storvreta IBK on the bus on the way back from the Champions Cup 2020 to the Prague airport in the morning of January 13th 2020, reported for consideration by the Czech Floorball. In accordance with the IFF Juridical Regulations, Article 45 and Article 46, the IFF DC has the jurisdiction to judge and penalise in this case, as the incident happened after the end of the tournament, which should have been the jurisdiction of the Event Jury.

Team Storvreta has had discussions with Täby, which also had left their bus in a revolting condition, found out that there had been a mix-up in the picture evidence sent to Storvreta and IFF in the Czech Floorball complaint. This was informed to IFF by Team Storvreta, which was then informed to Czech Floorball. Czech Floorball then officially informed Storvreta and Täby of the mix-up.

Case Facts: Based on the complaint made by Czech Floorball Team Storvreta IBK has during the transfer from Ostrava back to Prague airport, have not obeyed the instructions of the bus driver, consumed a lot of alcohol during the trip and has left the bus in a horrible condition. The situation in the bus was so bad that the driver even considered to call the police to calm the players down. The Storvreta players also caused some damages to the bus by spilling alcohol on the seats, damaging window blinds among other things.

Czech Floorball has made a claim that Team Storvreta shall apologize to the bus driver and bus company for their behaviour, which Team Storvreta has done in a letter from their chair Mr. Henrik Egedahl.

Based on the statement of Storvreta, the players had partly cleaned the rubbish of the bus, which is clearly visible in the video footage provided later by Czech Floorball. In addition, it has become clear that the situation might have escalated due to the lack of a common communication language between Storvreta and the bus driver.

Basis for decision:
- Czech Floorball official complaint January 15th, concerning the behaviour of Team Storvreta
- Pictures taken by the bus company
- Storvreta IBK Sport manager Mr. Henrik Egedahl response letter
- Corrected pictures and new videos from the busses 4.2.
- Czech Floorball information of evidence mix-up 4.2.
- Storvreta letter 4.2. asking Czech Floorball for clarifications
- Czech Floorball Federation clarification 4.2.
- IFF questions to Czech Floorball 5.2.
- Storvreta additional comments to IFF 5.2.
- Czech Floorball answer to IFF 5.2.
Essential provisions: Champions Cup Regulations/Competition Regulations (edition 2019)
Guidelines for managers of Club Teams at IFF Events, Point 1
IFF Juridical Regulations (Art. 10) Ethical offences and (Art 45.) Breaches of IFF Regulations

Consideration: The IFF Disciplinary Committee finds that the incident has fulfilled the criteria for the DC to take it under consideration, but the fact that the unfortunate mistake with the mix-up of pictures used as evidence has provided a very different picture of the case originally, which has now been seriously questioned by Storvreta. It has now been informed that the original mix-up has been made by the manager of the bus company and Czech Floorball has forwarded the pictures.

It is the responsibility of any team and their players to conduct themselves in accordance to the IFF Game Rules and the related regulations, in this case all players and officials have signed the IFF Event Participant Acknowledgement Agreement. The point 1 of the agreement states.

"I shall, at all times, conduct myself fairly and properly on the field of play and any part of the event venue/accommodation. I will not conduct myself in a manner or commit any act or omission which may prejudice the interest of Floorball or which may bring the game of Floorball into disrepute."

According to Czech Floorball complaint the representatives of Team Storvreta have not followed the directions given by the bus driver during the travel concerning everybody's safety and wellbeing. Team Storvreta has held a party in the bus and consumed a lot of alcohol, forcing the bus driver to cancel the last planned toilet break, due to the risk that the players would buy even more alcohol. The bus driver even considered to stop and call the police during the long trip. In the original complaint Czech Floorball stated that Team Storvreta left the bus in a disgusting condition and had caused quite some damage to the bus, which the Czech Floorball has required that Team Storvreta will compensate the damages caused and provide a written apology. Based on the video proof (received by the CF on the 16th of January) and the Storvreta players statements, they had for most parts cleaned up the bus and most of the pictures were actually from the Täby bus.

Team Storvreta has apologised for their behaviour in the dressing room after the final and during the bus trip to Czech Floorball, IFF, their team guide Ms. Jandova and the bus driver. They find that there are no excuses for the behaviour of some of the players of the Storvreta IBK representation team. They have in the letter confirmed that they will cover all incurred damage to the bus. Further the club has informed the team that this is a very serious matter and is not accepted by the club.

As new evidence has been presented in the form of video's and the Storvreta statements, the fact that the bus has not stopped for more than one toilet break, which is not a correct procedure on a six hours trip, as the stops could have been made without any risk for additional buying of alcohol. This might for clear reasons further provoked the situation in the bus. This does however not justify the behaviour of Team Storvreta and that there has not been enough management and control of the team.

Decision and applicable provisions:

The IFF Disciplinary Committee decides to lower the sanction of Team Storvreta to an administrational fine of 1,000 CHF.

Reasons: The IFF Disciplinary Committee finds that based on additional new and conflicting information after the initial decision had been taken, the IFF DC finds that the sanction shall be lowered. The
new pictures and videos provided by the Czech Floorball and the statements of Team Storvreta gives a very different picture of part of the situation. It is without doubt that the apology of Team Storvreta supports the official complaint provided by Czech Floorball to the disrespectful behaviour of Team Storvreta, but the mistake happen with the mix-up of the pictures and the presentation of only part of the evidence originally presented, has put Team Storvreta in an unfair position.

Based on what is evident from the material in this case, the part of the offense related to crashing the bus was not in accordance of the initial evidence. Team Storvreta has sanctioned players based on the initial evidence, which were not correct. Team Storvreta behaved without showing any respect towards the Local Organiser, the IFF, the team guide or the bus driver, even though the situation might have been escalated due to the lack of sufficient number of toilet breaks and no toilet in the bus. In addition, Team Storvreta has clearly broken the rules and not followed the instructions and the guidelines of the IFF and the Local organiser.

Even if a team wins an IFF Event it goes without saying that in their celebration, they should be able to behave themselves in accordance with common sense. This is the first time a Local organiser has officially complained to IFF in such a case.

Although this is an serious offense, which could have had very long lasting effects on the interest of the Czech Floorball to organise further events and their relations to the their bus-partner, the IFF DC finds it very positive that Team Storvreta has actively responded and apologized to the concerned parties and agreed to compensate the occurred costs, which has scientifically lowered the given sanction.

The IFF DC finds the fact that not all information or aspects was provided by the Czech Floorball to have caused additional issues for the IFF DC and jeopardised the juridical process of the IFF Disciplinary Committee as the decision has been taken based on uncertain grounds. It is further alarming that the complainant has not originally informed the IFF of that also the Team Täby let their bus in a horrible state.

Decision Procedure: The decision was made after voting, three in favour and one against.

Appeal procedure: The directions for an appeal according to the IFF Juridical Regulation Chapter V, Article 69-77.

An appeal may be lodged to the Appeal Committee against any sanction passed by the Disciplinary Committee, the Jury or the Central Board, unless the sanction pronounced is a fine less than 5,000 CHF. (Juridical Regulation Art 69 1d.)

In Helsinki, 13.02.2020

Ismo Haaponiemi
IFF DC chair

On behalf of the IFF Disciplinary Committee

John Liljelund
Secretary of IFF DC
Artificial Intelligence Strategy
International Floorball Federation (IFF)

Student name: Kaarina Salomaa
Student number: 1903162
Date: 1.12.2019
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1 Introduction

The aim of this artificial intelligence (AI) strategy is to demonstrate simple steps how International Floorball Federation (IFF) could take more advantage of artificial intelligence and automation. At the moment there are many repetitive tasks done by employees, which could be automated. This would free employee resources from routine tasks to more demanding and interesting tasks and would therefore also give better motivation for them towards their work. In general, it can be stated that AI does not take jobs from humans, instead it takes tasks from humans.

International Floorball Federation is the head organization of world floorball and was founded in 1986. The IFF is a full member of the IOC, an ordinary member of GAISF, a medal sport on The World Games and cooperates with FISU. The IFF has 74 member associations from six different continents. There are totally eight employees in the IFF Office. IFF Head Office is located in Helsinki, Finland, the Competition Office in Solna, Sweden and one employee is working in Poland.

Main tasks of IFF are to develop floorball worldwide in co-operation with its member associations, organize international events and championships, provide rules and regulations for the sport, approve equipment used in the sport, administrate international transfers and anti-doping management and provide materials for development and media.

1.1 Definition of AI

To clarify the definition of AI, here is a quotation from the book Artificial Intelligence: 101 Things You Must Know Today About Our Future:

“We might say that AI is the ability of machines to use algorithms to learn from data, and use what has been learned to make decisions like a human would. Unlike humans, though, AI-powered machines don’t need to take breaks or rest and they can analyze massive volumes of information all at once. The ratio of errors is also significantly lower for machines that perform the same tasks as their human counterparts.

The idea that computers or software programs can both learn and make decisions is particularly significant and something that we should be aware of, as their processes are growing exponentially over time. Because of these two skills, AI systems can now accomplish many of the tasks that were once reserved for humans.

AI-based technologies are already being used to help humans benefit from significant improvements and increased efficiency in nearly every area of life. As the development of AI continues to grow, it will change the ways we live and work more and more.

Another benefit of AI is that it allows machines and robots to perform tasks that humans consider to be difficult, boring, or dangerous. In turn, this will enable humankind to do things that were once thought impossible.

One drawback to AI technologies is that machines will also be able to perform many tasks that currently require a human touch, which will significantly disrupt the labor market. AI also has the potential to cause political power struggles. We’ll cover both of these topics in other sections of this book.

AI can be applied to just about every situation and offers the possibility of transforming our experiences, making things better and more effective.”

(source: Artificial Intelligence: 101 Things You Must Know Today About Our Future)
2 AI situation Analysis

There are three main levels of artificial intelligence: Weak AI, Strong AI and Super AI. The present-day AI that we are currently using is weak AI. For example, Amazon product recommendations, Facebook newsfeeds and self-driving cars are basic AI-applications using weak AI. This AI is good at performing one single task but cannot take care of multiple domains simultaneously and does not have human-level intelligence.

Strong AI, which has not yet been achieved, refers to AI that can perform tasks across domains as skillfully and flexibly as humans can. AI experts have conflicting opinions on when we will achieve strong artificial intelligence and some, including Google’s research manager Peter Norvig, believe that it will never be achieved.

Artificial Super Intelligence will be achieved when AI becomes significantly smarter than the smartest humans in virtually every field. (source: Artificial Intelligence: 101 Things You Must Know Today About Our Future)

2.1 Repetitive tasks and activities

As the present AI is good at doing one single task, it is useful to identify the repetitive tasks that the organization is performing. Then it is possible to start researching how AI could help with these simple tasks.

Examples of IFF’s repetitive tasks and activities:

- Updating team lists to IFF Statistic Software from excel-documents
- Updating international player transfer information to web pages from PDF-documents
- Checking player transfer payments from account and updating to web pages
- Replying to questions through different channels (phone, e-mail, messenger, whatsapp, wechat)
- Updating accreditation information to IFF Accreditation Software
- Updating member information to web pages from excel-documents
- Updating upcoming internationals to web pages from excel-documents
- Updating club tournaments to web pages from excel-documents
- Calculating rankings and updating to web
- Updating info of registered teams (team information sheet PDF) to excel
- Updating antidoping whereabouts information to WADA Adams system
- Updating doping test plan to WADA Adams system
- Invoicing, accounting and checking payments from account
- Creating travel invoices to excel/word files

2.2 Internal and external data

Data is the key to start using artificial intelligence. Without data, artificial intelligence has no basis to operate. The quality of data is also important - the more good quality data is available; the better AI can work.

Data can be labelled to structured data and unstructured data. Previously the structured data like numerical values, dates, currencies or addresses has been easier to analyze and it’s been used more. The unstructured data like text, images and videos, has been more difficult to analyze and use, but the development of AI tools has made it possible to analyze
more kinds of unstructured data. These analyses can be used to make predictions and recommendations.

Internal data is the data that company or organization collects internally. In order to create more possibilities to use AI, every organization should make a plan for collecting data. IFF is not very big organization, but there is internal data already available.

Some examples of IFF’s existing internal data

- invoice handling and accounting data
- data from Sprout about the use of social media channels (Facebook, Twitter, Instagram, YouTube, Flickr)
- Google Analytics data about web page usage
- customer interaction data, scattered in many channels (e-mail, whatsapp, messenger, wechat)
- data about newsletter usage
- data about IFF Event Mobile App usage
- match related result and statistic data from past events in IFF Statistic Software
- general event related data (live spectators, TV spectators, etc.)
- data about approved equipment
- text data in PDF format (development materials, guides, rules, regulations, etc.)
- photos on Flickr
- videos on YouTube

The usage of data will increase in the future and organizations will use more also external data. Already now there are many sources to gain external data, for example Google Scholar. Also, many governments and global organizations like World Bank has opened their databases. At first it should be decided what kind of external data is needed and then it can be discovered where to find it and how to access it.

2.3 AI in other sport related organizations

It was not easy to figure out how other sport organizations are using AI and I did not find out if they are using AI in some internal processes. The most visible way to outside how AI is used is chatbots so I concentrated my research for those. I found three types of chatbots, which are used in sports: customer service chatbot, event information chatbot and fan experience chatbot.

Customer service chatbot can be used on web pages or on some message application, which enables customers to get information with familiar technologies they are using every day. Usually the customer service chatbots focus on answering to FAQ’s. Traditionally the interaction on web pages or apps is one-way, but chatbot changes the interaction into two-way interaction. These chatbots allow the customer to ask for information easily instead of figuring out the logic how the web page is built in order to find the needed information. The advantages of customer service chatbots are that they give answers effectively and quickly and they work 24/7. They are also cost-effective and fast to create and they help the organization by freeing human time for more demanding tasks. Customer service chatbots work best, if they have the option for human intervention in the case that the chatbot is not able to answer to customers question.

Other big team sport organizations like FIFA (football) and IIHF (ice-hockey) does not have customer service chatbot in their web pages or in Facebook messenger. FIBA (basketball)
does not have web page chatbot, but in messenger they state that there would be Assist Bot. However, when trying to discuss with the chatbot, there was no answer so maybe it’s still in development phase.

**Event information chatbot** offers personalized and automated communication between the organizer and the participants and spectators pre and post events. During the event the chatbot provides quickly general information like arena services, timetables, parking, tickets, etc. as well as result and statistics information for participants, spectators and media. Event chatbots can be multilingual and they offer customer support 24/7. Event chatbot in messenger can be used also for informing the participants or spectators about schedule changes or other important news. They can also create noise for sponsors in a form of special offers or information about available services. After the event chatbot can collect valuable feedback from participants and spectators. Event chatbots can be also used for personalized event promotion.

**Fan experience chatbot** concentrate on creating additional value to fans. They usually consist information about schedules like see upcoming schedule, previous results and have option to subscribe to live match updates. They can offer latest video highlights and search for highlights for a certain player. They offer news and social media buzz and options to subscribe feeds. There is also information about rosters and statistics about the team and players. There can be also commercial side on the chatbot as it can show photos of team gear on sale and links to web shop or ticket office.

On club level there are examples of working fan experience chatbots. Especially basketball has been active on creating chatbots, even on league level NBA has a fan chatbot in Messenger with information about schedule, statistics and highlight videos. Examples of clubs using fan chatbots in Messenger include Golden State Warriors (basketball), Manchester City (football) and Winnipeg Jets (ice-hockey).

The City chatbot is a simple rule-based fan chatbot, which enables you to subscribe for match day updates and follow news about players. It works properly only with navigation. The Warriors chatbot is also a rule-based fan chatbot, which offers broader variety of information as it can answer questions related to team, matches and statistics and it has also links to highlights. The Jets chatbot is the most developed chatbot and probably has also some level of AI as it can quite successfully figure out where the question is related to. The Jets chatbot is more of a combination of event information and fan chatbot as it has information about the team and statistics, but it can also give information about arena services, tickets and map.

![Picture 1: Features of NBA chatbot](source: NBA Messenger)
Examples of fan chatbots

Picture 2: Above you can see examples of the features that fan chatbots can offer. Some chatbots bring information and content straight to Messenger and some have links which lead to external web pages. They also offer possibility to subscribe content through Messenger.

(Sources: Golden State Warriors Messenger, Manchester City Messenger, Winnipeg Jets Messenger)
3 AI Objectives

IFF is an agile and modern organization and the target of the organization is to be a fore-runner in the digital development. IFF is using new digital solutions in the media sector, for example software solutions Sprout and Meltwater are probably using some level of AI. IFF has created own IFF Event mobile app to increase the spectator experience and involvement in events.

Despite the digital development in the media sector, the IFF has not yet researched how the artificial intelligence and automation could help with the routine tasks and what other possibilities AI could bring to the organization. With robotic process automation (RPA), simple tasks can be automated by using software robots, which transfer data from one program to another, from example information from Excel-sheet to specific software program. RPA does not need big amounts of data and therefore it is described as “gateway drug” to start using AI and more complex digital solutions in the organization.

In order to execute successful AI development, the management shall have up-to-date knowledge of AI possibilities and they shall be on board with the AI projects. The first step would be to educate key persons in the organization about the status of AI today.

3.1 Target six months

1) Make a Proof of Concept (POC) case for robotic process automation: have a functioning software robot, which will automate the manual team list addition to IFF Statistic Software. Timeline for the project is one month and the aim is to significantly decrease the time used in the updating process.

2) Make a POC case for chatbots: Have a well-functioning rule-based customer service chatbot which can answer to visitors FAQ inquiries on web page and helps them to find information from web pages quickly. Chatbot will work on web pages, but also on Messenger, WhatsApp and WeChat. Timeline for the project is three months and the aims are to improve the customer interaction by making information easier accessible anytime and reduce the time used answering the customer inquiries.

3.2 Target one year

The most important target would be that the IFF has created and implemented AI Strategy with targets, actions, indicators and measurement of success. The AI Strategy should also include data collection strategy, which allows more complicated AI projects to be completed in the future. These are the basis for AI success.

Here are ideas, which could be the next automation projects after the above-mentioned proof of concept projects are executed successfully:

1) Have a functioning software robot, which will automate the manual international player transfer process of updating the transfer information to web pages and checking the payments from account and connecting player information with the payment. Process shall start after the POC case of RPA is analyzed and timeline for the project is two months. The aim is to decrease the employee time used in the process and make the process faster, which will benefit the IFF, the players and the clubs.

2) IFF has IFF Event app, but as the chatbots are developing, the prediction is that they will take over app users. The reasons for this are that the chatbots are so much easier and cheaper to develop and they don’t require downloading new app, instead the user can use familiar technologies in messaging platforms. Therefore, the target could be to have a well-functioning event chatbot at first for the smaller events where the IFF event app is not used. Then the chatbot could work at the same time with the IFF app and if users are moving from app to using the chatbot, then it could replace the event app.
The event chatbot would be a combination of information chatbot and fan experience chatbot so that it consists general event and arena information as well as information about results, statistics and news. Timeline for the project is three months. The aim is to increase the fan experience, facilitate the spectator’s actions in the arena and give an easy way to find results and statistic information for participants, spectators and media.

3) Have a functioning software robot, which will automate the information (text and photos) input to IFF Accreditation Software. Timeline for the project is one month and the aim is to decrease the time used in updating information.

4) Have a functioning software robot, which will automate the information input to WADA ADAMS system about doping tests and whereabouts information. Timeline for the project is one month and the aim is to decrease the time used in updating information.

5) Have a functioning software robot, which will automate the member association data collection and updates to web pages. Timeline for the project is one month and the aim is to decrease the time used in collecting and updating information.

6) Have a functioning software robot, which will automate some of the financial tasks connected to payments, invoices and accounting. Timeline for the project is one month and the aim is to decrease the time used in updating information.

3.3 Target two years

1) All organizations repetitive processes are automatized and that has given significantly more time for employees to concentrate on sport development and support to strengthen the member associations

2) The AI Strategy is implemented and there are actions to develop the strategy constantly as new AI solutions rise

3) There is ongoing AI and digital technology education for employees in order to keep them on top of the AI knowledge

4) The data collected according to the data collection strategy has been used in AI projects, which have clear impact on organizations key performance indicators (KPI’s).

4 AI Strategy

For the AI projects to succeed, they need to be integrated to the organizations overall strategic plan. This is the best way to ensure that there are enough resources for the AI projects. Adequate resources in the form of people, time and resources need to be allocated to the AI pilot projects in order to gain success.

IFF is a small organization and therefore any process automated and time saved from employee will make a clear difference in the better service the organization is then able to give to its stakeholders. In the case of IFF, the motivation to invest for RPA process can be found by calculating the price for manual work done by an employee. The return of invest shall come back quickly.

When selecting the AI projects, it is important to keep in mind that AI should only be used in projects where there is a clear problem with a known solution. AI project should have a direct impact in the organizations KPI’s in a form of making more money, saving money or saving employees work and time. The first AI projects should be small and not complicated, then there is a good pathway to gain experience and build success with AI.

In the future it becomes even more important that the employees understand how AI works and how it is developing. This is the way to make sure the organization can get the best advantage of the new AI solutions. The best way for IFF to bring AI talent to the organization is to build AI knowledge by constantly educating own employees and at the same time renting AI knowledge by using outside companies for the execution. Own employees know
the organizations processes best and are therefore best designing the automation. The technical production can then be executed by an outside company.

5 AI Technics and actions

5.1 Steps to automation of the team list addition to IFF Statistic Software

1. Do a process mapping of the team list updating by writing down all steps from the creation of team list Excel-template to the published list on the IFF Statistic Software
2. Contact different RPA vendors and showcase the process mapping for them
3. Choose RPA vendor and create the software robot, which will transform the information from excel-forms to the IFF Statistic Software
4. Consult with a lawyer that the software robot complies with EU regulation about developing AI products
5. Test the software robot with 50 team lists and see how well the robot is working. If there are errors or things to be developed, correct them with RPA vendor.
6. Software robot is ready to be used!

5.2 Steps to creating a rule-based customer service chatbot to IFF

1. Analyze 3-5 customer service chatbots: what is good, what shall be improved?
2. Identify 30-40 questions that customers usually ask when visiting the website and write answers to the questions
3. Create a chatbot by yourself (for example https://collect.chat or https://landbot.io/) or choose a vendor to do the chatbot in co-operation. If possible, choose a provider that enables the same chatbot to be added to web pages and additionally to messenger, whatsapp and wechat
4. Add the 30-40 questions to the chatbot
5. Consult with a lawyer to add privacy policy to the chatbot so that it complies with GDPR and with EU regulation about developing AI products
6. Train the chatbot by having test users use it for 6-8 weeks. Look at the questions that are asked (especially those who lack answer) and gather feedback from the test users
7. Improve the chatbot by adding additional questions and modify the first answers based on feedback from test users
8. This is a rule based chatbot and not using AI, but if the chatbot is further developed for chatbot using AI, then it should be ensured that the chatbot is not bias or unethical
9. Chatbot is ready to be published on web pages!
6 Control

After the first AI pilot projects are executed, it is very important to check how the targets are reached and measure the success. Starting as soon as possible is a key element because then maximal advantage is achieved.

Key indicators of success for the automation of team list updates to IFF Statistic software:

- Is the software robot working and the team list updates are automated one month after the project started?
- How much resources (employee time and money) did the project of creating the software robot require?
- When the automation is in process, how much employee time has it saved compared to manual updates?
- Are there some ways that the automation could be improved or increased?

Key indicators of success for the creation of customer service chatbot:

- Is the chatbot working on web pages three months after the project started?
- Is it working also on other messaging channels, which ones?
- How much resources (employee time and money) did the project to create the chatbot require?
- How many conversations has been done in the chatbot? How much time it has saved from employees on customer service?
- Can the web page analytics show that is it now faster for visitors to find the information they are looking? How many percent of web page visitors use the chatbot?
- Based on the questions asked on the chatbot, could some information made easier to reach on web pages?

7 Final conclusions

As stated above, IFF is a modern organization with aim to take advantage of digital development. There are many ways how new digital solutions, especially robotic process automation, could make the organization more effective and release resources for development work. This would make IFF more valuable to its stakeholders and therefore the digital development and implementation of AI solutions supports IFF’s strategy. By starting with small and quickly completed RPA and chatbot projects, the proof of concept can be successful. This will increase the AI knowledge in the organization and open the pathway for larger AI projects that will benefit the organization even more.
8 References


Dear Floorball,

After reviewing your submission for participation in the Demonstration Sports Program for The World Games 2021 Birmingham, we are pleased to inform you that your following proposals as summarized below will work well within our plans.

- **Dedicated Space in the Sports Garden**
  - Try-out Floorball in a “mini rink”
    - Three or four times a day for about 30 minutes
    - “Beat the Goalie”
    - Speed Shooting Competition
    - “Celebrity Games” – BOC vs IFF
    - ParaFloorball

- **Shared Space/Short Sessions on Stage**
  - “Info Sessions” on The World Games Plaza stage
    - Promotional video
    - Player interviews
    - Player “Trick sessions”

- **Field of Play – Competition Break Session**
  - Short demonstration games, with for example ParaFloorball/Special Olympics, Celebrities or local schools etc.
  - Speed shooting and Skill competitions for the players and the audience
  - Player “meet and greet” after competition (“Stick around afterwards and have a go”)

In follow up to this notification, you will receive a Memorandum of Understanding defining expectations, and specifying roles and responsibilities. Additionally, we will be working with our operations and Plaza production team to design and space out the Sports Garden.

We look forward to sharing further plans with you later this year. In the meantime, if you have any questions, please let us know.

Thank you and best regards,

Anna Kilarski

Anna Kilarski | Sport Manager
The World Games 2021 Birmingham | 15-25 July 2021
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CONSTITUTION OF THE IWGA

1. GENERAL PROVISIONS

1.1. Purpose

The International World Games Association (abbreviated IWGA) is a non-profit-making association of International Sports Federations (IFs) which govern sports, or disciplines of sports, or events that have not yet gained access to the programme of the Olympic Summer or Winter Games. The sports, or disciplines of sport, or events have potential for exposure to a wider international audience through a participation of their elite athletes in a large multi-sport event. The IWGA’s principal purpose is to promote the development of the Member Federations these sports or disciplines and in particular to arrange for the organisation of The World Games (TWG) every four years.

1.2. Foundation

The IWGA was founded on 21 May 1980, in Seoul, Republic of Korea, by twelve (12) International Sports Federations.

1.3. Legal Status

The IWGA is incorporated as an Association in Switzerland under Articles 52-59 and 60-79 of the Swiss Civil Code. It is an independent, impartial legal entity, with limited liability. Its seat is in Lausanne, Switzerland. The Executive Committee may apply for registration of the IWGA in the Register of Commerce of a Canton of Switzerland in which it has its seat.

1.4. Address

The Executive Committee (ExCo) of the IWGA shall determine the address of the office in Lausanne.

1.5. Governing Rules

A. The governing rules of the IWGA are contained in:
   1) The Constitution.
   2) The By-Laws.
4) The IWGA Anti-Doping Rules.

b. The Constitution prevails over any other governing rule. If any other governing rule is in contradiction with the Constitution, the latter shall prevail.

C. The official language of the IWGA is English.

1.6. Severance

If any provision or phrase of the Governing Rules of the IWGA is determined to be invalid or unenforceable under any law or government regulation the IWGA is obliged to follow, it shall be severed to the extent of the invalidity or unenforceability. Such severance shall not affect the remaining provisions of the governing rules of the IWGA nor affect the validity or enforceability of any provision in any other jurisdiction.

2. OBJECTIVES

2.1. Objectives

The objectives of the IWGA are:
A. To develop the popularity and raise the prominence of the Member Federations’ events.
B. To raise the status and the image of the Member Federations.
C. To conserve the values of sport as set out in the Olympic Charter and in the governing rules of the IWGA.

2.2. Implementation strategy

The IWGA shall:
A. Provide, at four (4) years intervals, an international top class multi-sport Games event for the Member Federations' events known as The World Games.
B. Provide the widest possible exposure of these events to the public and media through The World Games.
C. Develop and improve the image of The World Games, the IWGA and its Member Federations.
D. Generate through the realisation of The World Games, financial means to enable the IWGA and its Member Federations to foster their development.
E. From time to time form strategic alliances and other collaborative arrangements with other international federations, government bodies and institutions.

3. PRINCIPLES

3.1. Recognition of the Olympic Charter

The IWGA accepts, recognises and implements the Charter of the International Olympic Committee (IOC).

3.2. Doping Code

The IWGA shall actively fight doping. The IWGA accepts and implements the World Anti-Doping Code and shall establish a doping control programme at The World Games.

3.3. Intellectual Property, Logos and Flags
The official logo and flag and other intellectual property, including electronic media rights, of the IWGA are approved by the General Meeting and are the exclusive property of the IWGA and cannot be used by any organisation or individual without the prior written approval of the ExCo unless otherwise approved by written policy. The IWGA Member Federations have the right to use the logo, flag and intellectual property for their activities, but any use of the IWGA logo, the IWGA flag and/or the other intellectual property of the IWGA must be in accordance with the relevant IWGA policy.

Logos, flags and other intellectual property for individual World Games need the approval of the ExCo and they are and will remain the exclusive property of the IWGA, unless otherwise agreed in the Host City Organiser Agreement.

4. MEMBERSHIP

4.1. Membership criteria

International Sports Federations that satisfy all the following conditions are eligible to apply for membership of the IWGA:
A. Be the authority for the governance of events which are not included in the programme of the Summer or Winter Olympic Games.
B. Be a Member in good standing of the ASOIF, AIOWF, ARISF.
C. Have adopted and be effectively implementing the World Anti-Doping Code and be in compliance with that code.
D. Accept the governing rules of the IWGA, and commit to comply with all decisions issued that are based on the application thereof.
E. Accept that at The World Games, the IWGA rules supersede and take precedence over the rules of their International Sports Federations, where these are at variance.
F. Govern an event or events, that have potential to add value or enhance the overall attractiveness of The World Games, and over the governance of which there is no conflict with an existing Member Federation.

4.2. Membership applications

A. Eligible International Sports Federations may apply for membership of the IWGA by submitting an application in the manner and format prescribed in the IWGA By-Laws.
B. Applications will appear on the Agenda of the next General Meeting for a vote.
C. A newly elected Member Federation acquires the rights and obligations of membership, including voting rights, with effect from the end of the General Meeting that votes to accept its application for membership.

4.3. Rights of Member Federations

Member Federations have the right:
A. To attend and vote at General Meetings.

For the avoidance of doubt, art. 4.1 B sets a condition applicable to membership applications. Art. 4.1 B does not affect the position of existing IWGA members which may not fulfil this condition. These members remain full IWGA members subject to resignation or termination of their membership.
B. To nominate persons to the IWGA ExCo and Committees.
C. To apply for inclusion on the programme of The World Games.
D. To make proposals and to participate in discussions relevant to the preparations of The World Games to the extent that their participation is concerned.
E. To use the IWGA name and logo on their promotional materials.

4.4. Obligations of Member Federations

Member Federations have the following obligations:
A. To abide by the governing rules of the IWGA and by the decisions of the IWGA General Meeting and Executive Committee.
B. To satisfy their financial obligations to the IWGA.
C. To inform the IWGA of any changes of their Federation’s main office-holders.
D. To inform the IWGA if their Federation ceases to be the most representative international authority for their sports, or disciplines of sports, or events.
E. To inform the IWGA if any of their events is included in the Summer or Winter Olympic Games.
F. To accept that disputes between them and the IWGA shall be finally and exclusively settled by the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland, and in particular, that the CAS shall be the independent appeal instance with regard to challenges against decisions of last internal resort issued by the competent IWGA body.
G. To accept that the substance of decisions concerning questions of organisation of The World Games or the application of sporting rules (“field of play” decisions) at The World Games are not subject to any review.

4.5. Rights of the IWGA

The IWGA has the right:
A. To require that Member Federations select their best events for proposed inclusion on the programme of The World Games
B. To require that Member Federations select only their best athletes and teams to compete at The World Games.

4.6. Obligations of the IWGA

The IWGA has the obligation:
A. To use its best efforts to achieve the objectives listed at 2.1. above.
B. To do whatever is possible to find Host Cities for The World Games with venues capable of accommodating the events of the Member Federations.

4.7. Resignation

A Member Federation may resign from membership at any time. The resignation is without prejudice to the fact that the Member Federation remains bound by obligations under the governing rules of the IWGA, which by their nature survive resignation, such as payment of yearly membership fees, including the full fees for the current year, as well as payment of any other amount already due or becoming due to the IWGA or to the Organising Committee of any World Games, as of the date of resignation.

4.8. Termination

Membership of the IWGA may be terminated with immediate effect, upon proposal of the ExCo, by a decision of the General Meeting on the conditions that:
A. The proposal to do so, and the grounds for the proposal, which may include failure to comply with one or more of the criteria for joining, have been notified to the Member Federation concerned at least 120 days in advance.
B. The Member Federation has been offered the opportunity to be heard.
C. The proposal has been included in the Agenda of the General Meeting.
D. The proposal is carried by at least three-quarters (3/4) of the votes cast in that General Meeting.

If such a decision is taken, the Member Federation concerned remains bound by the obligations accrued until the day of the decision, such as payment of due membership fees, including the membership fees for the current year, as well as payment of any other amount already due or becoming due to the IWGA or to the Organising Committee of any World Games, as of the date of termination.

4.9. Disciplinary Matters

A. Any Member Federation may be disciplined in case of a violation of the governing rules or Code of Conduct Ethics of the IWGA.
B. Any individual person who occupies an elected, appointed or honorary position in an IWGA Organ of Government as defined in Article 6 below may be disciplined in case of a violation of the Governing Rules or Code of Conduct Ethics of the IWGA.
C. Sanctions that may be imposed include:
   1) Reprimand or warning.
   2) Fine.
   3) Suspension.
   4) Expulsion.
   5) Other sanctions considered appropriate by the ExCo.
D. Disciplinary matters will be handled by the ExCo assisted, where necessary, by legal or other expert advisors. If the alleged violation involves an ExCo Member, that Member shall not be permitted to participate in the deliberations of the ExCo with respect to the matter under consideration.
E. Before a Member Federation or an individual is disciplined, the ExCo must carry out a due and proper investigation of the alleged violation. The Member Federation's representative or the individual must be given an opportunity to be heard either in person, by telephone or in writing (at their own expense), before any decision is taken. The Chief Executive Officer (CEO) shall inform the Member Federation or the individual about the right to be heard, in writing, in sufficient time to allow the Member Federation or the individual to exercise this right. If the investigation confirms the violation, the Member Federation or the individual shall be notified in writing and given a one-month period to correct and remedy the violation. If the violation is not remedied within this time, the ExCo may itself decide on a sanction in accordance with Article 4.9.C above, or if the sanction it considers appropriate is suspension or expulsion, refer the case to a General Meeting.
F. The ExCo may also provisionally suspend a Member Federation or individual and deprive such Member Federation or individual of all or part of the rights, prerogatives and functions that Member Federation or person has until the next General Meeting. At that General Meeting the Member Federation can be expelled if the required quorum and majority is reached.
G. Appeal procedures are described in Article 4.10 below.
4.10. Appeals

A Member Federation or individual person disciplined in accordance with the IWGA governing rules may appeal to the Court of Arbitration for Sport (CAS). An appeal shall be submitted to CAS (with a copy to the CEO of the IWGA) not later than one month after the disciplinary decision has been issued by the AGM or ExCo. Any such appeal will be handled by CAS according to the Code of Sports-related Arbitration. The submission of an Appeal does not suspend or affect the decision of the General Meeting or ExCo. This shall remain in full force until CAS makes a ruling, unless that decision is varied by the General Meeting or ExCo.

4.11. AFFILIATE STATUS.

4.11.1. Grant

From time to time, events of International Federations that are Members of the ASOIF or the AIOWF (but not already IWGA members) may be selected for inclusion in the official programme of a specific edition of The World Games. The conditions of such inclusion, including a financial contribution towards the organization of The World Games are set forth in specific agreements to be negotiated with the relevant International Federations. The agreements shall reserve the requirement that inclusion be agreed by the General Meeting.

Upon such approval by the General Meeting, the concerned International Federations shall automatically be granted the status of IWGA Affiliate. Such status shall remain effective until and including the General Meeting following the conclusion of the concerned edition of The World Games. The status shall terminate automatically in case of anticipated termination of the agreement.

4.11.2. Rights of Affiliates

Affiliates have the following rights:

A. To attend and, if invited, to speak at General Meetings without voting rights.
B. To make proposals and to participate in discussions relevant to the preparations of The World Games to the extent that their participation is concerned.
C. To use the IWGA name and logo on their promotional materials (always in specific connection with their Affiliate status and/or their participation)

4.11.3. Obligations of Affiliates

Affiliates have the following obligations:

A. To abide by the governing rules of the IWGA and by the decisions of the IWGA General Meeting and Executive Committee in the context of their participation in The World Games
B. To select their best athletes and teams to compete at The World Games, and to ensure that they are all bound to abide by the governing rules of the IWGA.
C. To accept that the substance of decisions concerning questions linked with the content of the rules governing The World Games or the application of sporting rules (“field of play” decisions) at The World Games are not subject to any review
D. To accept that disputes between them and the IWGA shall be finally and exclusively settled by the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland, and in particular, that the CAS shall be the sole independent appeal
instance with regard to challenges against decisions of last internal resort issued by the competent IWGA body in relation to The World Games. In the event an issue is addressed in the agreement, it shall be settled exclusively on this basis.

5. PARTICIPATION IN THE WORLD GAMES

5.1. Criteria for participation

The right to apply to participate in the official sports programme of The World Games is restricted to Member Federations. Events which are on the sports programme of the Summer or Winter Olympic Games or Paralympic Games cannot be included in the programme of The World Games.

Member Federations that wish to participate in The World Games must apply formally in good time before each World Games take place. Applications must be submitted in the format, and before the deadlines prescribed in the Rules of The World Games. These Rules also explain the criteria that sports, and disciplines of sports and events must meet to be eligible for participation. Events selected by the International Olympic Committee, respectively the Paralympic Committee to appear on the official programme of the immediately preceding Summer or Winter Olympic Games or Paralympic Games may not be selected for the official sports programme of The World Games.

The Member Federations shall ensure that their participants in The World Games abide by the governing rules of the IWGA.

5.2. Selection of sports, disciplines of sports and events

A. Selection of Members’ sports and disciplines of sports

The ExCo shall decide the sports and disciplines of sports of Members to be included in the official sports programme of each TWG edition.

The ExCo may take into consideration such aspects as finance; available sports facilities; evaluation reports from previous World Games; the need to ensure overall balance in the programme between various categories of events such as team and individual sports, outdoor and indoor, men’s and women’s events; breaches of the governing rules of the IWGA by Member Federations; their anti-doping record and any other aspects the ExCo may deem relevant. The ExCo shall take its decisions in this respect in close consultation with the concerned Members.

There is no entitlement of any Member to have any of its specific sports or disciplines included in the official sports programme.

The selection of Members’ sports and disciplines to be included in the official sport programme for each edition of The World Games shall be submitted to the General Meeting for ratification.

B. Selection of events from within the selected sports and disciplines of Members

The ExCo shall decide, in close consultation with the concerned Member Federations, the medal events to be organised in the selected sports and disciplines.
The decision of the ExCo with regard to the selection of Members’ events is final and cannot be challenged. There is no entitlement of any Member to have any of its specific events included in the official sports programme.

C. Events governed by ASOIF/AIOWF Federations

Subject to the participant quota set forth below, the ExCo may select for inclusion in the official sports programme of specific editions of The World Games sports events governed by ASOIF or AIOWF Federations which are not Member Federations. Such inclusion must be considered in consultation with the IOC or, respectively, the IPC. The conditions of such inclusion shall be set forth in an agreement which the ExCo shall enter into with the concerned international federation(s). Such an agreement shall include a provision that its validity is subject to the approval of the General Meeting as set forth below.

The total number of participants in sport events governed by ASOIF/AIOWF Federations (including both IWGA Member Federations and Affiliates) on the official sports programme of any edition of The World Games shall not exceed 25% of the overall number of participants in that programme.

The selection for inclusion of sport events governed by ASOIF/AIOWF Federations which are not IWGA Members is subject to the ratification of the General Meeting.

When an official programme containing events governed by ASOIF/AIOWF Federations is ratified by the General Meeting, the International Federations concerned automatically become IWGA Affiliates.

D. Display Sports Programme

At the request of a Host City, the ExCo may establish an “Invitational Display Sports Programme” for locally popular events that are not selected or eligible for inclusion in the official sports programme. Participants in invitational display sports events shall not be entitled to free board and accommodation. They shall not receive any prizes or medals awarded to winners in them shall be different from those awarded for official programme sports, and shall carry no reference to IWGA or The World Games. However, certificates or diplomas may be awarded. All other stipulations of the IWGA Governing Rules shall apply equally to them.

5.3. Distribution of benefits

All Member Federations, regardless of whether their sports, or disciplines of sports, are selected for inclusion in the official programme of The World Games, are eligible to receive financial benefits that IWGA may generate in pursuance of 2.2.D. above, and decide to share with its Member Federations.

6. IWGA GOVERNMENT

The organs of the IWGA are:
A. The General Meetings.
B. The Executive Committee.
C. The IWGA Committees.
7. THE GENERAL MEETINGS

7.1. Authority

The General Meeting is the supreme governing body of the IWGA and is composed of representatives from Member Federations that are present.

7.2. Types and frequency of General Meetings

There are two types of General Meeting:
A. The Annual General Meeting (AGM), held once a year.
B. An Extraordinary General Meeting, convened at the request of the Annual General Meeting, the ExCo or at least 1/5 (one fifth) of the Member Federations.

7.3. Powers

The General Meeting is empowered:
A. To approve and amend the Constitution.
B. To receive the report of the ExCo, to decide upon proposals submitted by the ExCo, to decide on all other cases mentioned in the IWGA governing rules and to adopt programmes of activities.
C. To elect and dismiss Members of the ExCo.
D. To approve the Agenda and Minutes of General Meetings.
E. To admit, exclude or expel Member Federations and Affiliates.
F. To approve accounts and budgets.
G. To appoint and dismiss Financial Auditors.
H. To exonerate or discharge from responsibility the ExCo.
I. To determine the annual membership fees.
J. To ratify the selection of the Host City of The World Games.
K. To ratify the overall selection of Members’ sports and disciplines included in the official sport programme for each TWG edition.
L. To ratify the selection for the official sports programme of a specific TWG edition of events governed by ASOIF or AIOWF Federations that are not IWGA Members, and so to grant the corresponding Federations Affiliate status.
M. To ratify agreements, when this is provided for in the IWGA governing rules or specifically requested by the IWGA ExCo.
N. To establish Committees.
O. To voluntarily dissolve the IWGA.

7.4. Agenda

Proposals to be considered by the General Meeting must appear in the Agenda. Agenda items may be submitted by the ExCo and/or each Member Federation. In order to be considered by the General Meeting, a proposal from a Member Federation must be seconded by another Member Federation. To second a proposal does not imply that the seconder is in favour of the proposal being approved; it merely expresses the wish that it be discussed. A proposal which fails to be seconded may not be discussed. Proposals by the ExCo need not be seconded. The Agenda of each AGM shall include the following items:
A. Roll Call and Quorum (validity of meeting).
B. Appointment of scrutineers.
C. Approval of the Minutes of the previous General Meeting.
D. Approval of the (final) Agenda.
E. Approval of applications for membership.
F. Approval of proposals for suspension or expulsion of Member Federations and Affiliates.
G. Approval of the report of the ExCo, the proposals submitted by the ExCo and the programmes of activities.
H. Approval of the audited accounts and balance sheet of the previous financial year and approval of the financial reports.
I. Discharge of the ExCo’s work and financial management.
J. Approval of the Budget for the forthcoming financial year.
K. Appointing of an auditing firm for the forthcoming financial year.
L. Approval of modifications to the Constitution.
M. Ratification of the selection of the Host City of The World Games.
N. Ratification of Exco’s selection of Members’ sports, or disciplines of sports, to be included in the official sport programme of The World Games.
O. Ratification of the inclusion of events governed by ASOIF or AIOWF Federations that are not Members, and corresponding grant of Affiliate status to concerned Federations.
P. Discussions on proposals received from Member Federations.
Q. Statutory Elections (if any).
R. Date and venue of the next General Meeting.
S. Any other business

The General Meeting may debate only those matters appearing on the approved Agenda.

7.5. Composition

The General Meeting is composed of:
A. Member Federations with voting rights. Each Member Federation has one (1) vote. Each Member Federation may designate a maximum of three (3) Delegates, preferably the President, the Secretary General and/or the Chief Executive Officer. Delegates other than the President, the Secretary General or the CEO shall present a written authority signed by one of those officers of their Member Federation no later than at the opening of the General Meeting. Proxy votes and postal voting are not allowed.
B. Members of the ExCo without voting rights.
C. The CEO and other staff members of the IWGA, without voting rights.
D. Honorary Life Presidents and Honorary Life Members of the IWGA, without voting rights.
E. Affiliate Federations, without voting rights. Each Affiliate Federation may designate a maximum of two (2) Delegates.
F. Other persons and/or guests at the discretion of the President, without voting rights.

7.6. Working Procedures

A. The General Meetings shall be chaired by the President. In his/her absence, the Vice President or, in his/her absence, a Delegate duly elected by the General Meeting may assume the chair for the whole or any part of the meeting.
B. The President or his/her representative has no voting rights. In the event of a tie, the President or chair may cast a deciding vote, but otherwise the motion fails.
C. With the exception of voting on elections, all voting in the General Meetings will be by show of cards, hands, by voting systems or by voice, unless the Chair or the Delegates of three (3) Member Federations require a secret ballot. Voting on elections will always be by secret ballot.
D. For secret ballots the only valid voting slips will be those issued by the CEO before each ballot and completed by the Delegates in the required form. Voting slips with other indications than the required ones will be invalid and not counted as votes cast.

E. In addition to the procedures available in a physically convened General Meeting, the ExCo may in exceptional circumstances, ask Member Federations to vote on motions by post, fax or electronically. Such circumstances may be when the taking of a rapid decision that the ExCo considers to be beyond its independent authority is vital for the well-being of the IWGA, or when the General Meeting has given prior instructions for the conduct of a postal vote on a specific issue. Member Federations shall be allowed a minimum of thirty (30) days to vote, failure to reply shall constitute an abstention. If there is equality of votes, the motion fails. This procedure is called a “postal ballot”. A postal ballot can be organised through electronic mail and is valid provided that the quorum and majorities specified in 7.8. and 7.9. are respected and that the Member Federations voted before the end of the period which the ExCo orders for voting.

F. Abstentions and invalid votes are not counted as votes cast.

7.7. Convening Notice and Agenda

A. The convening notice for an Annual General Meeting shall be promulgated by the CEO no later than ninety (90) days before the date of the meeting by means as described in the By-Laws. The convening notice will specify the place, date and time of the General Meeting and include an invitation to the Member Federations to submit items to the Agenda at least sixty (60) days prior to the meeting. The CEO shall circulate the Agenda and the meeting documents no later than thirty (30) days before the date of the meeting.

B. The convening notice and the Agenda of an Extraordinary General Meeting shall be promulgated by the CEO no less than thirty (30) days before such meeting by means described in the By-Laws.

7.8. Quorum

To be validly constituted, the following quorum is required for an Annual General Meeting and an Extraordinary General Meeting:

A. One-half (1/2) of the total number of Member Federations for all decisions except those of 7.8.B. and 7.8.C..

B. Two-thirds (2/3) of the total number of Member Federations for amendments to the Constitution and Expulsion of Member Federations.

C. Three-quarters (3/4) of the total number of Member Federations for amendments to the Objectives of the IWGA, the dissolution and liquidation of the IWGA, the distribution of Assets and the addition of an Agenda item.

7.9. Majorities

The following majorities are required at General Meetings and Extraordinary General Meetings of votes cast:

A. Majority of one-half (1/2) plus one vote for normal decisions and election to the ExCo.

B. Majority of two-thirds (2/3) for approval of a Member, amendments to the Constitution of the IWGA and removal of an ExCo Member.

C. Majority of three-quarters (3/4) for expulsion of a Member Federation, dissolution of the IWGA, distribution of Assets, and addition of an Agenda item.
D. Majority of one-half (1/2) for adding an Agenda items added under 7.9.C above, decisions on such proposals or subjects will be binding only if they have been carried by no less than four-fifths (4/5) of votes cast.

7.10. Decisions and Report

A. Decisions of a General Meeting take immediate effect unless otherwise stated.
B. The minutes of the meeting shall be promulgated to all Members within sixty (60) days after closure of the General Meeting by means described in the By-Laws.

8. EXECUTIVE COMMITTEE

8.1. Composition

The ExCo consists of the following seven (7) Members:
A. The President.
B. The Vice President.
C. The Treasurer.
D. Four (4) ExCo Members.

8.2. Restrictions

A. No more than one (1) officer in the ExCo shall be from the same Member Federation.
B. Members of the ExCo do not represent the Member Federations to which they belong, but they will serve the IWGA according to the governing rules of the IWGA.
C. Members of the ExCo may not be associated in any form with the contractual partners of the IWGA. Furthermore they may not hold the position of IF Competition Manager.
D. Members of the ExCo are eligible for re-election at the end of any term of office.

8.3. Election of the Executive Committee

A. Elections to the ExCo will be from persons on the list of nominees circulated by the CEO.
B. Only persons active in, and duly nominated by a Member Federation are eligible for election or re-election to the ExCo.
C. Only a physical person who is legally capable and has no criminal records of any nature whatsoever and is not an undischarged bankrupt may be nominated for election or re-election to the ExCo.
D. The President, the Vice President and the Treasurer shall be elected by separate secret ballots. In each ballot, the candidate who obtains the highest number of votes cast, in excess of 50% of the votes, shall be declared elected.
E. Even if for one or more of the positions mentioned in Article 8.3.D. only one candidate has been nominated, a secret ballot shall be held. When there is less than 50% support for the nomination then the nominee shall not be elected and a new nomination process shall be entered into.
F. The remaining ExCo Members shall be elected in one (1) secret ballot. The names of the nominated candidates will be on the ballot slip in alphabetical order of family name. The Delegates shall mark for selection the number of names that corresponds to the number of vacancies. Ballot slips with any other number of names marked or with any other indication will be invalid and not
counted as votes cast. If, after this first ballot, insufficient candidates to fill all the vacancies have obtained an absolute majority, there shall be a second ballot in which the candidate who obtained the lowest number of votes in the first ballot shall be withdrawn from the ballot slip. If two or more candidates tie for the lowest number of votes and withdrawing them all would result in an insufficient number of candidates to fill the remaining positions available, a vote shall be held to break the tie. The candidate with the lowest number of votes in the tie break shall then be withdrawn from the ballot slip. If a tie persists, lots will be drawn to decide the successful candidate. In each ballot, voting delegates shall each have as many votes as positions remain to be filled. The above procedure shall be repeated until all positions have been filled by candidates obtaining an absolute majority, or until none of the candidates for the remaining positions succeed in obtaining an absolute majority.

All remaining ExCo positions shall be filled in a single ballot or series of ballots, as follows:

i. The names of all the nominated candidates will be on the first ballot slip in alphabetical order of family name. In allowing their names to go forward for nomination, candidates tacitly agree that they will accept to serve if elected.

ii. Delegates may vote for up to four candidates by marking their names for selection. If fewer than four positions are vacant, delegates may mark for selection only up to the same number of names as there are positions vacant. Any ballot slips with more names marked for selection than the number of positions vacant will be invalid and not counted as votes cast, as will ballot slips with any comments or other unrelated markings. This applies to all ballots.

iii. If, after this first ballot, fewer candidates have obtained an absolute majority and been elected than the number of vacant positions, there shall be a second ballot. All the candidates who obtained at least one vote but who have not obtained an absolute majority in the first ballot shall be eligible to participate in the second ballot.

iv. Notwithstanding the above, if the number of remaining candidates exceeds the number of unfilled vacancies, the candidate who obtained the lowest number of positive votes in the first ballot shall be excluded from the ballot. If in the first ballot two or more candidates tie for the lowest positive number of votes, and withdrawing them all would result in an insufficient number of candidates to fill the remaining vacant positions, a vote shall be held to break the tie between these candidates. The candidate with the lowest number of votes in the tie break shall then be withdrawn from the ballot slip. If the tie persists after a vote, lots shall be drawn to decide who should be withdrawn from the ballot slip.

v. In the second ballot, delegates may mark for selection any number of candidates’ names up to the number of positions that remain to be filled.

vi. If necessary, further ballots shall be held using the same procedure until candidates who have obtained an absolute majority have filled all the vacant positions, or until none of the candidates for the remaining positions succeeds in obtaining an absolute majority.

vii. In the event none of the remaining candidates can obtain an absolute majority, then the position(s) shall remain open until the next General Meeting at which a complementary election shall occur. In case of such later
8.4. Removal of ExCo Members

At the proposal of the ExCo, the General Meeting may decide to remove an ExCo Member on the grounds of misconduct or conduct prejudicial to the interests and objectives of the IWGA.

8.5. Duration, Quorum and Majority

A. The Members of the ExCo are elected by the General Meeting for a four-year (4) term in the year following each World Games.
B. Four (4) ExCo members will constitute a quorum.
C. All decisions, except those mentioned in Article 8.5.E. below, will be taken by simple majority of votes cast. If votes tie, the Chair will have a casting vote. A decision may be made by way of an electronic decision-making procedure as detailed in the By-Laws.
D. Voting will be by show of hands or by voice unless the Chair requires a secret ballot.
E. Items not mentioned on the Agenda may be introduced with the Chair’s consent. Decisions on these items must be unanimous unless all ExCo Members are present, in which case at least six votes are required to adopt a motion.

8.6. Replacement

A. If the President dies, resigns, becomes permanently incapacitated or otherwise loses office under this Constitution, the Vice-President shall assume office as Acting President until the next General Meeting. The Acting President shall be entitled to all privileges and be responsible for all duties of the President.
B. If the Vice-President or Treasurer relinquishes or otherwise loses office under this Constitution, the President shall appoint an Acting Vice-President or Treasurer from the remaining ExCo Members, to serve until the next General Meeting. Such acting Vice-President or Treasurer shall be entitled to all privileges and be responsible for all duties of the ExCo Member he/she is appointed to replace.
C. If a Member of the ExCo relinquishes or otherwise loses office under this Constitution and does not serve for a full four-year term, a successor will be elected for the remainder of the term of the departing ExCo Member at the first General Meeting after the vacancy occurs.
D. The ExCo has the right to appoint a new ExCo Member if the next General Meeting takes place later than within ninety (90) days. The appointment of such new ExCo Members is subject to confirmation by the next General Meeting.

8.7. Tasks, responsibilities and powers

The ExCo conducts its business under the direction of the President and has the following tasks, responsibilities and powers:
A. To implement the decisions of the General Meeting.
B. To conduct the business of the IWGA in the period between General Meetings.
C. To determine, and from time to time amend or change the By-Laws, the Rules of The World Games and the IWGA Anti-Doping Rules.
D. To prepare for the organisation of the next and future World Games, and to negotiate and sign contracts with the Host Cities, the participating International Sports Federations and with any other relevant person, body or organisation.
E. To establish and maintain partnership relations with sponsors and/or public institutions.
F. To guide and supervise the work of the CEO.
G. To investigate and deal with breaches by Member Federations or other persons of the governing rules of the IWGA, or any act or omission, which in the opinion of the ExCo harms, may harm or is against the interests of the IWGA.
H. To appoint and dissolve Committees and to define their composition, duties, obligations, timelines, frequency of meetings, tasks, working procedures and responsibilities.
I. To approve the conditions and criteria for awards.
J. To adopt the activity report and the future projects.
K. To submit to the General Meeting all proposals which it has agreed upon.
L. To appoint and dismiss such officers and employees of the IWGA as the ExCo considers necessary to carry out the day-to-day business of the IWGA and define their terms and conditions of employment, as well as the job specifications.
M. To adopt policies and procedures to guide the management of the IWGA.
N. To enter into strategic alliances and other collaborative arrangements with national, international and other external sport and non-sport organisations.

When the General Meeting is not in session, the ExCo possesses all of the powers which are not specifically reserved to the General Meeting by law or under this Constitution, and is empowered to make any decision which is not specifically reserved for the General Meeting under this Constitution.

In so far as the execution of the duties mentioned above makes it necessary to conclude agreements which will legally bind the IWGA, such agreements may only be concluded and signed by the ExCo on the explicit condition of subsequent ratification by the General Meeting. Such agreements shall be submitted for ratification to the next General Meeting, and they shall be effective as from the date of ratification. Agreements legally binding the IWGA may only be signed on behalf of the IWGA by two (2) of the following Executive Officers: the President or Vice President and the Treasurer or CEO.

9. CHIEF EXECUTIVE OFFICER (CEO)

A. The CEO shall be appointed by the ExCo.
B. The terms and conditions of employment, as well as the job specification, shall be established by the ExCo at the time of employment and may subsequently be renegotiated by mutual agreement.
C. The CEO reports to the Exco.
D. The CEO supervises the work of the staff.
E. The CEO participates in the ExCo meetings and General Meetings as a non-voting member.
10. HONORARY LIFE MEMBERS

The title of “Honorary Life Member” may be conferred by the ExCo on persons who, during their term of office or otherwise, have rendered long and distinguished service to the IWGA.

In the case of retiring Presidents, the title conferred will be “Honorary Life President”. Honorary Life Members and Presidents may attend the General Meetings where they may speak but shall not have the right to vote. They will also have the right to attend The World Games as guests of the IWGA as explained in the Rules of The World Games. The ExCo may grant special insignia to honour services rendered to the IWGA.

11. IWGA COMMITTEES

11.1. Establishment and disbandment of Committees

The ExCo may propose to the General Meeting the establishment of Committees and detail their composition, duties, obligations, timelines, frequency of meetings, tasks, working procedures, responsibilities and entitlements to reimbursement of expenses. Depending on the nature of the assigned task the Committee can be established as an ad-hoc or as a permanent Committees. The ExCo may also propose to the General Meeting the disbandment of permanent Committees established by the AGM that are no longer needed. The details relating to the Committees are given in the By-Laws.

The ExCo has the right to set up and disband ad-hoc Committees where deemed essential and shall report on any such actions to the next AGM.

11.2. Appointment of Committee Members

After confirmation of the establishment of a Committees by the General Meeting the Member Federations may propose candidates and the ExCo will appoint the Members of the Committees.

12. FINANCE

12.1. Income, Expenditure and Capital

The income of the IWGA derives from:
A. Membership fees
B. Contributions of Affiliates
C. Revenues from contracts including without limitation revenues from agreements in connection with the organisation of The World Games (Host City, TV and media rights, sponsorship, merchandising contracts, etc.).
D. Subsidies.
E. Donations.
F. Any other sources of income.

12.2. Membership Fees

Member Federations will pay an annual membership fee, the level of which is to be determined by the General Meeting on a proposal by the ExCo.

A. Membership fees are due on 1 January of each year.
B. If a Member Federation has not paid the membership fee by 31 March of that year or by the first day of a World Games or meeting, whichever comes first, that Member’s rights under Article 4.3., including the right to vote at and/or participate in IWGA meetings or The World Games will be suspended until all outstanding fees have been paid.

C. If the Member Federation’s fees remain outstanding 24 months after they are due and after two reminders, then that Member Federation’s membership shall automatically be terminated.

12.3. Budgeting and Financial Administration

A. The financial year begins on 1 January and ends on 31 December of the same year.

B. Audited financial statements shall be prepared by the Treasurer annually by 31 March of the year following the close of the financial year.

C. The audited financial statements shall be prepared by the Treasurer for distribution by the CEO to the ExCo whenever possible no later than 31 March, and in any case in good time for proper scrutiny before the AGM.

D. The ExCo shall include the audited financial statements and proposed budgets in the preparatory documents of the General Meeting.

E. The account auditing procedures are also set out in the By-Laws.

13. AMENDMENTS TO THE GOVERNING RULES OF THE IWGA

13.1. Amendments to the Constitution at General Meetings

This Constitution may be amended by a decision taken by the General Meeting. Member Federations wishing to propose amendment can do so if the following conditions are met:

A. A proposal explaining the intended amendments must appear on the Agenda.

B. The proposal must reach the CEO not later than 120 days prior to the General Meeting; the CEO shall circulate the proposal not later than 90 days prior to the General Meeting.

13.2. Amendments to the Constitution at Extraordinary General Meetings

If the General Meeting is attended by less than two-thirds (2/3) of the Member Federations, an Extraordinary General Meeting may be convened where decisions on the proposed amendment to the Constitution can be made regardless of the number of Member Federations present. An Extraordinary General Meeting shall take place no earlier than sixty (60) days after the General Meeting where less than two-thirds (2/3) of the Member Federations were present.

13.3. Date of Implementation

Amendments to the Constitution come into force immediately after the General Meeting in which they have been decided upon, unless another implementation date is determined by the General Meeting.

13.4. Amendments to the By-Laws, the Rules of The World Games and the Anti-Doping Rules

The By-Laws, the Rules of The World Games and Anti-Doping rules may be amended by the ExCo. The amendments will be effective as from the ninety-first
(91st) day after the date of circulation by the CEO to all Member Federations, unless a written protest is received by the CEO from one or more Member Federations within seventy-five (75) days. If such a protest is received the contested matter will appear on the Agenda of the next General Meeting for a vote.

Decisions on an amendment to the By-Laws and Rules of The World Games, on which a protest has been received, can be taken by a General Meeting when the following conditions are met:
A. The General Meeting must be attended by no less than one-half (1/2) of the Member Federations.
B. The proposal must be carried by no less than two-thirds (2/3) of the votes cast.

14. DISSOLUTION OF THE IWGA

A decision to dissolve the IWGA may only be taken by an Extraordinary General Meeting convened for the purpose and the following conditions must be met:
A. A proposal to dissolve the IWGA must appear on the Agenda.
B. The meeting must be attended by Delegates of no less than three-quarters (3/4) of the Member Federations.
C. The proposal must be carried by no less than three-quarters (3/4) of the votes cast.

If that Extraordinary General Meeting is attended by less than three-quarters (3/4) of the Member Federations, another Extraordinary General Meeting will be convened where decisions on the proposed dissolution of the IWGA can be made regardless of the number of Member Federations present. Such General Meeting will take place not earlier than sixty days after the General Meeting where less than three-quarters (3/4) of the Member Federations were present.

Once the decision to dissolve the IWGA has been taken, the ExCo will be in charge of the process of liquidation and it will retain all constitutional powers relevant to the purpose until the liquidation has been completed. The ExCo, during the process of liquidation, will follow all directives given by the General Meeting that took the decision to dissolve the IWGA, and a written report on the liquidation will be circulated to all former Member Federations.

All net assets available at the time of the dissolution will be distributed to (a) non-profit organisation(s) in the field of sport as directed by the General Meeting.

15. ARBITRATION

15.1. Court of Arbitration for Sport

Any dispute, controversy or claim arising out of or in connection with the interpretation or application of this Constitution or any other IWGA rules shall exclusively be settled by final and binding arbitration in accordance with the rules of the Court of Arbitration for Sport (CAS) in Lausanne (Switzerland) then in force.

15.2. Obligation to exhaust internal procedures

To the extent they exist, internal procedures must be exhausted prior to a Member Federation challenging decisions made by IWGA bodies before the CAS.

15.3. Single CAS Arbitrator
Unless otherwise agreed by the parties, the dispute or appeal shall be submitted to a single arbitrator appointed in accordance with the CAS rules.

16. CONFLICT OF INTEREST – CODE OF ETHICS

16.1. As a fundamental principle, no individual making decisions on behalf of the IWGA shall take or advocate the taking of any action which could result in significant benefits to that individual, to members of his or her family or to persons to whom he or she has close ties or to an organisation in which the individual or the above mentioned persons hold(s) membership or has(have) a material direct or indirect financial or governing stake. Full disclosure of any element potentially raising an issue of conflict of interest shall be made prior to the action being taken. These principles are directly applicable and enforceable based on the Constitution. The ExCo shall further specify their implementation in the Code of Ethics to be issued pursuant to art. 16.2 below.

16.2. The ExCo shall adopt a Code of Ethics to more comprehensively address issues of conflicts of interest and other issues linked with ethical behaviour, which all ExCo Members, Committees and staff Members are obliged to follow.

17. LAW OF THIS CONSTITUTION

This Constitution, its interpretation and application, as well as the interpretation and application of any other IWGA rules are governed by Swiss Law.

Constitution approved by the General Meeting held in Lausanne, Switzerland on 18 April 2016.
Amendments approved by the General Meeting held in Beijing, China on 23 Apr 2020.
## LIST OF ABBREVIATIONS, DEFINITIONS & ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-D Rules</td>
<td>IWGA Anti-Doping Rules</td>
</tr>
<tr>
<td>AGM</td>
<td>Annual General Meeting (AGM)</td>
</tr>
<tr>
<td>AIOWF</td>
<td>Association of International Olympic Winter Sports Federations</td>
</tr>
<tr>
<td>ARISF</td>
<td>Association of IOC-Recognised International Sports Federations</td>
</tr>
<tr>
<td>ASOIF</td>
<td>Association of Summer Olympic International Federations</td>
</tr>
<tr>
<td>CAS</td>
<td>Court of Arbitration for Sport</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer. Some Member Federations have no CEO but an Executive or Administrative Director.</td>
</tr>
<tr>
<td>CoCom</td>
<td>Co-ordination Committee</td>
</tr>
<tr>
<td>Discipline</td>
<td>A branch of a sport comprising one or several events</td>
</tr>
<tr>
<td>ExCo</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>Event</td>
<td>A competition in a sport or in one of its disciplines, resulting in a ranking and giving rise to the awarding of medals and diplomas.</td>
</tr>
<tr>
<td>FICS</td>
<td>Fédération Internationale de Chiropratique du Sport (International Sport Chiropractic Federation)</td>
</tr>
<tr>
<td>GHB</td>
<td>Games Host Broadcaster</td>
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<tr>
<td>IF</td>
<td>International Federation</td>
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<tr>
<td>IOC</td>
<td>International Olympic Committee</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IWGA</td>
<td>International World Games Association</td>
</tr>
<tr>
<td>LOC</td>
<td>Local Organising Committee</td>
</tr>
<tr>
<td>PC</td>
<td>Personal computer</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>Sport</td>
<td>One of the sports governed by the Member Federations of IWGA</td>
</tr>
<tr>
<td>TWG</td>
<td>The World Games</td>
</tr>
<tr>
<td>TWG Rules</td>
<td>Rules of The World Games</td>
</tr>
<tr>
<td>WADA</td>
<td>World Anti-Doping Agency</td>
</tr>
<tr>
<td>WADC</td>
<td>World Anti-Doping Code</td>
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</tbody>
</table>
THE WORLD GAMES

COMBINED SPONSORSHIP STRATEGY

By Hagen Bossdorf, IWGA Media & Marketing Coordinator · January 2020
THE WORLD GAMES

Multi-disciplinary sporting event with non-Olympic sports and disciplines

- Held every four years since 1981
- 37 member federations
- Recognized by the IOC
- Committed to Olympic ideals
- Progress to Olympic programming possible
- IWGA governing body
TWG in NUMBERS

- 11 DAYS
- 30+ SPORTS
- 3,600 ATHLETES
- 200+ MEDAL EVENTS

- 100 participating countries
- 1,500+ credentialed media
- 20,000 total credentials
- Live Broadcast in over 100 countries worldwide
MEDIA REACH

The World Games 2017

- **1,919 HOURS OF BROADCASTING**
- **94.2 MILLION VIEWERS**
  Cumulative Audience of TWG 2017
- **5 BILLION IMPRESSIONS**
  4.900 million contacts generated across 15 days of monitoring

HISTORY OF THE WORLD GAMES

The World Games through 2025

- 1981: ST. BARBARA, USA
- 1989: KARLSRUHE, GER
- 1997: LAHTI, FIN
- 2005: DUISBURG, GER
- 2013: CALI, COL
- 2021: BIRMINGHAM, AL, USA
- 1985: LONDON, GBR
- 1993: THE HAGUE, NED
- 2001: AKITA, JPN
- 2009: KAOHSIUNG, TPE
- 2017: WROCLAW, POL
- 2025: Chengdu, CHN
OPPORTUNITY

- **GLOBAL COMMUNITY**
  Global community of sports, fans, events and host cities

- **PURE PASSION**
  Purely passionate, less commercialized world-class athletes

- **VARIETY of SPORTS**
  More than 30 international sports organizations

AMBITION

- **CREATION OF A GLOBAL, INNOVATIVE, POWERFUL PLATFORM FOR INTERNATIONAL PARTNERS**
**THE IDEA**

**EFFICIENT COMBINATION**
IWGA members sponsorship efforts all over the World

**ONE PACKAGE**
Bundling of World and continental championships of TWG sports to one sponsorship package

**GLOBAL INTEGRATION**
Integration of the permanent TWG partner within all global communications

**EVENT EXAMPLES**
Examples for The World Games sports championships in 2018
Source: GSI report by Sportcal, 2019
Examples for The World Games sports championships in 2018
Source: GSI report by Sportcal, 2019
Examples for The World Games sports championships in 2018
Source: GSI report by Sportcal, 2019
The following IWGA MEMBER FEDERATIONS have confirmed their participation on the new, innovative sponsorship and communication strategy.

All of them are recognized by the IOC.
**PARTICIPATING FEDERATIONS**

recognized by the IOC

| AIKIDO IAF | AIR SPORTS FAI | ARCHERY WA | BEACH HANDBALL IHF | BODYBUILDING IFBB | BILLIARD WCBS | BOULES CMSB | BOWLING WB | CANOE ICF | CASTING ICSF | DANCE SPORT WDSF | FISTBALL IFA | FLOORBALL IFF | FLYING DISC WFDF | GYMNASTICS FIG | HOCKEY FIH | JU JITSU JJIF | KARATE WKF | KICKBOXING WAKO | KORFBALL IKF | LACROSSE WL | LIFESAVING ILS | MUAYTHAI IFM | NETBALL INF | ORIENTEERING IOF | POWERLIFTING IPF | RACQUETBALL IRF | ROLLER SPORTS WS | RUGBY WR | SOFTBALL WBSC | SPORT CLIMBING IFSC | SQUASH WSF | SUMO IFS | SURFING ISA | TUG OF WAR TWIF | UNDERWATER CMAS | WATERSKI IWWF |
|------------|--------------|------------|---------------------|-------------------|--------------|-------------|------------|-------------|-------------|----------------|----------------|------------|-------------|----------------|-------------|------------|----------------|-------------|----------------|----------------|--------------|---------------|---------------|----------------|----------------|----------------|-----------------|

**AVAILABLE INVENTORIES**

<table>
<thead>
<tr>
<th>1</th>
<th>Venues</th>
<th>Field of Play</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Advertising</td>
<td>LED Boards</td>
</tr>
<tr>
<td>3</td>
<td>Victory Ceremony</td>
<td>Backdrop</td>
</tr>
<tr>
<td>4</td>
<td>Press Conference</td>
<td>Backdrop</td>
</tr>
<tr>
<td>5</td>
<td>TV Interview</td>
<td>Backdrop</td>
</tr>
<tr>
<td>6</td>
<td>Digital Media</td>
<td>Website</td>
</tr>
<tr>
<td>7</td>
<td>Print</td>
<td>Event Programs</td>
</tr>
<tr>
<td>8</td>
<td>Social Media</td>
<td>Facebook, Twitter, Instagram, Youtube</td>
</tr>
</tbody>
</table>

**COMBINED SPONSORSHIP STRATEGY**
Creation of a logo used globally at all events.
PARTNERSHIP ACTIVATION

1. **VIP/Hospitality Tickets**
   - Dedicated areas

2. **Free Public Tickets**
   - For media cooperation

3. **Money Can’t Buy Experiences**
   - Like behind-the-scenes tours

4. **Exhibition/Convention**
   - For product presentations, client relationships, etc.

Available Events

More than 70 international sports events in 2020

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Championships</td>
<td>22</td>
</tr>
<tr>
<td>Asian Championships</td>
<td>2</td>
</tr>
<tr>
<td>European Championships</td>
<td>8</td>
</tr>
<tr>
<td>Pan American Championships</td>
<td>8</td>
</tr>
<tr>
<td>World Cups</td>
<td>28</td>
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<tr>
<td>European Cups</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
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</tbody>
</table>

Available Events in 2020 (by IF and by date)
In cooperation with its member federations, IWGA invites global brands and companies to the Combined Sponsorship Strategy.

SUMMARY

GLOBAL COMMUNITY
In cooperation with its member federations, IWGA invites global brands and companies to the Combined Sponsorship Strategy.

#ROADTOBHM
The initiative starts now and is defined as #RoadToBHM when the next edition of The World Games take place in 2021 in Alabama, USA.

PURE PASSION
Innovation, variety, pure passion - become an important part of The World Games family.
THANK YOU for your attention!
THE WORLD GAMES

Multi-disciplinary sporting event with non-Olympic sports and disciplines

- Held every four years since 1981
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HISTORY OF THE WORLD GAMES

<table>
<thead>
<tr>
<th>Year</th>
<th>City</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>ST. BARBARA</td>
<td>USA</td>
</tr>
<tr>
<td>1985</td>
<td>LONDON</td>
<td>GBR</td>
</tr>
<tr>
<td>1989</td>
<td>KARLSRUHE</td>
<td>GER</td>
</tr>
<tr>
<td>1993</td>
<td>THE HAGUE</td>
<td>NED</td>
</tr>
<tr>
<td>1997</td>
<td>LAHTI</td>
<td>FIN</td>
</tr>
<tr>
<td>2001</td>
<td>AKITA</td>
<td>JPN</td>
</tr>
<tr>
<td>2005</td>
<td>DUISBURG</td>
<td>GER</td>
</tr>
<tr>
<td>2009</td>
<td>KAOHSIUNG</td>
<td>TPE</td>
</tr>
<tr>
<td>2013</td>
<td>CALI</td>
<td>COL</td>
</tr>
<tr>
<td>2017</td>
<td>WROCLAW</td>
<td>POL</td>
</tr>
<tr>
<td>2021</td>
<td>BIRMINGHAM</td>
<td>AL, USA</td>
</tr>
<tr>
<td>2025</td>
<td>Chengdu</td>
<td>CHN</td>
</tr>
</tbody>
</table>
GLOBAL COMMUNITY
Global community of sports, fans, events and host cities

PURE PASSION
Purely passionate, less commercialized world-class athletes

VARIETY of SPORTS
More than 30 international sports organizations

CREATION OF A GLOBAL, INNOVATIVE, POWERFUL PLATFORM FOR INTERNATIONAL PARTNERS
**THE IDEA**

- **E F F I C I E N T  C O M B I N A T I O N**
  - IWGA members sponsorship efforts all over the World

- **O N E  P A C K A G E**
  - Bundling of World and continental championships of TWG sports to one sponsorship package

- **G L O B A L  I N T E G R A T I O N**
  - Integration of the permanent TWG partner within all global communications

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**E V E N T  E X A M P L E S**

Examples for The World Games sports championships in 2018  
Source: GSI report by Sportcal, 2019

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**C O M B I N E D  S P O N S O R S H I P  S T R A T E G Y**

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EVENT EXAMPLES
Examples for The World Games sports championships in 2018
Source: GSI report by Sportcal, 2019

COMBINED SPONSORSHIP STRATEGY
Examples for The World Games sports championships in 2018
Source: GSI report by Sportcal, 2019
The following IWGA MEMBER FEDERATIONS have confirmed their participation on the new, innovative sponsorship and communication strategy.

All of them are recognized by the IOC.
PARTICIPATING FEDERATIONS recognized by the IOC

AVAILABLE INVENTORIES

1. **Venues**
   - Field of Play

2. **Advertising**
   - LED Boards

3. **Victory Ceremony**
   - Backdrop

4. **Press Conference**
   - Backdrop

5. **TV Interview**
   - Backdrop

6. **Digital Media**
   - Website

7. **Print**
   - Event Programs

8. **Social Media**
   - Facebook, Twitter, Instagram, Youtube

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List IFs and Inventories
Creation of a logo used globally at all events
PARTNERSHIP ACTIVATION

1. **VIP/Hospitality Tickets**
   - Dedicated areas

2. **Free Public Tickets**
   - For media cooperation

3. **Money Can’t Buy Experiences**
   - Like behind-the-scenes tours

4. **Exhibition/Convention**
   - For product presentations, client relationships, etc.

List of activation opportunities per sport

AVAILABLE EVENTS

More than 70 international sports events in 2020

- **World Championships**: 22
- **Asian Championships**: 2
- **European Championships**: 8
- **Pan American Championships**: 8
- **World Cups**: 28
- **European Cups**: 2
- **Others**: 5

Available Events in 2020 (by IF and by date)
In cooperation with its member federations, IWGA invites global brands and companies to the Combined Sponsorship Strategy. The initiative starts now and is defined as #RoadToBHM when the next edition of The World Games take place in 2021 in Alabama, USA.

**Global Community**

In cooperation with its member federations, IWGA invites global brands and companies to the Combined Sponsorship Strategy.

**#RoadToBHM**

The initiative starts now and is defined as #RoadToBHM when the next edition of The World Games take place in 2021 in Alabama, USA.

**Pure Passion**

Innovation, variety, pure passion - become an important part of The World Games family.
THANK YOU for your attention!