

IFF submission for the 1st Commentary among the IFF Members and Stakeholders for the:

IFF Strategy for 2021-2032 – Strengthening the Foundations

1. Introduction

1.1. Definition

The International Floorball Federation (IFF) has run world floorball for more than 34 years and over the past years the interest in the game has grown compared to the previous decades of IFF's existence.

The "IFF Strategy for 2021-2032 – Strengthening the Foundations" is the title given for this document, which was approved by the IFF General Assembly in Helsinki, on the 11th of December 2020.

The purpose of this process, the chosen strategy and the vision and mission of IFF is defined as: "The direction and development of floorball worldwide during the twelve coming years".

1.2. Rationale

The International Floorball Federation (IFF) is the sole international organisation for all forms of floorball, regardless of how it is being played.

The IFF presently consists of 74 associations and the popularity of floorball is expected to grow rapidly, especially with more members from Asia, Americas and Africa.

The IFF Strategy tackles many of the big issues facing world floorball today and describes the direction for the future. Our sport needs to work against doping, racism, irregular betting and to incorporate activities striving for equality, fair play and sustainability. It shall play a key role in the planning of all activities of the IFF.

For this document to really become an operational document, it needs to be continuously updated. When for example, there are changes in the surroundings or if the speed of development does not match what is expected. Any fundamental changes would, however, require the approval from the General Assembly or the IFF Central Board.

1.3. Structure

This document consists of five different parts – Purpose, History of the IFF, Global Trends affecting Floorball, IFF Mission and Vision and the Implementation of the Strategy.

1.4. Process

The IFF Central Board started to discuss the need to renew the IFF Strategical Vision 2009-2020 in 2019 after an analysis of how well the Strategy had been achieved. The CB concluded that most of the objectives had been met, apart for the inclusion in the Olympic Games. An initial survey on the future targets of the strategy was made by the IFF Office during the summer of 2019. Based on the results a first list of Key Priorities was made and the Central Board formed a Strategy Task Force

group (STF) consisting of representatives from the member associations and the IFF Administration. The STF was given the task to create a proposal for a new IFF Strategy for the years 2021 – 2032.

The IFF STF was headed by IFF Board member Stephen King (AUS) consisting of Michael Zoss (SUI) Filip Suman (CZE), Kaarina Salomaa (FIN), Junoh-Lee (KOR), Helén Wiklund Wårell (SWE), Merita Bruun (IFF Office) and John Liljelund (IFF Office)

The process and timeline for the preparations was:

1. The IFF CB decided to start the preparation process for a new IFF Strategy in May 2019
2. An Initial Strategy survey was sent out to a few floorball stakeholders in June - August 2019
3. Based on the survey results the first Key Priorities and Strategic Targets were defined by the IFF CB and the CB decided to form the IFF Strategy Task Force (STF). The STF was given the task to prepare the proposal for a Strategy document 2021 – 2032
4. The STF prepared and run the strategy workshops during the IFF Member Associations' Meeting in December 2019
5. Based on the strategy workshop results the first draft of the IFF Strategy 2021 – 2032 was written in March 2020
6. The IFF CB approved the first draft and it was sent out for consultation to the IFF member associations, IFF committees/commissions and other stakeholders in April 2020
7. The STF analysed the feedback received and prepared a revised 2nd draft in August 2020
8. The 2nd draft was again sent out for consultation and the STF made needed changes to the document which was then presented to the IFF CB for approval in November 2020
9. The IFF CB sent the proposal out to the member associations in November 2020
10. The IFF General Assembly 2020 approved the document in Helsinki, Finland in December 2020

The subsequent steps needed are:

1. The IFF CB to adjust/define implementation plans to fit under the overall strategy approved.
2. For the IFF to make the document come alive and turn the words into action, in order to achieve our vision.

2. Purpose

The purpose of this document is to define the current and future strategic directions of floorball for the period of 2021 – 2032.

IFF has achieved most of the objectives set for the previous strategy period 2009 – 2020 and we have witnessed strong and rapid development in all areas of floorball. However, as floorball continues to grow globally and the world around us is changing rapidly, we are facing more and more challenges. In order to still be able to continue growing our sport, it is essential to define new strategic targets, which can unite the movement for the coming decade.

This document tries to pinpoint the key elements of this strategy for the whole floorball family, so that we can take the needed steps forward and reach the next level together. The aim of this document is to specify the IFF vision and mission as well as the strategic targets that we wish to prioritise. Each target will further include a clear set of core areas and KPIs.

This provides an operational and practical strategy, not a vast principle philosophical document, to achieve tangible and measurable targets. It should be used as a tool not only for the IFF and its

member associations, but also by the wider floorball community, in order to grow and develop our sport further in the coming decade.

3. History of the IFF

This section aims to create a common understanding of the reasons why IFF was originally founded and why we have ended up where we are today. The history of the IFF can be divided into three different development stages, which are described below.

3.1. Foundation and initial organisation 1986-1996 (Members: from 3 to 16)

The IFF was founded by the national floorball associations of Finland, Sweden and Switzerland in Husqvarna, Sweden on the 12th of April 1986. The main reason was to develop the sport on the national level, but especially in Sweden, there was a need to have an international body to receive government support for the sport. The other reason was the need to play international competitions for national- and club teams in both men and women.

During the first years the IFF concentrated on building the structure for international games, creating the International Rules of the Game (1st Rule book in 1992) and formalising its own organisation. The development was quite slow in the beginning, with the first IFF General Assembly (GA) held in 1992. The IFF Office was in Switzerland, in the Swiss Floorball Association's office, until 1996.

The first international tournament organised was the club competition for national champions, the European Cup, played in Finland and Sweden, in December 1993. The first event for the national teams was the European Championships in Finland 1994 with eight participating men's teams. In 1995, the Open European Championships were played in Switzerland for men and women, with Japan participating. The first World Floorball Championships were played in 1996 with 15.106 spectators watching the final at the Globe Arena in Sweden.

3.2. Seeking recognition and building the organisation 1996 – 2008 (Members: from 16 to 47)

The IFF General Assembly 1996 in Stockholm made several very important decisions to speed up the development. The IFF Office was moved to Solna, Sweden, and the first IFF employee was employed with Swedish Floorball Federation's assistance. This made it possible to start developing the organisation in several different ways and seek international recognition.

In 2000, the IFF was approved member of the World Sport Organisation GAISF (General Association of International Sport Federations). In 2003, the IFF applied for the recognition of the IOC (International Olympic Committee), but the application was never evaluated, as the IOC decided to look over the criteria for recognition. IFF had in its first ever strategic document set the objective to be internationally recognised and to follow the general rules of International sport. As a result, the IFF signed the World Anti-Doping Code in 2003.

Due to the rapid growth of junior players, the IFF also needed to launch the U19 World Floorball Championships starting with Men in Germany 2001 and Women in Finland 2004. The size of the Adult World Floorball Championships grew to a maximum of 24 teams participating in the fourth Men's WFC 2002 in Finland, in an A and B group. The development then led to the creation of a C-division World Championships in 2004. Floorball also made a first appearance in The World Games in Lahti, Finland in 1997.

Prior to the IFF General Assembly 2004 discussions about further strengthening the IFF started and the Finnish Floorball Federation offered, financially supported by the Finnish Ministry of Education, to host the IFF Office. The IFF Office then moved to Finland in 2005 and the made it possible to grow the number of employees to three.

The objective was now to receive the IOC Recognition and several operations, like the Floorball Development Programme, were built in 2005. The IFF worked mainly with three pillars: increasing awareness and visibility, developing and increasing member countries (IOC Road Map 50) and creating better marketing value for the sport. As a result, the IFF received the provisional IOC recognition in 2008.

3.3. Fully recognised and joining multi-sport games 2009 – 2020 (Members; from 47 - 74)

The participation in the Olympic Games by 2020 was set as the guiding lighthouse for the IFF in the IFF Strategy approved for 2009-2020. The focus was on building the IFF organisation and meeting the requirements for participation in the multi-sport games. Even if IFF didn't reach the Olympic Games, as the system for the games was changed in relation to the IOC Agenda 2020, floorball has still been on the programme of several multi-sport events. In addition, floorball has become a more global sport with more members from outside of Europe.

IFF became fully recognised by the IOC in 2011, which automatically made us members of the ARISF (Association of IOC Recognised International Sport Federations). In 2013, the IFF was accepted as member of the IWGA (International World Games Association) and in 2014 as a provisional member of the IMGA (International Master Games Association).

The chosen strategy led to positive development in all fields. IFF grew stronger, got more members on new continents, provided more diverse service to its members and was able to build a solid base for streaming and TV visibility. In 2013, a new format for the World Floorball Championships was introduced. The growth also fostered several organisational development programmes to strengthen the organisation of the IFF members, like the Each One – Teach One mentoring programme and the IFF License system for participation in major IFF events. The size of the IFF administration also grew to eight full time employees. A major hurdle for future growth that is yet to be overcome is the lack of financial resources, as IFF has not been able to gain enough outside sponsorship to ramp up its work.

The IFF Events have grown to be major international events and the latest Sportcal GSI ranking shows that the Men's WFC is in the top 20's and the Women's WFC among the top 40's out of the total 80 multi-sport and world championship events. The need to close the gap on the field of play has also been clearly addressed by the whole floorball community and a project called Future of Floorball has started to investigate how different game versions could assist in narrowing the gap. This, after a positive experience of playing with a smaller roster and shorter playing time in The World Games 2017 in Wroclaw, Poland. The World Games 2017 was the first ever floorball participation, as an official sport, in one of the biggest multi-sport events. Floorball has now secured its position in the IWGA World Games (2017 and 2022), the South East Asian Games (2013, 2015 and 2019) and has been included on the programme of the OCA (Olympic Council of Asia) Asian Indoor and Martial Arts Games 2021 to be played in Thailand.

4. Global Trends affecting Floorball

The world around us is rapidly changing and both the society and sports are affected by several global trends. The IFF has evaluated these trends and identified the ones that affect our sport the most.

Global trends affecting Floorball

Megatrend	Effect to sport industry	IFF actions
Technological development	Fans expect more instant, engaging and personalised service and experience from event organisers. Due to change in media landscape, sport fans will have new ways to follow and participate in events. New digital solutions enable easier access to information and education.	<ul style="list-style-type: none"> Utilise technology to give spectators more data and insights from games Develop sport, services and best practises with the help of new technology Offer more personalised content Utilise multi-channels
Entertainment society	Sports moves towards entertainment industry. Competition for people's free time increases rapidly.	<ul style="list-style-type: none"> Offer product that satisfies consumers Support development of professional floorball leagues Create new professional event formats
Equality	Sports need to offer more opportunities to participate regardless of gender, disability, financial status, ethnic background and geographical location.	<ul style="list-style-type: none"> Create new versions of the sport, like mixed team events Incorporate para-floorball within IFF competition structure
Sustainability	Climate change demands the organisations to be as sustainable as possible. Sports have possibilities to help societies to become more environmentally and socially sustainable.	<ul style="list-style-type: none"> Neutral carbon footprint in IFF events and activities Create actions plans to meet UN sustainable development goals
Healthy lifestyle	Governments and communities are looking for opportunities to decrease growing health expenses by offering more sports. People are more aware of the benefits of doing sports.	<ul style="list-style-type: none"> Offer accessible and flexible game formats for all Develop recreational equipment in co-operation with manufacturers

5. IFF Mission and Vision

Defining the strategic vision for an international sports association is one of the key building blocks needed for the organisation to stay on the desired path. It describes the preferred future state of both the IFF and the sport of floorball, based on the realistic analysis of the current situation.

5.1. IFF Mission – What we do and for whom

Working together with our member associations and all other stakeholders is essential for the welfare of world floorball. The basis for success lies in the sport itself, the playing of the game. The IFF has three different levels of members with very different challenges and opportunities. Therefore, the IFF needs to be able to service and support in several different ways. This requires that the IFF remains at the forefront of progress, with a sense of initiative and with visionary capacity. The goal is to identify and seek solutions to tomorrow's problems already today.

In addition to what is included in the IFF Statutes the purpose or mission of IFF is defined in the following Mission Statement. This statement clarifies the main reasons for the IFF's existence:

We lead, support and serve our member associations together to promote, develop, protect and spread the game of floorball

5.2. IFF Vision – What we want to achieve

As the world of sport has changed dramatically since the approval of the IFF Strategy for 2009 – 2020, the IFF needs to re-define and update our strategic direction. The inclusion in the Olympic

Games has been the key objective so far and this is still the dream and target. But as floorball has unique potential yet to be untapped, and strategic targets to be reached, being on the programme of the Olympic Games is not the most important key priority in the IFF Strategy 2021 – 2032. The Olympic Games will, however, more likely become a reality, when the key targets of this document are reached.

The strategic vision for the upcoming period is defined as follows in the IFF Vision statement:

Floorball is the most inclusive team sport, played by over a million registered players on all continents.

5.3. IFF Core values

The core values of the IFF are those values we hold which form the foundation of our organisation. The values underlie our work, how we interact, and which strategies we employ to fulfil our mission.

In order to reach the targets, set in the IFF Vision and to fulfil the IFF Mission the whole floorball family needs to adopt the core values of the IFF:

Fun – Floorball is both accessible and attractive

Inclusive – We are equal and open

Innovative – We are progressive and ambitious

Cooperative – We are loyal and work together towards solidarity

Fair – We are transparent, and our sport is clean

6. Implementation of the Strategy

The priority is to define a process for implementation of the strategy. This process needs to be flexible in order to adapt to changing environments and the different development stages of each of our member association. This implementation strategy is not prescriptive.

The strategy defines four key priorities that the IFF needs to focus on. Within each key priority, both targets and Key Performance Indicators (KPI) have been identified, which set a base for future measurement of success.

The reviews of the actions against the KPI will be used to determine if the direction is correct to meet the targets and KPI's. The IFF CB is to make a periodic update of the IFF Strategy for the IFF General Assembly 2026.

6.1. Key priority 1: Awareness and Visibility

Floorball needs to grow its awareness and visibility amongst its current family, the international sports community and the general public. The awareness and visibility must be raised to achieve the other strategic targets including marketing, financial resources, growth of the game and numbers of players in Member Associations (MA).

There are three core targets that the IFF needs to achieve, to meet the Awareness and Visibility aims of floorball. Associated KPI's have been developed for each target:

Target 1: Strengthening Marketing efforts

- A total of one billion (10-15 % of the world population) knows the sport of floorball
- There are at least four professional Floorball Leagues
- Floorball is known with one global brand name
- IFF has one title sponsor and yearly sponsor income of at least one million EUR
- The Floorball image is one of Clean and Fair, as one of the top sports with regard to
 - o Anti-doping
 - o Betting
 - o Injury prevention

Target 2: More TV time and utilising new media

Our goal is to have more than:

- 30 countries that are streaming IFF Events live
- 30 million live TV spectators for the Major IFF Events
- 10.000 articles on digital media in Major IFF Events
- 1 million social media exposure of #floorball per year
- 1 million followers and 5 million total engagements annually on IFF and IFF Events Social Media
- 150.000 IFF mobile App users

Target 3: Inclusion in Multi-sport events

- Floorball is on the programme of 2-3 new multi-sport games
- Floorball meets the criteria for inclusion in Youth Olympic Games and/or Olympic Games

6.2. Key priority 2: Sport presentation and Appearance

The international sport market is continuously changing with new media, time constraints, new expectations on sports presentation and broadcaster requirements. We need to continuously review our presentation and appearance, to be at the forefront at all levels.

There are three core targets that need to be achieved to meet the Sport Presentation and Appearance aims of floorball. Associated KPI's have been developed for each target:

Target 1: Different versions of the game

- There are several versions of the game standardised with adjusted rules
- Test new versions of the game at selected international events
- The event structure is continuously reviewed and updated
- The AOFC Cup/Africa Cup concept is extended to all continents/regions for young/small
- There are international events, which are accessible for all members associations

Target 2: Equal, accessible, safe and clean sport

- Floorball is considered as a Safe and Clean Top International Sports regarding
 - o The number of injuries is kept at the present level and data is collected to increase player safety
 - o The number of anti-doping rule violations is not growing
 - o There are no match-fixing cases in IFF Events

- Safety aspects are taken into consideration when developing game rules
- There is a focus on injury prevention through educating especially for young players and the entourage
- IFF increases the number of official partnerships with ParaFloorball organisations
- Floorball maintains absolute respect for referees through mandatory training for players and referees focusing on mutual respect.
- IFF has an equal gender representation on all levels within IFF
 - There are increased numbers of female players surpassing 30 % of total players
 - There are increased numbers of female coaches, referees and officials

Target 3: Entertaining events

- We focus to entertain fans at the events to create a positive, cheerful, interactive presentation that can also be experienced on TV/Social Media
 - The IFF engages fans by letting them take active part in the execution of an IFF Event
 - The IFF engage floorball stars at the event.
 - The IFF includes entertaining events in the Fun Zone to attract spectators at Major IFF Events.
- The IFF conducts fan surveys at IFF Events and utilise data to develop the events
- The IFF utilises new technologies to collect more data from the game and present it to fans in order to make their experience more impressive

6.3. Key priority 3: Development, Service Level and Expansion

A critical target of the IFF is to increase the development work, expansion and service levels to the floorball community. Increasing development work will assist to close the gap and build stronger member associations. Expansion to new countries and areas will automatically increase the number of players and help us reach our targets. Continuing to build the service level to support the development work of our members is a major objective that allows many of the targets to be achieved.

There are five core targets that need to be achieved, to meet the Development, Service Level and Expansion aims of floorball. Associated KPI's have been developed for each target:

Target 1: Strengthening the existing Members

- The IFF has 30 member associations with at least one full-time employee
- The IFF focuses on building the organisational structure of the MA's in the IFF development work
- The IFF utilises new technologies to collect more data from the game and present it to fans in order to make their experience more impressive

Target 2: Knowledge gathering and sharing

- The IFF sets an annual system of regular face to face and online meetings to discuss individual topics based of association needs
- The IFF assists the MA's by creating best practice models to reach different masses (schools, elderly, companies, immigrants) and share the best practice models with the whole floorball community

- The IFF launches a system for exchanging coaches between MA's and creates a "IFF Coaches Camp" for the MA's
- The IFF provides a platform designed for MA's to communicate with each other and to share and receive information and materials

Target 3: Targeted development projects (ROI)

- Based on the development platform the IFF provides targeted projects to address specific need of a single MA
- The IFF provides a programme of a club to club development system with partnership clubs
- The IFF identifies 3-5 Member Associations and build a more detailed development or mentorship programmes based on Return on Investment to close the gap

Target 4: Closing the gap

- Floorball has a TOP 10 instead of TOP 4,
 - o There have played 8-10 countries in the adult WFC semi-finals in the years 2026-2032 for both male and female
- The IFF launches organisational development projects and a coaching project in cooperation with the more developed MAs
- The IFF organising more coaching and refereeing seminars
 - o Lower the threshold to participate by organising also online seminars, webinars and materials

Target 5: Focus on the growth of the numbers of players

- The number of active players worldwide grows:
 - o There are more than 500.000 licensed players
 - o There are at least fifteen countries with more than 10.000 licensed players
 - o There are at least 5 million recreational floorball players worldwide,
- In more than 40 countries kids play floorball in school as a part of the school's sports curriculum

6.4. Key priority 4: Governance, Sport Culture and Leadership

One of the major strengths of floorball currently is its clean and safe culture. As a sport we need to continue to maintain and grow that culture and improve in areas of equality and sustainability. To do so we will need to improve our governance at all levels of the sport as we will face increasing pressure from outside.

The IFF must be the leader in improving governance levels across the sport and to ensure it is in forefront and prepared for the potential increased outside demands. This will particularly apply as Floorball aims to develop professional leagues to continue growing the sport.

The IFF needs to secure resources to continue to be a leader of the sport worldwide and to be considered a best practice example within International Sports Organisations.

There are four core targets that need to be achieved to meet the Governance, Sport Culture and Leadership aims of Floorball. Associated KPI's have been developed for each core area:

Target 1: Professional structure and leagues

- There are at least four professional leagues in the world
 - o There are at least 400 professional players in the world
- The IFF creates and maintains a professional development programme for the IFF employees in order to improve level of expertise

Target 2: Strong financial base

- The financial income of the IFF and the NAs is growing.
- The IFF has a 200% increase of income, National Associations turnover in total has a 300% increase in average
- The IFF has at least 12 full time employed staff members

Target 3: Leader in Sustainability

- The IFF Events are carbon neutral by 2028
- The IFF creates and shares best practices to organise sustainable events
- There are events with campaigns promoting Sustainability

Target 4: Good Governance & Leadership

- The IFF is in top 3 in GAISF survey of Governance for ARISF (Association of IOC Recognised International Sport Federations) and AIMS (Alliance of Independent recognised Members of Sport) IF's
- The IFF has at least 10 persons elected to positions in International Sports Bodies
- Both genders are equally represented in the IFF events, the IFF board and the committees/commissions

6. Summary

GLOBAL TRENDS: *Technological development, entertainment society, equality, sustainability, healthy lifestyle*

IFF MISSION:

We lead, support and serve our member associations to promote, develop, protect and spread the game of floorball together

IFF VISION:

Floorball is the most inclusive team sport, played by over a million registered players on all continents

KEY PRIORITIES AND STRATEGIC TARGETS

Awareness and Visibility:

1. Strengthening marketing efforts
2. More TV time and utilising new media
3. Inclusion in multi-sport events

Sport presentation and Appearance

1. Different versions of the game
2. Equal, accessible, safe and clean sport
3. Entertaining events

Development, Service and Expansion

1. Strengthening Members
2. Knowledge gathering and sharing
3. Targeted development projects
4. Closing the gap
5. More players

Governance, Culture and Leadership

1. Professional structure and leagues
2. Strong financial base
3. Leader in sustainability
4. Good Governance and Leadership

CORE VALUES: *Fun, Inclusive, Innovative, Cooperative, Fair*