

**Appendix 7**

# **International Floorball Federation IFF**



## **PLAN OF ACTION 2017 - 2018**

## PLAN OF ACTION FOR 2017-2018

### **1. General**

As defined by the IFF General Assembly in Prague at the 2008 General Assembly, the International Floorball Federation (IFF) is an association consisting of associations existing to nurse and service its member associations, in order to further promote and develop the sport of Floorball on an international level. IFF is the approved sole international governing organisation for all different types of Floorball, and an ordinary member of SportAccord (prev. GAISF) since 2004, fully recognised by the IOC at the 123<sup>rd</sup> session in Durban, South Africa 2011 and consequentially a full member of ARISF Association of IOC Recognised International Sport Federations) since July 2011. IFF was approved as a member of the International World Games Association (IWGA) in 2013, strengthening our position in the International Sports Community. The IFF was approved as associate member in IMGA in 2012. The objective is to strengthen and put forward our positions on the International Sports field, in all the organisations we are working in.

IFF today consists of 63 member associations in total, out of which 43 countries are ordinary members. According to the present IFF Statutes, a provisional member association has until now, after having been a provisional member for a period of at least four years, automatically receive the member responsibilities of an ordinary IFF member. In the proposal for the IFF Licence System for participation in Major Events, the IFF CB proposes to re-classify the members based on their activity level on the international floorball scene, to help the smallest member associations. The IFF strongly urges these member associations, if they fulfil the requirements stipulated by the IFF Statutes, to apply for ordinary membership in the IFF. As a part of the implementation of the Licences system, the aim is to promote the values of the system – to avoid that our member are not aware of the content and the process.

Through the proposal for the IFF Licence System the IFF administration will more actively strive to support the provisional member associations to develop their operations in order to become ordinary members and participate in the IFF Events on some level. The objective is to have the General Assemblies of both 2016 and 2018 to approve additional ordinary members. The main objective, in advance of this IFF General Assembly, has been, apart to further increase the number of member associations, to strengthen the process of closing the gap between the IFF member associations and to prepare the whole Floorball Community for the upcoming IOC “Short list process” as decided by the IOC, for inclusion in the Olympic Games and/or the Youth Olympic Games on the either the official program or as a SportLab initiation sport.

The basis for our existence and our operations for the first two decades has been to spread, grow and develop the sport globally and at the same time seek an official approval and recognition from the international sports community. Now in what can be defined as the second phase of our existence, after having successfully reached the recognition and membership of all the Major Global Sports Organisations (IOC, SportAccord, ARISF, IWGA, IMGA, FISU and WADA) the focus for IFF has changed and we need to be an active and trustworthy partner of the International Sport Community, bringing forward the ideas of Floorball to the community as a whole. It is now vital that all IFF members continue to strive for national recognition to their respective NOC and National Sports Confederations, and put forth the most suitable, and internationally well-known, national candidates, regardless if sports politicians or high ranking employees, with the biggest chances to be elected, and in this historical instance by using the Wrocław World Games as a gate opener to the NOC's and the National Sport Confederations.

The IFF General Assembly 2014 in Gothenburg has decided to update the half-time revision of the strategic vision of IFF for the rest of the decade until 2020:

*To continue to constantly develop as the internationally approved sole owner of the dynamic sport of Floorball building our own Brand identity, increasing the visibility and raising the awareness of the Sport. At the same time serving as an attractive sport for all and continuing to develop all its different forms and identities. Being a healthy organisation with sufficient human and financial resources, with between 75-80 national member associations, having and organising their own national championships and continental confederations.*

*Floorball is adaptable to be played on a global level taking into consideration all the different infrastructural conditions, according to the standardised game rules, with a WFC played with participants from five continents, based on the qualifications and being on the program of the Regional Games, the World Games and to reach the Olympic Games "Short List process" until 2020.*

The approved strategy is the guiding lighthouse showing the direction for the operations of IFF and the Plan of Actions is defining the operational objective and how to organise the activity.

The success achieved with the inclusion of Floorball in a number of Multi-sport Games in the last years, proves that the whole operation of the IFF continuously has to be built around the same three pillars that were decided already in 2004, which has been the basis for the prominent success during the last over 10 years. These being:

- the international lobby work in respect to increase the visibility of the sport and inclusion into the multi-sport games;
- the development work of increasing the number of, and strengthening, our member associations; and
- the marketing of the sport, building and spreading the brand of Floorball.

In the coming two year period, the main focus for the IFF will be to continue the preparations started to meet and preferably the present requirements of the IOC, for a possible inclusion on the IOC "Short list process" for the 2024 and 2028 Olympic Games. The future of Floorball as a growing sport, is very closely connected to the success of how the sport will develop hand in hand on the national and international level. As the IOC has adopted the "Olympic Agenda 2020", which aims to change the way the IOC operates, which has already made a difference through the inclusion of five new sports in the Tokyo 2020 Olympic Games. This process will now continue and in the long run effect also the way the IOC will build their events in the future. At the present there is no real knowledge of how the system for inclusion of new sports will look like. Therefore, we need to prepare to meet the present requirements IOC has set, a process started already after the last IFF General Assembly in 2014. The IFF will continue to use the preparation of the IOC Short List bid, as a tool in the process to improve our policies, procedures and structures, here the participation and successful organisation of the Wroclaw World Games is imperative, as this is our opportunity to show the International Sports Community what Floorball can bring to the table and what additional value we can bring.

The firm belief of the IFF, is that the sport has still approximately 4-6 years to really present our strong international brand and presence, making it possible for Floorball to become, firstly, a sport listed on the Short list, and then a sport on the Olympic Program in either 2024 or 2028. In addition, we need to adapt the sport of Floorball to fit the requirements of the growing number of International and Regional Multi-Sport Games. As a part of this process we need to test different playing formats, where it is applicable.

The discussion about the identity of our sport has continued during the last years. The key for Floorball is to create and enlarge our present brand space, by preferably using only one generic name – Floorball, in order not to slow down the process to reach the level of international importance defined in our Vision for the rest of the decade. The development of international sport has proven that there are a number of examples where a rapidly growing sport has not succeeded to take the final steps and maintain the importance of the sport. The main objective for IFF is to

build and spread the understanding and the forms of cooperation achieved in connection to the Each One – Teach One project and its bi-lateral Mentor – Mentee initiatives, with the member associations, whose primary working field is always national, but there can be no development of Floorball without a growing international brand space and understanding for its importance.

### **1.1. Strategic objectives for 2017 – 2018**

The IFF is building its operational planning on a number of documents, which are all approved by the membership in the IFF General Assembly. The IFF Strategic Vision approved in 2008, which serves as the Guiding Lighthouse for the direction of our overall operation until 2020 on a long term basis, which was updated at the IFF GA in Gothenburg. This document, the IFF Plan of Action, serves as the short term plan of what we need to do and how to reach the strategic objectives, whereas the IFF then works with a number of projects, like the IOC Short List project and the Each One – Teach One project.

One of the main short term targets the IFF needs to reach is to increase the number of member association, in order to meet the stipulated requirements, of having roughly 70-75 active functional countries by the end of 2018, to proceed in the process related to the “IOC Short list”. The IFF has to continue to focus on not only growing the membership outside of Europe, but also to work to bring the new members up to speed and to help closing the gap from the start. Different sources indicate that there are around 85-90 countries where Floorball is played in one form or another at the moment. The objective for IFF must be to collect these countries under its umbrella and by the end of the period have close to 70 members.

IFF has changed the approach to actively seek for new Floorball groups and work together with expatriates in order to gain faster entrance in a number of countries. The IFF CB will continue the project to gain new member associations for the next two year period.

In order to continue to grow and flourish, and thereby reach our vision and the set objectives, the most important factor for IFF is, without doubt, the welfare of our member associations. The stronger our member associations becomes, the more and faster they can develop the sport on a national level and, in turn, the stronger the IFF will become, through the increased visibility and importance on the national level. It is however important to understand that this requires a much tighter cooperation between all the stakeholders of the Floorball family. IFF has continued the process already for over the last 10 years, to build and developed, a wide set of operations, services and materials for the use of the member associations and floorball clubs. The last two years have clearly showed that the focus of the organisation, through streamlining of IFF’s organisation, much more focus can, and will, be given to strengthening the operations of the members. This is in order to be able to build healthier and sustainable member associations, which are then capable of bringing Floorball to the next level.

The results of the IFF Associations’ Audit, the IFF historic development project with the implementation of the Each One – Teach One (EOTO) bi-lateral Mentor –mentee initiatives, will have to continue and IFF will measure the effect of the project through an evaluation questionnaire in 2017. The role of IFF will be to steer and coordinate the bi-lateral initiatives, in order to spread the learnings and speed up the overall development. The overall effect of the EOTO project will be evaluated by the IFF Central Board the period and the evaluation will be brought up for the IFF GA in 2018.

IFF will still continue running the Floorball Development Seminars, as a way of bringing together more countries, but is equally willing to offer country-specific educations in the field of coaching, organisation, refereeing or good governance issues. During the period IFF will create a certification

system for Coaching education, like what already exists for the International referees with their referee classes, in order to help the member associations without an own system. IFF will continue to make country-specific workshops to develop the member services of these associations (competition and education), especially in order to help the associations fulfil the requirements of the Licence system for participation in IFF Events. The forms of cooperation will vary from material support to joint development clinics and seminars. IFF needs to approach especially the regions where Floorball is not very well represented like the Africa, Middle-East, South America and Central Asia. A section of Lobbying will be included in the Seminar program. In connection to this the education material of the Floorball Development Seminars will be updated to the present level of the sport. The target is to start floorball in a number of Latin American and African countries during the period.

The IFF CB will during 2017 start the process of implementation of the License System 2.0 and send out a questionnaire to the national associations to clarify in which tier they are presently and how to build a development plan for these countries. The implementation of the Licence System 2.0 will start already with the registration of the WFC 2018. The aim of the License System is to help and guide the member associations to the next level.

The lobbying work of IFF has been very successful so far, with the full recognition of the IOC and receiving an undisputed place in the world of sport through the acceptance of Floorball in the Multi-Sport Games. The IFF strategy has so far been to aim for any possible multi-sport event, but in the coming period, a careful return on investment analysis has to be made in order to determine where we shall concentrate our efforts. Now the participation in the Wroclaw World Games, the IMGA European Master Games 2019 and regional games, makes it necessary to pinpoint the resources of our activities whether to enter new Multi-Sport Games. The key objective is that IFF could secure the participation in more multi-sport events after 2019. IFF will develop a package for National Associations to approach known celebrities to become Floorball Ambassadors in their respective countries. The Lobby work must be directed not only on the International level, but also on the local and national level by the National Associations, in order to achieve the best possible result. The CB will need to discuss how to communicate the importance of moving forward in the International Scene to all stakeholders, including clubs, member associations and their leadership and to have the international work included in their strategic plans. During the period IFF will need to actively seek inclusion into the framework of the International organisations, like the SportAccord or WADA.

With the participation in the Wroclaw World Games 2017, the focus will have to change from seeking for a place in the games, into how Floorball can enhance the games and what we can bring to the events. The success of the Wroclaw World Games are imperative, and we will without a doubt be measured by both the IWGA and the IOC, when it comes for our future success internationally. It will define the brand value of our sport, based on the level of the games in Wroclaw, the visibility in ordinary and social media from the event and more than anything how the Floorball fans will follow it in Wroclaw and at home. The option must be to maximise the investment made for the Wroclaw World Games. The effort has to be directed both towards the international community and also towards working closely with the member associations, for example, the Asia Oceania Floorball Confederation (AOFC), in order to promote and develop Floorball in the region, securing the participation in the SEA-Games. After the failure to enter the Malaysia SEA Games 2017 in Kuala Lumpur, IFF and the regional member associations needs to secure the continued presence of Floorball in the coming SEA Games in Manila, the Philippines in 2019 and beyond. This makes it possible to have a foot in the door for the Asian Games 2018 in Jakarta Indonesia. The target should be to help the development in the Asian and American regions to support the possibilities to be included in the Regional games. In Africa the IFF aims to start the development of the competitions, by organising an African Cup 3 vs. 3 during 2017, if there are enough participants and a suitable organiser can be found. It is vital to stress once again that the inclusion to the NOC's is a key issue, since it is the NOC who at the end of the day in many, nearly all cases, decide if and when Floorball NSAs may take part in a Multi-Sport event.

IFF has created an International Lobby Folder, supported with introduction letters to the IOC, NOC's, NSA's, SO and Masters Organisations to help the member associations to introduce the sport to their relevant organisations. This Lobby Folder has to be updated in the coming period. IFF will send the Lobby Folder to all IOC members.

At the moment one of the major obstacles for a faster development of the IFF and more support to be given to the member associations, is that IFF does not gain even close enough the amount of marketing rights income what would be needed. The employment of the IFF Brand Manager and the creation of the Combined Sales project together with the 10 major European national associations in the Core Country Marketing Network Group, is the next attempt of the IFF to reach 1-3 major sponsors during the mandate period and to gain, in order to enhance the IFF market value. IFF needs to increase the stream of income to be able to uphold the level of operations, as the present ones requires more and more financial resources. IFF has and will be able to secure a range of Floorball Material Equipment sponsors for the period 2019 - 2022. In the process of building the Floorball Brand we need to enhance the use of the IFF Corporate Identity in our Events and simultaneously keep the same look and feel of all IFF Events, which has helped branding Floorball. There is also a need to strengthen the IFF Floorball Brand, both towards media and the Floorball public. The process of renewing the IFF Corporate Identity will be finalised during the mandate period.

The target for the coming two year period is to on one hand increase the revenue of the sales of our marketing rights through both the Combined Sales Project and through the sales activity of the IFF marketing function and at the same time enhance the visibility of our sport. The objective is to improve the sales process and through this receive better results. This requires that the IFF will actively seek a solution for how to sell our marketing rights for the future, regardless if it is through a sales company or an in-house marketing manager. In addition, there will be a Public Service Announcement (PSA) statement build to market the sport. IFF will run a number of marketing campaigns and an evaluation will be done based on these, to study the cost-benefit effect.

The present system to sell the marketing rights jointly with the organiser of the IFF Events, with the Local Organiser Committee, even if it has clearly proven to be a fruitful and has calmed the turbulence around the sale of the events. It has however unfortunately not increased the marketing income for the IFF and in some cases IFF has so to say carried the risk with the organiser, but without the possibility to gain any of the City and/or Governmental support. New forms of sales systems have to be evaluated, together with the organisers of the major events, especially as it has become more and more difficult to find organisers for the both the Major IFF Events and other events. The reason here the fact that the Events are not financially strong enough and don't create financial positive results.

One of the key factors for success in the field of sponsorship sales, is without doubt the increased visibility of Floorball in TV and in the new internet-TV platforms. IFF and the Floorball family has already now proven to be very successful, in some cases even better than some Olympic Sports, when it comes to TV and streaming coverage. IFF will start the cooperation with the Olympic Channel hopefully already during the WFC 2016 and continue the streaming of all IFF Events on the IFF YouTube channels and the World Games channel. IFF will continue to act as the producer of the TV signal for the major events and work with the coordination of the uplink and the satellite segment. IFF is also in the process to secure streaming of all the matches from the Wroclaw World Games, as the organiser presently only broadcasts the medal games from the Floorball tournament. The chosen strategy to actively increase the visibility of our events in TV and provide a constant web-TV service is also essential in the future. The more active use of the social media channels is essential for our future and we will have to look at ways to also commercialise our presence in the social and mobile media. Here the support of and the active cooperation of the member associations are needed to secure the best possible result.

IFF will strive to develop the activities inside the organisation and towards the member associations to promote the positive values of sport, described inside the IFF Good Governance Policy, including fair play in a game without match fixing and a doping free sport, giving our athletes the chance to perform in an environment without racism, hooliganism or other kind of intolerance or violence. The work with the introduction of the IFF Guidelines against Sexual Harassment, will take place. When it comes to the work against doping and enhancing good governance structures, Floorball in general is standing out positively already, and this will on a national and the international level become more and more important and with where we can make a difference and increase the awareness of Floorball even faster.

The CB will for the General Assembly 2018, prepare a proposal of how to deal with the potential need to build regional confederations in Africa and the Americas.

## **2. Administration**

The IFF administration, consisting today of seven full time employees and the use of seasonal trainees, has continued to increase the number of services and operations during the last ten years. The growing number of competitions and IFF initiatives, and the increased demand for services provided to the stakeholders, as well as the demands that IFF shall carry out more tasks on behalf of its members, requires that the IFF administration, if it is to be able to uphold and further enhance the service level to our members, needs to develop both in numbers and quality. There is a discrepancy between the need to increase the number of employees and the missing funds of realising this.

In connection to the development of the Champions Cup for 2018 and forward, there are discussions ongoing that the CC-stakeholders would together with IFF continue to finance a CC product manager, which will be employed by the IFF.

Since the General Assembly in 2004, the IFF office has been located in Helsinki, Finland and the IFF has in 2016 signed an agreement with the Finnish Floorball Federation has offered to provide IFF with office facilities until the end of 2020, and thus the IFF Office will, for the period 2017 – 2020, stay in Helsinki. The CB shall in 2020 start, if needed, the preparations in order to relocate the office. The IFF CB shall investigate the possibilities to have the IFF registered in Switzerland, in some official way in order to clear, amongst other topics, the VAT-question.

The growing work load of the IFF administration will require different measures in the coming years. One solution is to use more in-house interns to work in the different fields of the activities. The IFF Office will also continue seeking opportunities to employ different trainees and civil workers on a project basis. Another approach is to start outsourcing certain duties like the increasing social media presence has been done already and the utilisation of the IFF YouTube channel. Since the IFF office has been financially self-funded for over fourteen years, and the turnover of the budget has increased fairly slowly during the last eight years, IFF needs to look more carefully on our revenue generation, in order for IFF to live up to the promised service level.

By the end of 2017, the aim is to have an effective and productive administration of at least eight employees, consisting of a Secretary General, Competition Manager, Event Manager, Information/Anti-doping Manager, Operations Coordinator, Brand Manager, Development Coordinator and an Office Coordinator. The additional resources shall be directed in the fields of marketing/TV and development. On a regular basis, the IFF will inform our member associations about the different fields of responsibilities of the employees via the IFF web page and through our Newsletters.

The task for the Office is to get our member associations better familiarised with our education and information materials, as well as our regulations and how best to follow them, especially in connection with the playing of Friendly Internationals and the use of competition related services.

### **3. Central Board**

The Central Board of the IFF will restructure its working processes and continue to improve its efficiency by allocating specific areas of responsibility to each CB member. The needed special responsibility will be delegated to the respective Committees, Functions, Office and, if required, to a special working group. This will give even more time for the CB to concentrate on the top level strategic and political questions, in order to determine what is best for World Floorball, and to help spread and develop Floorball worldwide. The tested approach with dividing the CB meeting into a working session on a few strategic questions the first day and having the meeting the second day has proven to be very successful.

The role of the Central Board has been lifted to a more strategic level, working with the overall political questions and direction of the movement, whereas the Executive Committee (ExCo) shall continue taking a larger role in the tactical questions and the Office carries the operational responsibility in accordance with the decided direction. When, and if, the financial situation permits, the administration will be strengthened during the period between the General Assemblies in order to meet with the IFF Vision and Missions.

The Central Board will have three to four meetings per year, out of which at least two are organised in connection to IFF Events, but the CB will need to look over the scheduling of these, since the possible demands might require a change in the meeting calendar.

The IFF Executive Committee (ExCo), consisting of the President, the Vice President, the AOFC Vice President, one other member and the Secretary General, will handle and prepare the upcoming issues for the CB and take decisions where they are needed, in order to increase the efficiency. The past legislation has fully proven the necessity of such a body. The IFF President and the Secretary General bear the responsibility of developing the contacts to the International Sports Community for the CB.

The IFF CB will delegate to a special working group to revise the IFF Juridical Regulations in relation to the statutory changes to be approved by the IFF General Assembly 2018.

### **4. The Committees and functions**

The Central Board will continue on the chosen line to have a limited number of operational Committees, i.e. the Athletes Committee (ATC), the Entourage Committee (ENC), the Medical Committee (MC), the Referee Committee (RC) and the Rules and Competition Committee (RACC). The objective is to look over the tasks of the RC and the RACC and see if there is a possibility to develop the way the committees are structured and how they are working.

The other fields of activity are organised into functions lead either by a CB member or a Staff member. The functions for Marketing, Lobbying and Regional Development, are led by CB members. In addition to this IFF operates with functions, such as Development operations, Equality, Information, Marketing operations, Materials and ParaFloorball, which have already been in operation. The responsibilities of the committees and functions will be allocated by the Central Board. Additionally, the CB will ask the Secretary General to appoint the relevant employee to act as the secretary of the committees.

The Athletes Commission (ATC) is now elected in two different instances, the male representatives during the Men's WFC and the female representatives, during the Women's WFC qualification in February the next year. In the future also the male representatives will be elected during the WFCQ's. The chair of the Athletes Commission serves ex-officio on the IFF CB. The confirmation of the ATC chair will be made in a per capsulam meeting after the election of the female representatives of the ATC. Representatives from the ATC are now included in the Medical Committee, the Referee Committee and the Rules and Competition Committee and this will continue for the next four years. ATC members will also continue to contribute to the Athlete's Blog on the IFF website and a key program that they will work on is the development of the IFF Athlete Career Program. We aim to increase the visibility of the ATC members and draw on their Floorball experience to act as role models and Floorball mentors. The overall aim is to increase the interaction between the athletes and the IFF, in order to have the voice of the athletes heard in the decision making process.

The Medical Committee (MC) will continue to focus its work on analysing and following the requirements set by WADA, administrating the IFF TUE procedure, developing the in- and out of competition testing program and the Anti-doping education, which is run through the Athletes Outreach organised in the future targeted for new adult teams and for all teams taking part in the U19 WFC's. The MC has initiated the collection of Injury Information in the IFF Events, which will make it possible in the future to map the injury risk and help in giving preventative education to our members. During the period a number of scientific articles will be written by Ms. Kati Pasanen, from the UKK Research Institute, supported by the MC members.

The Referee Committee (RC) will continue to implement its plan for development of the International Referees, to create a world class referee community, including the needed level of top class international referees and observers. The IFF RC will implement their updated five year program for 2020 during the coming years. The RC will put extra focus on the process of recruiting and educating new international referees and observers from more countries. The RC will continue to cooperate on a more concrete level with the national referee committees and produce the needed guidelines and education materials. The goal is also to have long term plan for the increased number of female referees. The work with-in the IFF Referee Development Group will continue because the positive experience so far, as a large number of new international referees have been introduced through this system. In addition, the work in order to understand the development of the game better will have to be started together with the Floorball Coaches. Key focus will be paid in the ongoing two-way communication with the International referees and the communication of the RC will have to be enhanced both in quantity and quality.

The Rules and Competition Committee (RACC) will continue to focus on dealing with the changing requirements the fast development of our sport sets on our regulations and competition structure. The main task remains with the ongoing evaluation of the Adult's as well as Junior's WFC playing system and the time frame for playing of these competitions. We see a lot of other sports change their timing of events, which will not only influence the timing of our events but also the possibility for TV coverage and sponsorship deals, and hence this will have to be monitored closely by RACC in particular and by IFF in general. The continuing work of the streamlining of the IFF Competition and Organiser Regulations will be a major task of the RACC, in addition to running of the IFF Events. In addition, the RACC will work on the projects included in the EOTO Project Action Plan to provide services in the field of organising tournaments and series.

The IFF Ethics Commission (EC) will continue to work with the documents guiding the IFF operations and the implementation of the Good Governance principles. The questions of preventing of sexual harassment, illegal betting and match fixing are also high up on the agenda.

## **5. Competitions**

The Adult World Championships will, for the first time, be played for Women in Bratislava, Slovakia in December 2017, and the Men's WFC 2018 will return for the third time to Prague, Czech Republic in December 2018. IFF will continue with the regional qualifications, which are played in February. The new qualification system that requires the participation of all countries registered for the event, apart from the organiser, has proved both successful and popular and will definitely continue.

The U19 World Championships will continue to be played with an A- and B-division in 2017 for Men in Växjö, Sweden and in 2018 for Women in St Gallen, Switzerland. The RACC will continue to evaluate the playing time of the U19 WFC's.

For the Men's U19, the number of direct qualified teams has been reduced to 9, and discussions will continue to consider reducing this further as new teams will participate.

The appointment of organisers for the IFF competitions follows the specific schedule used on how to appoint organisers, meaning that a first letter asking for organisers will be sent 72 months prior (six years) to the competition and the appointment will be made 48 months (four years) prior to the competition. The bids for the organisers will be done using the IFF Event Management Tool and its Bid Evaluating tool. As a part of this process there is a need to look over how to secure profitability and increase marketing- and organization revenue for both the IFF and the national associations, when it comes to organizing the Major Events.

The top club competition in Europe, the Champions Cup, which unlike the other IFF competitions is run by the EFT-countries in cooperation with IFF. The CC which was introduced in 2011, was re-organised for the period 2015-2017 as a three day event with the national champions of the Czech Republic, Finland, Sweden and Switzerland together with the winner of the EuroFloorball Cup (EFC) and one second team of the organising country for Men and Women. The plan is to re-arrange the competition, to become a state of the art final four event from 2018 forward. The Champions Cup Steering Group is building a proposal for the new playing system, that will be tested with the national associations and their respective clubs and the decision will be taken by the end of the year. The idea is to keep some link to the EuroFloorball Cup and try to reach the overall goals of the CC with more spectators, financial positive results and broader visibility for the Event. The promotion of the Champions Cup and the other Club competitions will be key in the process and it will be led by the CC Brand Manager, together with the Champions Cup Steering Group.

IFF will continue to organise the EuroFloorball Cup Final round, which is played every year in October with 6 + 6 teams for both Men and Women, but instead of the regional Qualification Rounds a separate 2<sup>nd</sup> tier tournament called the EuroFloorball Challenge is played in August, so that no team has to play in two competitions the same year. The EFC is organised for the 5<sup>th</sup> and lower ranked teams and as the interest in the EFC had faded a little, an inquiry will be made to see how the concerned associations and their clubs would like to play the tournament. The EFC competition will continue as it is for the next two years, with an eye being kept on the participation levels.

In the Asia Oceania Floorball Confederation, there are plans to set up an AOFC Club competition in the coming years, which will be played with club teams from the different countries and plans to establish an Asian Cup to promote the sport in the region. Also work is done to establish an African Cup 3vs.3 during the period.

IFF will conduct in cooperation with Sportcal a set of in-depth research's (Global Sport Index) on the effectivity and effect of our Adult World Championships. The data collection for the research will be conducted in cooperation with the Local organiser.

## **6. Participation in International Events**

The strategic evaluation of which Multi-Sport Games IFF is seeking inclusion in, was taken after the evaluation of the IOC Agenda 2020 and IFF has now entered the World Games and European Master Games. The Olympic Agenda 2020 clearly indicates that these two events are on the radar of the IOC. It is of course important to be able to participate in also other multi-sport events on a regional level. IFF will work with the following multi-sport events and the International organisations:

#### **World Games:**

The Wroclaw World Games are the biggest thing that has ever happened to IFF in its short history. These are the Floorball Olympics for us, as the World Games are and will be the gateway to other multi-sport events for us. IFF will continue to promote and build a World Class Event for Wroclaw, in close cooperation with the IFF member associations, the International World Games Association and the Wroclaw World Games 2017 Organisation Committee in order to showcase the sport in a best possible way. The objective for IFF is to secure the participation in the 2021 World Games in Birmingham, USA through an excellent event in Wroclaw and prove our sport can provide added value to the multi-sport events.

It is equally important to prepare a similar Wroclaw Action Plan, for the time after the World Games.

#### **Universiade:**

The 8<sup>th</sup> World University Championships will be played in 2018 in Lodz, Poland, organised by FISU in conjunction with the Polish University Sports Council and the Lodz University, supported by the Polish Floorball Federation. The discussions will continue with FISU in order to see what possibilities there are for Floorball to gain access into the Universiade.

#### **Master Games:**

The International Master Games Association has approved Floorball as a sport on the program of the 2019 European Master Games in Torino, Italy. During the period the preparations for this event will start in cooperation Winter Master Games. But due to the move of the Games to Canada, IFF is looking forward to the European Master Games to be held in 2019.

#### **SportAccord Multi-Sport events:**

As SportAccord has cancelled their multi-sport program, as a result of the re-organisation of the organisation after the crisis in 2015, floorball has lost the opportunity to participate in the Urban Games. IFF will start discussions with SportAccord what possibilities there are in the future for such an event.

#### **Regional Multi-Sport events:**

The process and work to include Floorball on the programme of the South-East Asian Games 2019, in cooperation with the Philippine NOC, the Philippine Floorball Association and the AOFC, has started. The AOFC is planning to organise an AOFC Cup to help promote the sport and familiarise it in the region. The aim is to have Floorball as a medal sport in the SEA Games 2019, with at least 6 of the SEA Games countries participating. IFF will, in cooperation with the Malaysian association work to lobby floorball during the Malaysian SEA Games 2017.

The IFF will work together with, and support the development of Floorball in, the following International Sports Organisations and their Events:

- International School Sports Federation (ISF)

## **7. The Rules of the Game**

The preparation of the Rules of the Game - Edition 2018 (valid from July 1, 2018) will continue with the evaluation of the proposals handed in by the national associations and followed by the drafting of the proposal for new rules, so that the IFF CB can approve them during 2017.

## **8. Anti Doping work**

IFF has, as a signatory of the WADA Anti-Doping Charter, an obligation to develop the Anti-Doping work in order to stay compliant with the WADA Code. Only to keep up with the ongoing changes made by WADA, requires a lot of work. IFF will update all operations needed to be in line with the World Anti-Doping Code 2015. The objective will be the practical implementation of the new WADA International Standards for e.g. Testing and Therapeutic Use Exemptions and focusing more on Anti-Doping Education, as this has been set as a requirement to reach WADA Compliance. WADA will send out an extensive Anti-Doping questionnaire to the signatories in the end of 2016, which has to be completed during Q1/2017 and will serve as the basis for our WADA Code Compliance process in the coming years. As part of that, both the IFF and the member associations need to increase their efforts in the field of Anti-doping work.

The amount and quality of education given to the athletes on both an international and national level has to increase in the future. IFF will continue with its educational and awareness program - "Say NO to Doping" - which will be run at the major events. From the WFC 2016 onwards, IFF will conduct the Athlete Outreach Education Campaign only targeted to the teams without previous participation in the program. IFF will instead run the program in the U19 WFC's to all participating teams.

## **9. Development Work**

The basis for the success of International Floorball is based on the development of the IFF, the National Associations and the Floorball Family as a whole. This is directing the overall IFF development work. IFF will continue with the organisation of the educational activities all over the world, but can if needed pinpoint certain specific countries.

The key to the development work of the IFF lies in the services rendered to the members and new countries. IFF will continue to organise a number of different level Floorball Development Seminars and Clinique's based on the request from the member associations or new groups. The process with the EOTO project is steering the development direction toward the Closing the Gap in the operations, activities and thus leading in the end to a closing of the gap also on the field of play. This will at the same time increase the interaction between the member associations and the interaction between the associations and the IFF. The IFF role is to act as the facilitator in the EOTO bi-lateral mentoring projects carried out by the countries during the next two years and to evaluate the process for the IFF General Assembly 2018.

The IFF needs to continue growing, both in number of player, as well as in the number of member associations, as this is one key factor for increased visibility, awareness and increased market value of the sport. IFF will continue to work with finding new countries and work together with other parties to spread the sport to especially Latin- and South-America, Africa and Asia.

The cooperation between the IFF and the Floorball manufacturers has, since 2001, been directed through the IFF Development Board, which consists of representatives from the biggest Floorball material manufacturers and the IFF. The Development Board has changed name to the IFF Material Board and its main task is to focus on what types of technical changes are needed for the Floorball Material and evaluate the direction of development. The Material Board is also making proposals to the IFF concerning the revision for the IFF Material Regulation version 2018. The

other task of the MB has been to find ways for how the manufacturers and IFF can cooperate in different ways to promote Floorball worldwide. The usage of the surplus from the material approval system is being discussed in the MB, but decided by the IFF. The process of the changes of the actual technical requirements continues, and eventual changes take place every second year, next time in 2018, with proposals sent in by manufacturers in February 2017.

The IFF has re-signed the contract with the technical institute SP, in Sweden, for the coming three year period, 2016-2018 concerning the administration of the material testing of new material and the material on the markets in the stores. SP has ratified the technical institute of ITC in the Czech Republic for testing purposes.

## **10. Information services**

The IFF website, [www.floorball.org](http://www.floorball.org), will continue to be the main source of the information flow from IFF to its member associations, even though the activity in the Social Medias is steadily increasing. The aim is to continue to have a broad base of news feeds from around the Floorball world, use the RSS feeds of the Floorball community and to distribute more information from the member associations. IFF is continuing with the development of co allocating the WFC and the Champions Cup Events pages on the IFF web page, during the tournaments. IFF is starting the planning for an update and modernisation of its web page during the period. Focus will also be paid on the task of building a visibility strategy for the whole media-mix.

IFF will invest resources to follow the growing use of the social media, i.e. Facebook, Twitter, YouTube, Instagram and Flickr, which is a very rapid, and cost-effective, way to distribute news. IFF has its own Facebook, Instagram, Snapchat and Twitter channels, Photo gallery on Flickr, as well as two IFF Channels on YouTube. The social media pages are also easily accessed from the IFF web page. IFF will continue following the development of the communications tools, especially in the social media channels, in order to develop our own tools and channels accordingly. IFF will in cooperation with the organiser evaluate the use of Event specific Social Media channels and the possible launch of new channels.

IFF is using email-based Newsletters to address interesting topics and updates on the IFF Events throughout the Floorball world, as well as the ordinary news service. The minutes from the CB meetings are published on the website and the most interesting topics from the CB meetings are collected in a separate webpage news and Newsletter.

IFF is continuing the use of our fan-based mobile application for the Main Events, which was introduced for the WFC 2012. The objective with the mobile application is to serve as an easy-access platform for fans to follow their teams and participate in the Event. The idea is to use this for the main events, incorporating the future organiser in the build-up of the application for each event. IFF is looking over the possibilities to commercialise this application in the coming years.

As a part of building the brand of Floorball, IFF has participated in the SportAccord SportsHub project on YouTube, where IFF now have two own channels for the IFF Video archive for all televised and streamed matches from the IFF Events. These Floorball videos can be freely used by the whole Floorball family. The aim is to have the member associations providing videos for the YouTube IFF Channels, in order to spread the sport. IFF is working in order to be able to secure the live streaming of all Major IFF Events (Adult WFC, U19 WFC, CC and EFC Final round) over the internet. The IFF member association are entitled to stream their own events free of charge on the IFF channels.

The Information function is partly responsible for the publication of new educational and marketing materials together with the related functions.

## **11. Equality**

IFF launched the GoGirls! Floorball project at the Associations Meeting in Czech Republic 2013. The project was developed with the assistance of the EuroFloorball Tour countries (CZE, FIN, SWE, SUI) and aims to help the promotion of girl's and women's Floorball. To begin, the IFF has provided materials for use by players, coaches, parents, local organisations, clubs and National Associations that give ideas of practices and projects that can be implemented. The main aims of the project are to increase the number of females in Floorball, teaching them how to play, and keeping them playing. The project focuses not just on players, but also female coaches and referees.

Since its inception, many associations & clubs have used the GoGirls! Floorball idea for Floorball camps and integration programmes. The materials have also been translated into German. In 2017, the IFF will ask each of the teams that qualify to WFC 2017 to nominate a GoGirls! Ambassador. The IFF will in the lead-up to WFC 2017 do a series of stories based on interviews and materials from these ambassadors to showcase female floorball in each of those countries. A similar project will be implemented for the U19 WFC 2018. The IFF encourages all National Associations to use the materials provided by the IFF and implement programs that are suitable for their particular development stage.

## **12. ParaFloorball**

IFF is actively cooperating with the Special Olympics organisation, preparing for the Special Olympics World Winter Games 2017 in Austria after having been approved as an official sport.

In addition, IFF is supporting the International Electric Committee for Wheelchair Hockey (Floorball), which has organised a number of international competitions of a sport played with Floorball material and adapted Floorball Rules. The IECWH is seeking recognition from the International Paralympic Committee and inclusion in the Paralympic Games.

IFF is also cooperating with the committee for Manual Wheelchair Floorball, which is seeking membership of the IWAS.

## **13. Economy**

IFF will continue to work in order to find a Title and a Main sponsor for the federation and during the period look upon how the marketing rights will be distributed with the organisers of IFF events, in order to strengthen the finances of the IFF and the Local organisers.

IFF will, during the period 2017–2018, in relation to the requirements of the Licence system, have to continue to follow up on the issue of the outstanding debts of the IFF member associations. The situation of a number of IFF members are starting to become alarming not only for the IFF, but for the National Associations as well. At present there are risks that the low liquidity of the IFF will cause, operational disturbances for the organisation.

The Budgets and Financial Reports will be published on the IFF web site.

As in the past, IFF will look for a healthy finance and strive for a breakeven financial result, but is going to make a major investment in relation to the Wroclaw World Games and the update of the web page during 2017. The IFF CB will in 2018 need to look at the possible investment in a new match statistic software, as the present one is running its last laps.

The CB will have to work with finding new funding sources for the IFF, as the present models clearly are not adequate for a continued growth of the organisation and additional services.

The IFF will focus on supporting as a priority the establishment of membership licensing systems in our member countries where it currently does not exist or is limited. This will provide the opportunity for Floorball as a whole to increase the level of funds in the total sport and thereby allow some pressure on the IFF budget to ease with more members becoming financially self-sufficient to continue their development.