

International Floorball Federation



PLAN OF ACTION 2019 - 2020

1. General

1.1. Organisational development

As defined by the International Floorball Federation (IFF) General Assembly in 2008, in Prague, Czech Republic, the IFF is an association which exists 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 the Global Association of International Sports Federations (GAISF) since 2004. It was fully recognised by the International Olympic Committee (IOC) at the 123rd session in Durban, South Africa 2011 and has consequentially been a full member of the Association of IOC Recognised International Sport Federations (ARISF) 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 further approved as associate member in International Masters Games Association (IMGA) in 2012. Our objective is to strengthen and put forward our position on the international sports field, in all the organisations we are working in collaboration with.

IFF today consists of a total of 69 member associations, out of which 44 countries are ordinary members. According to the present IFF Statutes and the IFF Licence System for participation in major events, the members are defined based on their activity level on the international floorball scene, and support and service is provided in accordance to their development tier. The IFF strongly urges all 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 licence system, the aim is to promote the values of the system – ensuring that our members are aware of the content and the process.

Through the implementation of 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 2018 and 2020 to approve additional ordinary members.

1.2. International focus

The basis for our existence and our operations for the first two decades has been to spread, grow and develop the sport globally, while at the same time seeking official approval and recognition from the international sports community. The IFF has now successfully secured the recognition and membership of all the major global sports organisations (IOC, SportAccord/GAISF, ARISF, IWGA, IMGA, FISU and WADA), so in what can be defined as the second phase of our existence, we now need to move to strengthen our positions and work towards a global growth.

The focus for IFF must change and we need to be a more active, stronger and more trustworthy partner of the international sport community, bringing forward ideas and operations which have proven to be effective in the Floorball community as a whole. It is key to grow the number of countries where Floorball is a major sport, both on and outside the field of play, during the coming ten years. The IFF must help with the development of the organisation, good governance, strategic planning and broadening the sports pyramid in these countries.

It is crucial that all IFF members continue to strive for national recognition to their respective National Olympic Committee (NOC) and National Sports Confederations, and put forth the most suitable, and internationally well-known, national candidates with the biggest chances to be elected, regardless of whether they be sports politicians or high ranking employees, and use the

success of the participation in The World Games 2017, in Wroclaw, Poland, as a door-opener to the NOC's and the National Sport Confederations.

The IFF General Assembly 2014 in Gothenburg 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 for our operations and is showing the direction for the activities of IFF, and the Plan of Action is defining these operational objectives and how to organise this activity.

The future of Floorball, as a growing sport, is very closely connected to the success of how the IFF and its member associations will be able to develop hand in hand on the national and international level.

The firm belief of the IFF is that the sport still has approximately 4-6 years in which to keenly present our strong international brand and presence, making it possible for Floorball to become, firstly, a sport on the Youth Olympic Games and secondly, on the regional multi-games, like the Asian Games, Asian Indoor and Martial Arts Game and the Euro Games. IFF needs to re-define its strategy in respect to the activities directed towards inclusion to the Olympic Games, as the prospect to be selected as one of the Additional Events by the Olympic Games Organising Committee is quite unlikely in Paris 2024 or in Los Angeles 2028, with a limited number of new events to be added. The objective should be to reach the Sport Initiation/SportLab of these events. As a part of this process we need to, where possible, test different playing formats.

1.3. Strategic objectives for 2019 – 2020

The IFF is building and steering its operational planning based on a number of documents, which are all approved by the members of the IFF General Assembly (GA). The IFF Strategic Vision approved in 2008, serves as the main long-term reference document for the direction of our overall operation until 2020, and was updated at the IFF GA in Gothenburg, 2014. 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.

1.3.1. Increased number of members and enhanced member services

To increase the number of member associations is one of the main short-term targets the IFF needs to reach, in order to meet the stipulated requirements, of having roughly 75-80 active functional countries by the end of 2020, and to develop their activities and service level through the IFF License System and Each One - Teach one project. The IFF must continue to focus on, not

only, increasing the membership in Africa and Latin America, but also to take care of the existing countries, working to bring the new members up-to-speed and to help close the gap from as early as possible. Different sources indicate that, at present, there are around 90 countries where Floorball is played in one form or another. The objective for IFF must be to collect these countries under its umbrella and by the end of the period have close to 75 members.

IFF has changed the approach to actively seek for and connect to new Floorball groups and work together with expatriates from established Floorball members, 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. The IFF CB will investigate the possibility to form some type of regional offices or appoint contact persons in the different continents. The objective is to approach new countries in the multi-sport events, where we can showcase the sport. Also, the cooperation with Special Olympics International (SOI) is crucial as there are already over 40 countries participating in the SOI Floorball programs. This calls for an increased strategic cooperation with SOI based on a concept proposal.

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 and positive development of our member associations. The stronger our member associations become, the more and faster they can develop Floorball on a national level, increasing the visibility and importance of the sport, in turn, the IFF will become stronger. However, it is important to understand that this requires a much tighter cooperation between all the stakeholders of the Floorball family, the IFF plans to organise bi-lateral meetings with the National Associations and targeted meetings like with the Core Countries representatives. Since 2005, IFF has continued the process to build and develop a wide set of operations, services and materials for the use of the member associations and floorball clubs. The last two years have clearly shown that through streamlining of the IFF organisation that more focus can, and will, be given to strengthening the operations of the members. The implementation of the IFF Licence System 2.0, based on the results of the License System Survey, will be crucial for further member service development.

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, has fulfilled its objectives and a number of bi-lateral projects are ongoing and the EOTO-project will be reported in the IFF GA 2018.

1.3.2. Development work

Floorball Development Seminars will continue to be run by the IFF as a way of bringing together more countries, but the IFF is equally willing to offer country-specific education in the field of coaching, organisation, refereeing or good governance issues. Striving for further development in the member associations has seen the introduction of Level 2 seminars in the field of Coaching and Refereeing.

Similar to what already exists for the international referees with their various classifications, the IFF will, during the period, create a certification system for coaching education to help the member associations, especially those currently without their own accreditation system. IFF will continue to make country-specific workshops to develop the member services of associations (competition and education), with a key aim to be to assist associations to fulfil the requirements of the licence system, so they can participate in IFF Events.

The forms of cooperation vary from material support to joint development clinics and seminars, and the IFF needs to especially focus on the regions where Floorball is not presently very well represented, such as Africa, Middle-East, South America and Central Asia.

1.3.3. Implementation of Licence System 2.0

Based on the questionnaire conducted in the end of 2018 with the national associations, the IFF CB will, in 2019, begin the process of implementing the License System 2.0. The aim of the questionnaire was to clarify in which tier each member association is presently situated and how to build a development plan for each country. The Licence System 2.0 will be in full force from the registration of the WFC 2020. The purpose of the License System is to help and guide the member associations to the next level and it requires that the IFF works in close cooperation with all members.

1.3.4. Lobby work and Multi-Sport Events

Even if 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, there is still more to be done. Up until now, the IFF strategy has been to secure participation in any multi-sport event, but in the coming period, a careful return on investment analysis must be made, so as to determine where we shall concentrate our efforts.

With the confirmed inclusion of Floorball to The World Games 2021 in Birmingham, USA, the IMGA European Master Games in Torino, Italy in 2019, and the SEA Games 2019 in the Philippines, it makes it necessary to analyse the resources of our activities and decide whether to enter new multi-sport games. A key objective is that IFF could secure the participation in more multi-sport events after 2019. The IFF is presently in the process to apply for participation in the GAISF Urban Games with a modified version of Floorball, based on the Urban Floorball concept.

There is a clear need to strengthen the internal communication between the main countries. This could be done through increased networking between the top 8-10 countries. Also, the need for the IFF Core Country meetings is evident and these should be organised on a yearly basis.

IFF will develop a package for National Associations to use to approach known celebrities, encouraging them 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, to ensure that the best possible result is achieved. 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 actively seek inclusion into the framework of the international organisations, like the GAISF or WADA.

With participation in the Birmingham World Games 2021 already secured, the focus will change from seeking for a place in the games, to how Floorball can enhance the games and what we can bring to the event. 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 followed it whether they were in Wroclaw or at home, the success of the Wroclaw World Games 2017 has helped to define the brand value of our sport. For Birmingham the key success factor will be our ability, in co-operation with the US Floorball Association, to localise the strength and support for Floorball in the Birmingham region.

The IMGA European Master Games, to be played in Torino, Italy in July 2019, will act as the inaugural IFF Masters World Championships and will be strongly promoted by the IFF.

After the disappointment of failing to secure participation in the SEA Games 2017 in Malaysia, the IFF and the regional member associations have worked diligently to push for Floorball's future inclusion and are very close to secure the continued presence of Floorball in the coming SEA Games in Manila, the Philippines in 2019 and beyond.

In Africa, the IFF will continue the development of the competitions. The African Cup was played for the first time in 2018 with west African countries, but the aim will be to find a way to have participants from both east and west African in the future.

Once again, it is vital to stress that the inclusion to the NOC's is a key issue for all members since it is the NOC who, in nearly all cases, decides if and when Floorball may take part in a multi-sport event.

1.3.5. Marketing and TV/Streaming

At present, 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 receive an amount even close to the level of marketing rights income to that which is needed. The IFF Marketing function aims to secure the IFF Title sponsor and two main sponsors during 2019. An increase in external funding is the key for further development of IFF services and activities. In addition, the possibility for broader cooperation with the Euro Floorball Tour (EFT) countries has to be evaluated.

IFF has secured a range of Floorball material equipment sponsors for the period 2019 – 2022 to keep the same look and feel of all IFF Events, which has helped in branding Floorball. The IFF Corporate Identity will be developed to better suit the demands of the increased activation of the Floorball brand.

By using the results of the Sportcal Global Sport Index surveys of the adult World Floorball Championships and the Floorball Fan Brand Value research, the objective is to improve the sales process and to thus achieve better sales results. The IFF will continue to cooperate with selected agencies in Finland and Switzerland, and in addition, there will be a Public Service Announcement (PSA) statement built to market the sport. IFF will run several marketing campaigns and, based on these, an evaluation will be done to study the cost-benefit effect.

One of the key factors for success in the field of sponsorship sales is, without doubt, the increased visibility of Floorball on TV and on internet-TV platforms. IFF and the Floorball family has already proven to be very successful, in some cases even better than some well-established Olympic sports, when it comes to TV and streaming coverage. IFF will continue the cooperation with the Olympic Channel which started with the WFC 2016 and continue the streaming of all IFF events on the IFF YouTube channels as well as 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. During the period, the IFF needs to investigate and plan for a move from YouTube to an Over-The-Top (OTT) platform, fully managed by IFF, in order to maximise the monetisation of content and increase revenue.

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. To secure the best possible result, the support of, and the active cooperation of, the member associations will be needed.

1.3.6. Future of Floorball

The experience of The World Games in Wroclaw, Poland 2017 with a shorter game time, smaller teams and very intense and exiting matches, fostered a discussion of the need to change the format also for the IFF Major Events. As discussed in the IFF Associations Meeting in Bratislava 2017, the member associations were clearly in favour to change the structure. In the time leading up to the General Assembly, there has been a number of concerns raised of the effect of the discussed changes. Therefor the CB will continue to research and evaluate the best possible set-up for a future game format with the member associations and bring a proposal to the Association Meeting in Switzerland. The aim is also to execute some testing during the two year period, so that

the effect on both a domestic and international level can be fully evaluated. The objective is to prepare a proposal for the General Assembly 2022.

In general it is necessary for us to streamline the top product of Floorball to better fit in to the multi-sport events and increase interest towards the sport. Through a number of test events during the seasons 2019-2020 and 2020-2021 there is a need to assess how the playing system changes can best be implemented, as the proposal is to implement the new conditions.

It is a must that IFF needs to have a larger number of countries organising IFF Events in the coming years and in order to achieve this the IFF will, in 2019, look over a new financial model for the organisation and the Rules and Regulation Committee will prepare the guidelines for event organisers.

The IFF Strategy for 2019–2020, will have to be evaluated during the period and the preparations for forming a new strategy until 2032 will need to be presented at the IFF General Assembly 2020 in Helsinki, Finland.

1.3.7. Ethics

IFF will continue to develop the activities inside the organisation and towards the member associations to promote the positive values of sport, as described inside the IFF Good Governance Policy. These include 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 kinds of intolerance or violence. The IFF Guidelines against Sexual Harassment & Abuse will be updated and a stronger focus of implementation will be taken, both within the IFF and the member associations. 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 important and is an in which we can make a difference and increase the awareness of Floorball even faster.

2. Administration

The IFF administration, consisting today of eight full time employees and the use of seasonal trainees, has continued to increase the number of services and operations during the last thirteen years. The growing number of competitions and IFF initiatives, 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. The IFF office staff is the biggest asset the federation has, and it is imperative for the continuing development of the organisation. There needs to be succession planning created to secure the consistency of the organisation with priority tasks and services, which must be upheld.

In connection to the development of the Champions Cup for 2019 and forward, the CC-stakeholders decided to continue to financially support a sales coordinator together with IFF, who has been employed by the IFF and is responsible for the marketing of the event, in co-operation with the stakeholders.

Since the General Assembly in 2004, the IFF office has been located in Helsinki, Finland. In 2016 the IFF signed a new agreement with the Finnish Floorball Federation whereby they will provide IFF with office facilities until the end of 2020, and therefore the IFF office will remain in Helsinki for that time period. The IFF CB shall start the preparations in 2020 for a new agreement with the Finnish Federation, with the aim to keep the office in Helsinki for a future period. The process to

register the IFF in Switzerland has begun at the Registre du Commerce et des Societes to clarify the legal seat of the IFF. The IFF will, in the coming period, open a satellite office in Lausanne, in connection to the International World Games Association offices.

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, and the office will 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 relatively 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.

At the end of 2018 the IFF administration reached eight employees, consisting of a Secretary General, Competition Manager, Event Manager, Communications & Anti-Doping Manager, Operations Manager, Sales Coordinator, Information Coordinator and an Office Coordinator. The additional resources shall be directed to the fields of competition, marketing/TV/information and development. The next field where there is a need to increase capacity is the competitions where both quality and quantity is required to grow. 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.

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.

One task for the IFF office is to assist our member associations to become better familiarised with our education and information materials, as well as the 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 continue to allocate specific areas of responsibility to each CB member. These special responsibilities will be assigned 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, which will help 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 and will continue to be implemented for future meetings.

The role of the Central Board has the nature of a more strategic level decision-making body, working with the overall political questions and direction of the movement, whereas the Executive Committee (ExCo) plays a larger role in the tactical questions, and the Office carries the operational responsibility in accordance with the decided direction. 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, Treasurer the AOFC Senior Vice President 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 establish a special working group to revise the IFF Juridical Regulations in relation to the statutory changes to be approved by the IFF General Assembly 2020.

4. The Committees and functions

The Central Board will continue the chosen line to have a limited number of operational bodies – Athletes' Committee (ATC); Entourage Committee (ENC); Ethics Commission (ETC); Medical Committee (MC); Referee Committee (RC); and Rules and Competition Committee (RACC). The tasks of the RC and the RACC will be assessed to see if there is a possibility to better develop the way the committees are structured and how they are currently 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 these, the IFF operates other functions such as development operations, equality, information, marketing operations, materials, and ParaFloorball. The responsibilities of the committees and functions are allocated by the CB. Additionally, the CB will ask the Secretary General to appoint the relevant employee to act as the secretary of the committees.

Athletes Commission (ATC)

The Athletes Commission (ATC) is now elected during the adult WFC qualifications which allows for a much greater number of athletes to participate in the voting. With the introduction of the new system, the men were last elected during the WFC 2016 and their next election will be during the qualifications in January / February 2020. The current female representatives will continue serving until their elections in 2021, and the chair of the Athletes Commission (currently a female) serves ex-officio on the IFF CB and will remain in this position until after the female elections in 2021. Representatives from the ATC are now included in the Referee Committee, the Rules and Competition Committee, and the Rules Change group. One ATC member has been identified as a key candidate to be educated in Anti-doping matters and will be the 'face' of the IFF's AD education work, including assisting IFF staff with Outreach programmes during events. When appropriate, they will also attend WADA conferences as an IFF ATC representative.

The ATC has extended its work in regional areas, especially in Asia Oceania, and the members help to promote the ideals of the IFF and educate on IFF campaigns, such as Anti-Doping and match-fixing awareness. They will continue the work in the region to help strengthen the ties between the many developing countries in the region and the more established European members. The ATC continues to work to increase the visibility and awareness of its work and the members will draw on their Floorball experience to act as role models and Floorball mentors. During the U19 WFC in 2018, the ATC conducted on-court training sessions with local players as well as participating national teams and this kind of face-to-face work will be a feature of the ATC in the future. The U19 WFCs remains the best event for the ATC to really make an impact on young players, while during the adult WFCs the ATC members (who are not playing at the event) will be used in media and IFF promotional roles. The overall aim of the ATC continues to be to act as the voice of the athletes in the IFF's decision-making process.

Medical Committee (MC)

The Medical Committee (MC) will continue to focus its work on analysing and following the requirements set by WADA and adopting them to the IFF Anti-doping rules and regulations, administrating the IFF TUE procedure, evaluating the IFF in- and out-of-competition testing programme and the Anti-doping education programme.

The MC will also continue to develop the collection of Injury Information from the IFF Events, which has already led to one scientific study published by Ms. Kati Pasanen (FIN) in cooperation with the

IFF. The IFF MC will also evaluate the possibility to start collecting injury data from the U19 WFC Events.

Referee Committee (RC)

There has been a positive increase in the amount of the referees during the last two years and the Referee Committee (RC) will work towards their objective to have even more referees from a larger number of IFF member associations. One key target is to start to develop the referee work in Africa to help secure the level of officiating in the games from early on. The work done in Asia has proved that concentrating on the right topics and issues pays off very well. It is also important to find proper local forces so that the development can be secured for the future.

The continuing challenge for the RC is to increase the number of female referees and, for that to happen, close co-operation with the IFF member associations is crucial. The RC needs to get first-hand information of developing female referees so that we can take affirmative actions to get them to the education programs and to become international referees. Once they reach this level the focus must be on how to help them stay as international referees for a longer period of time. The RC will work to increase the number of referee observers and educators, searching for those with the most suitable and professional skills, to be part of the IFF events and IFF development program educations.

Rules and Competition Committee

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 as well as the U19 World Floorball Championships playing system and the timeframe for the playing of these competitions. We are seeing a lot of other sports changing the scheduling of their events which will have an influence on the timing of IFF events as we aim to avoid clashing, because of the impact on possible TV coverage and sponsorship deals. This will have to be monitored closely by RACC.

In addition to the regular administrative work of running the IFF events, the RACC will continue to modify the Competition and Organiser Regulations as needed. The introduction of new age categories for international events will be developed, and the international calendar will continue to be revised. A major change of the way that Floorball is played, in regards of the length of matches and the number of players, is likely to be finalised in the coming period. A review of the U19 WFC playing system will also most likely see a new structure introduced for the final round event.

The RACC needs to prepare for the date change for the term of the Men's WFC in October – November 2022 and the implications it will have for the regulations and IFF guidelines. The potential test for the new game system for International Events, will need alterations of the rules and regulations, the RACC will have to deal with.

Ethics Commission

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.

The Ethics Commission will also prepare a set of guidelines for what type of cases the ETC will deal with and how they shall be reported to the ETC using the IFF ETC Complaint Form.

Entourage Commission

The ENC will restructure its activities and seek advise from the IOC and GAISF to formulate its objectivities.

5. Competitions

The Adult World Floorball Championships (WFC) will be played for women in Neuchâtel, Switzerland from 7th – 15th December 2019, and the Men's WFC 2020 will return for the third time to Helsinki, Finland. IFF will continue with the regional qualifications, which are played in January/February of the final round year. Although the current qualification system, which requires the participation of all countries registered for the event, apart from the organising country, has been both successful and popular, it will be re-evaluated to consider other options, based on the decisions of the IFF General Assembly.

The U19 World Floorball Championships (U19 WFC) will from 2021 take the first steps towards a system more like the Adult WFC without an A- and B-division. The RACC will continue to evaluate the playing time and the playing system of the U19 WFC's.

The appointment of organisers for the IFF major competitions follows a specific appointment schedule, meaning that a first letter asking for organisers is sent 72 months prior (six years) to the competition and the appointment is made 48 months (four years) prior to the competition. The organiser bids are done using the IFF Event Management Tool and the Bid Evaluating tool. As a part of this process there is a need to address how best to secure profitability and increase marketing and organisation revenue for both the IFF and the organising national associations of major events.

Unlike the other IFF competitions, the top club competition in Europe, the Champions Cup (CC), 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 CC will from January 2019 be played as a final four event. The Champions Cup Steering Group continues to work with building a proposal for a new playing system to supersede the final 4 from 2023, with the idea being to introduce a playing system of home and away matches involving all national club champions in Europe.

The overall goals of the CC continue to be more spectators, positive financial results and broader visibility for the event. The promotion of the CC and the other club competitions will be key in the process and it will be led by the IFF Sales Coordinator, together with the Champions Cup Steering Group.

IFF will continue to organise the EuroFloorball Cup (EFC), which is scheduled to be played every year in October with 6 + 6 teams for both men and women. The EuroFloorball Challenge (EFCh) is scheduled to be played in August and the winner of each Challenge event directly qualifies to the next higher-level event in the following year. This means that no team must play in two competitions within the same year. The EFC and EFCh are organised for the 5th and lower ranked teams. As the interest in the EFC has faded a little, especially with the removal of the winner qualifying for the Champions Cup, an inquiry will be made to see how the concerned associations and their clubs would like to play the tournament. The EFC and EFCh competitions 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, alongside the AOFC Princess Cup for national teams, to set up an AOFC Club competition in the coming years, which will be played with club teams from the different countries to promote the sport in the region. The AOFC Princess Cup will be the test point for development of the sport on the Asian Continent and serve as a path for initiation of new teams to the International competition.

The first Africa Floorball Cup was played in 2018 using the Urban Floorball concept. This initial tournament included only countries from West Africa so a plan of how to include both the Eastern and Western African members into one single tournament will continue during the period.

IFF will continue to cooperate with Sportcal to conduct a set of in-depth research projects (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 global multi-sport 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, like the South East Asian Games. Over the next period, the IFF will work with the following multi-sport events and the International organisations:

The World Games (TWG):

The World Games will next be held in Birmingham, Alabama, USA in 2021 and Floorball will be played with 8 men's teams. The final number of participants (players & officials) is still to be confirmed by the International World Games Association (IWGA). The IFF has already begun our co-operation with the IWGA, the Birmingham local organisers, and the USFbA in preparation for this event. There is a lot of work to be done within the USA to raise the profile of Floorball and this activation work must begin as early as possible, especially in the local & regional areas of Birmingham.

International University Sports Federation (FISU):

The 9th World University Championships will be played in 2020 in Koper, Slovenia. It is organised by FISU in conjunction with the Slovenian University Sports Association, supported by the Slovenian Floorball Federation and IFF. The discussions will also continue with FISU, in order to see what possibilities there are for Floorball to gain access into the Universiade.

International Master Games Association (IMGA):

Floorball will be included to the European Masters Games for the first time in 2019. The event will be held in Torino, Italy in July/August. Categories will be open to: Men 35+, 40+, 45+, 50+; Women: 30+, 35+, 40+. Teams do not need to be 'national' teams, anyone is free to register, but IFF will need to work closely with the National Associations to promote this event and ensure a high level of participation.

Global Association of International Sports Federations (GAISF) – previously SportAccord

Discussions between GAISF and various sports bodies, including IFF, regarding the World Urban Games continue. GAISF have launched a bid process for a host city and are aiming for the inaugural event to be held in 2019, which IFF has been invited to bid for participation.

Regional Multi-Sport events:

The process and work to include Floorball on the programme of the South-East Asian (SEA) Games 2019, in cooperation with the Philippine NOC, the Philippine Floorball Association (PFA) and the AOFC, was a very difficult and long road, but we are still very close to be included and the decision will be made in November 2018, it was finally confirmed that Floorball would be included to the event. The IFF will work with the PFA and all the AOFC member countries to try and ensure the highest possible participation in the event.

The 2019 SEA Games are scheduled to be played from 30th November to 10th December which will clash with the Women's World Floorball Championships (7th-15th December) which will cause some problems that need to be addressed in the coming year.

The Asian Indoor and Marshall Arts Games in Thailand 2021 will give floorball a possibility to participate in the event.

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 2022 (valid from July 1, 2022) will start during the period. Evaluation of the Edition 2018 will be done continuously and possible updates will be decided by the CB and can be put into force already from 2020.

The normal process for changing the rules of the games is that the new rulebook should be changed in a 4 years rotation. The following milestones must be set within this period:

- *October 2019*: Request shall be sent to all member Associations and all persons in the IFF bodies urging them to send in proposals, with a priority list and in a special template
- *February 2020*: Deadline for sending in proposals
- *March 2020*: Rules group meeting. Preparing a list of rules for testing and asking for test Associations. Asking for feedback from IFF RC, RACC and Athletes Commission on the Changes in the book
- *April 15th, 2020*: Dead-line to apply as test Association
- *April/May 2020*: CB-decision of test Associations
- *September 2020*: Deadline for feedback from IFF RC, RACC and Athletes Commission
- *February 15th, 2021*: Collection of experiences
- *March 2021*: Rules group meeting. Asking for feedback IFF RC, RACC, IFF Office and Athletes Commission on the final book
- *May 2021*: Deadline for feedback from IFF RC, RACC, IFF Office and Athletes Commission
- *September 2021*: IFF CB makes final decision and new IFF Rules of the Game is sent to all member Associations
- *December 2021*: RACC organizes a seminar for Interpretations of the Rules of the Game. All member Associations will be invited to participate on their own cost
- *July 1st, 2022*: The new edition of the IFF Rules of the Game becomes valid

8. Anti-Doping work

Protecting the sport and clean athletes is one of the major tasks of the IFF. In 2003 the IFF became a World Anti-Doping Code signatory and has implemented the World Anti-Doping Code ever since. The "Code" is the fundamental and universal document upon which the World Anti-Doping Programme in sport is based. The process of updating the World Anti-Doping Code and all the International Standards has again started, and the IFF will continue to follow-up and comment on the draft versions that will lead up to the publication of Code 2021. The IFF will also start preparing for the changes in the IFF Anti-Doping Rules that this will come from the new Code.

In co-operation with the National Anti-Doping Organisations (NADOs), the IFF will continue to implement the IFF Anti-Doping Education Programme with the primary education target groups being U19 teams and any new nations entering IFF events. In addition, the IFF will continuously evaluate the IFF Education Programme and its Anti-Doping awareness campaigns.

9. Development Work

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 the ideal which shapes the overall IFF development work. IFF will continue with the Floorball Development Program which has, throughout the years, turned out to be a very good way to get more people and more countries to be involved with Floorball in a proper and sustainable way.

The Each One Teach One (EOTO) initiative will also be kept in the program but has been slightly restructured and will, in the future, concentrate more on tailor-made solutions for bilateral partners. The challenge is that the IFF member associations also need to define and pinpoint the development aspects they need help with. That sometimes has turned out to be quite challenging and, in the future, the IFF development function needs to take that under consideration while co-operating with the IFF member associations regarding the EOTO.

The IFF needs to continue growing, both in the number of players 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. Continental and Regional development is key to this. The prospects in Africa are very positive and therefore IFF will continue our close co-operation with the most active members in Africa, working to lower the barrier for the existing non-member associations to apply for the membership of the IFF. IFF also has members in Latin America but so far it has been a challenge to find suitable ways for the members to co-operate, especially in the competition sector, and the IFF is planning to run a joint seminar for all Latin American members during 2019.

The cooperation between the IFF and the Floorball manufacturers has, since 2001, been directed through the IFF Material Board which consists of representatives from the biggest Floorball material manufacturers and the IFF. The main task of the IFF Material Board is to focus on what types of technical changes are needed for 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 Regulations version 2020. The other task of the Material Board 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 within the board and will be decided on by the IFF in the coming period. The process of the changes of the actual technical requirements continues, and eventual changes take place every second year, next time in 2020, with proposals sent in by manufacturers in February 2019.

The IFF has re-signed the contract with the technical institute RISE, in Sweden, for the coming three-year period, 2018-2020, which concerns the administration of the material testing of new material and the materials in the retail markets.

10. Communication

The IFF aims to continuously improve the quality of communication as part of its overall commitment to promote the sport and increase participation levels among all ages, genders, cultures and abilities. The IFF publishes a variety of different content and utilises different digital marketing and communication channels. We also assist our Member Associations and other stakeholders by spreading and promoting their activities through the IFF channels. As the IFF's official language is English, and in an effort to treat all members equally, we focus on news that is sent to us in English from the IFF stakeholders. On social media we continue to actively search for interesting posts/tweets with #floorball that we can share, and we encourage our stakeholders to use this hashtag.

What we communicate:

- Inside of IFF news (decisions, rules, meetings, CB, committees)
- IFF events news

- IFF Member Associations news
- National League news
- International Floorball tournament news
- Other stakeholder news
- New Floorball countries news
- International player transfer news
- Sponsors & Partners news
- International Partner Organisations news (IOC, IWGA, GASIF, WADA, FISU, Special Olympics etc.)

Where we communicate:

- Official IFF website + IFF event websites
- Social Media (Facebook, Twitter, Instagram, Flickr, YouTube, LinkedIn)
- Newsletters
- IFF Events Mobile App

The steady growth of the IFF YouTube channels continues. All IFF major events are now required to be streamed and organisers of lower tier IFF events are strongly encouraged, and in some cases financially supported, to provide streaming of their events. The future aim would be to have every international match available on an IFF video channel – whether this be YouTube or another platform, perhaps even a pay-per-view system. The viability of this kind of platform will be investigated during the coming period. It is possible for IFF Member Associations to access the YT channels to stream their own events free of charge, depending on the availability of the channels.

11. Equality

The IFF GoGirls! Floorball project will continue to promote the participation of women in Floorball. In 2019, which is the Women's WFC year, the IFF will conduct some special projects such as coaching education or events aimed at increasing participation of girls in Floorball. Although some specific projects will be held, the overall purpose of the project will still be to focus on providing 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.

The GoGirls! Ambassador programme was first introduced in 2017 and will be used again in 2019. This programme will see each of the teams that qualify to WFC 2019 being asked to nominate a player as their GoGirls! Ambassador. In the lead-up to WFC a series of stories based on interviews and materials from these ambassadors will be used to showcase female floorball in each of those countries. A similar project will be implemented for the U19 WFC 2020.

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. Since its inception, many associations & clubs have used the GoGirls! Floorball idea for camps and integration programmes. The IFF will continue to support all requests for materials and promotions.

An update of the IFF Sexual Harassment & Abuse policy was done during 2018 and an assessment of its application, with IFF and member associations, will be taken during 2019/20. Gender Equality Portrayal Guidelines, based on material from the IOC, will be developed during the coming period.

12. Special Olympics & ParaFloorball

The IFF will continue to actively cooperate with the Special Olympics organisation, which has proven to be a good path chosen for developing floorball in new parts of the world. The IFF will also start preparing for the next Special Olympics World Winter Games in 2021 in cooperation with the Special Olympics and continue to organise demonstration matches at the major IFF Events. In addition, IFF is supporting the International PowerChair Hockey (Floorball) organisation, which currently is a member of IWAS. In addition, the IFF is also cooperating with the committee for Manual Wheelchair Floorball and demonstration matches are for example organised during the IFF Events.

13. Finance

The key for IFF's financial success is an increase in external funding, which can best be reached through sponsorship sales. We will continue to work to find a Title and a Main sponsor for the IFF and 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.

In relation to the requirements of the Licence system, the IFF will, during the period 2019-2020, continue to follow up on the issue of the outstanding debts of the IFF member associations, in accordance with the guidelines given by the IFF auditor. The situation of several IFF members who are showing large financial strains is concerning for the IFF. At present, there are risks that the low liquidity of the IFF will cause operational disturbances for the organisation in the future.

The Budgets and Financial Reports will be published on the IFF web site. As in the past, IFF will look for a healthy financial situation and strive for a breakeven financial result. The IFF CB started in 2018 to look at possible investment in new match statistic software, and this work will continue during 2019.

The CB will have to find new funding sources for the IFF as the present models clearly are not adequate for the continued growth of the organisation and additional services that we need and/or wish to provide.

As a priority, the IFF will focus on supporting 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 the Floorball community to increase the level of funds in the total sport and thereby relieve some pressure on the IFF budget with more members becoming financially self-sufficient to continue their development.

14. Marketing

In general, one can say that Floorball is growing with all possible measurements. We have growth in licensed and recreational players, as well as spectators in events and viewers on tv and the internet, which makes marketing the sport much easier. In addition, the inclusion into well-recognised multi-sport events like The World Games and European Masters Games gives us more credibility and leverage on the international arena.

In the future, the marketing efforts of the IFF will be increasingly based on values. As a step to develop this further, a Floorball Fan Value Base research has been initiated in autumn 2018 and the final report will be available in January 2019. The survey is being conducted together with one of the top schools in the world, the Glion Higher Institute of Education. As we gain better understanding of the values which drive our fans we can more efficiently construct our core message, as well as plan our partnership offering and sales. It also remains to be seen if the value survey will cement our slogan "One World, One Ball, Floorball" or if it needs to be iterated based on the findings.

As marketing is an integral part of sales, this will also strongly guide our sales. There are already proven results of very well-functioning value-based sponsorship models on a national scale, but it will take some time to pinpoint the strongest core values for Floorball. Developing new models based on the finding of the survey will commence immediately in Q1 2019 and IFF will work closely with the Core Country Marketing Network Group (CCMNG) to further develop the new models and strive to collect and distribute nationally proven models to other Floorball markets.

There are several on-going development projects which aim to improve the engagement elements, visibility and measurability of our sponsors. Many of these projects are in the digital area and include, for instance, branded fan activation, joint social media campaigns and video content marketing. The IFF is also investigating tools for measuring the results of sponsor actions.

As the key channels in our marketing and communications are digital, we will continue to build on our well-established social media channels, which will not only serve the fan community, but also increasingly our partners. On top of working with the well-established SoMe channels there will also be efforts put into building a stronger presence in LinkedIn to target the B2B-sector. Part of this development will be the renewal of the IFF website which was launched in October 2018. The new website coincides with our participation in the GAISF .sport domain initiative, which means we will be among the first movers to take up using the .sport domain (floorball.sport). This is part of GAISFs' larger project to increase the awareness of sport and federations with the use of an appropriate domain name.

To attract further interest in sponsors (and potential host cities) we will utilise the findings from the Sportcal GSI Event Studies conducted in each of the adult WFC's, until 2020. The results of the studies have already sent a strong message about the economic impact the WFC has on the local businesses. Future LOC's have already set some good examples by structuring their offering not as a one-off event but a long-term project which makes it much more interesting for the partners. For example, "The Road to Helsinki (WFC2020)" concept includes activations and visibility for 2019 and 2020 and therefore also spreads the customers investment over two year's budgets.

Direct contacting will be spearheading the IFF sales efforts during the following years. The Sales Coordinator will have an active role in personal selling. Alongside direct sales he will also utilise the help of the sales partners, one in Finland and one in Switzerland. The overall aim is to have two new sponsors by the end of 2019 (them being either Main or Title) and further increase the number with at least one more in 2020. The target is to close long-term, four-year agreements.