

International Floorball Federation

IFF



PLAN OF ACTION 2013 - 2014

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 123rd session in Durban, South Africa and consequentially a full member of ARISF Association of IOC Recognised International Sport Federations) since July 2011.

IFF today consists of 54 member associations in total, out of which 35 countries are ordinary members. According to the IFF Statutes, a provisional member association will, after having been a provisional member for a period of at least four years, automatically receive the member responsibilities of an ordinary IFF member. 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. The IFF administration actively strives to support the provisional member associations to develop their operations in order to become ordinary members, and the 2012 General Assembly will approve additional ordinary members. The main objective, in advance of this IFF General Assembly, has been to further increase the number of member associations.

For the first decades, the basis for our existence has primarily been to spread, grow and develop the sport on a national and global level, and at the same time seek for various official approvals and recognitions from the international sports community. We have now reached this phase, with the full recognition awarded by the IOC. It is now vital that all IFF members strive for national recognition to their respective NOC and Sports Confederations. The strategic vision of IFF for the upcoming decade (shown below), which was defined by the IFF General Assembly in Prague 2008, is still valid for the coming four years, until the next General Assembly:

To be the internationally approved/accepted sole owner of the dynamic sport of Floorball and all its different forms and identities and serving as an attractive sport for all. Being a healthy organisation with sufficient human and financial resources, with over 100 national members associations, having and organising their own national championships, and five 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 Universiade, the World Games and/or the Olympic Games until 2020.

In the coming period, the main focus for the IFF will be to build a Road Map for reaching and preparing for the next step in the process, namely the application for the IOC

Evaluation of Sports on the Olympic Program for the 2024 Olympic Games, i.e. the IOC Short List in May 2015.

The whole operation of the IFF 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 8 years. These being:

- the international lobby work in respect to the multi-sport games;
- the development work of increasing the number of, and strengthening, our member organisations; and
- the marketing of the sport, building the brand of Floorball.

The firm belief of the IFF, is that the sport has approximately 4-8 years to really build its own strong international brand, making it possible for Floorball to become, firstly, a sport listed on the Short list, and then maybe a sport on the Olympic Program in either 2024 or 2028.

If the whole Floorball community are not able to create and enlarge this brand space of Floorball, with only one name - Floorball - it will not be the end of Floorball, but we will not be able to reach the level of international importance defined in our Vision for the coming 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. The main challenge for IFF is to seek the understanding and find the right forms of cooperation 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.

1.1. Strategic objectives for 2013 – 2014

In 2008, when the IOC Executive Board gave IFF the provisional recognition, the need for universal growth was already stressed. The IFF has to continue to focus on growing outside of Europe. Different sources indicate that there are around 70 countries where Floorball is played in one form or another at the moment. The objective for IFF must be to collect these countries under our umbrella. One of the most critical criteria for having a fair chance for the IOC Short List is the number of active member countries. IFF will therefore continue to foster the growing Floorball groups and movements both inside and outside of Europe.

The popularity of Floorball will continue to grow, maybe not with the same number of member associations as in the last 4-6 years, but the number of countries where Floorball is played in the world will still constantly increase. There will still be a steady flow in the number of new members fulfilling the membership criteria, mainly from Asia, the Americas and now also Africa. IFF will continue the proactive approach to engage both new members and Floorball groups and simultaneously strengthen the operation of the existing members.

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, the more they can develop the sport

on a national level and, in turn, the stronger the IFF will become. During the last 8 years, IFF has built, and developed, a wide set of operations, services and materials. The focus in the organisation can now be changed and, through a streamlining of the 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 more healthy and sustainable member associations, which are then capable of bringing Floorball to the next level.

The Associations' Audit plays a key role in this process. It will be conducted during the end of 2012 and will be ready by the end of January 2013. The audit measures the stage each member association is at and will then serve as a platform for the IFF Central Board in order to analyse and map the true development level of the operations. It will give a base on which to build targeted solutions for hands-on country-specific projects, enhancing the member services. The role of the IFF, in co-operation with the member associations, is to facilitate and steer the national development and coordinate the sharing of best practises under the slogan "*Each One Teach One*".

IFF will continue running Floorball Development Seminars, as a way of bringing together more countries, but is equally willing to offer country-specific projects. The support provided by the IFF Material Partner, Unihoc, in the form of a Development Coordinator, will enable the IFF to start making 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.

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. However, the work will have to continue with the political lobbying within the International Sports community, in order to break the only big obstacle which lies between us and the IOC Short list – namely participation in a multi-sport event. Floorball has, in principle, already been on the program of the Lahti World Games 1997, but we need to participate in other events as well to fulfil the IOC criteria. So far, the IFF strategy has 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. Initially, the primary targets have been the IWGA World Games, the FISU Universiades and any regional games. Now, along with these, there has also appeared the possibility of participation in, for example, SportAccord-organised multi-sport events.

The focus will have to change from seeking for a place in the games, to in which way Floorball can enhance the games and what we can bring to the event. 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.

The field in which IFF is clearly not developing as fast as would be needed, to keep up with the increasing requirements, is the sales of the IFF marketing rights. The Floorball Brand has not yet been able to create the market value that would attract sponsors and partners on a broader level than just national partners. In the field of marketing, IFF has secured a relatively sustainable marketing income and the same look and feel of all IFF

Events, which has helped branding Floorball. The creation of the IFF Corporate Identity for the IFF Events will help brand the product in the future, but also new approaches and sales initiatives will be needed.

The target for the coming two year period is to find one or two partners, either through a sales company or in cooperation with the major event organisers. The approach to sell the marketing rights jointly with the organiser of the IFF Events, with the Local Organiser Committee, has clearly proven to be a fruitful approach and has calmed the turbulence around the sale of the events. New forms of sales systems have to be evaluated, together with the organisers of the major events.

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.

2. Administration

The IFF administration, consisting today of six full time employees, thanks to the Unihoc support of the development coordinator for 2012-2015, has continued to increase the number of services and operations during the last six years. The growing number of competitions, and the increased demand for services provided to the stakeholders, 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.

Since the General Assembly in 2004, the IFF office has been located in Helsinki, Finland, with the actual move made in May 2005, as part of the actions taken to streamline, strengthen and develop the IFF operations. Since 2005, IFF has had two separate operating offices, with the competition office located at the same site as the Swedish Floorball Federation in Solna, Sweden. The Finnish Floorball Federation has offered to provide IFF with office facilities until the end of 2016, and thus the IFF Office will, for the period 2013 – 2016, stay in Helsinki. The CB shall in 2014 start, if needed, the preparations in order to relocate the office.

The growing work load of the IFF administration will require different measures in the coming years. One solution is to use in-house interns to work in the different fields of the activities. The IFF Office will also seek 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 and the utilisation of the IFF YouTube channel. Since the IFF office has been financially self-funded for over ten years, and the turnover of the budget has increased fairly slowly during the last six 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 2014, the aim is to have an effective and productive administration of at least seven or eight employees, consisting of a Secretary General, Competition Manager,

Competition Coordinator, Information/Anti-doping Manager, Office Coordinator, Development Coordinator and a Marketing/Development Coordinator. The additional resources shall be directed in the fields of marketing/TV and education. 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 continue to improve its efficiency by allocating specific areas of needed responsibility to the Committees, the Functions, the Office and, if required, to special working groups. 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.

IFF still needs to grow and the IFF CB needs to look over the principal direction of where the movement shall advance in regards to the structure of the organisation and the tasks of the different IFF bodies, in order to best strengthen the organisation. The role of the Central Board must be lifted to a more strategic level, working with the overall political questions and direction of the movement, whereas the Executive Committee shall take a larger role in the everyday tactical questions and the Office carries the operational responsibility of the operations. 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.

In order to further develop the organisation in a strategic direction, the elected CB members will have a specific task of responsibility to work with. The CB will continue to have the CB theme sessions to discuss important political issues in connection to the CB meetings. In advance of each CB meeting a group of CB members will prepare the material for the theme discussion which the CB will then elaborate on.

The hard work of first finding Floorball's own place in the world of sports, and secondly strengthening it, has only just started and therefore IFF CB will continue to work with the three main pillars of activity, which were agreed upon at the IFF General Assembly 2004 in Switzerland. These are:

- the Political lobby work in the International Sports community (in order to strengthen Floorball's position in worldwide sport and gain participation in multi-sport events);
- strengthening the marketing of the IFF (with the strategy to be more visible and to raise the level of external funding and gaining more exposure for Floorball); and
- the continuance of the spreading of Floorball to new countries and the supporting of the existing members

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 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 the IFF Disciplinary Committee to revise the IFF Juridical Regulations in relation to the statutory changes to be approved by the IFF General Assembly 2012.

4. The Committees and functions

The Central Board will continue on the chosen line to have only a limited number of operational Committees, i.e. 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 might then be organised into functions, such as Development, Equality, Information, Marketing, Materials and ParaFloorball functions, which have already been in operation. The responsibilities of the committees and functions will be allocated by the Central Board.

The Athletes Commission will be reorganised in connection with the election of the male representatives by the athletes, during the WFC 2012 in Bern & Zurich, Switzerland. The CB will then, based on the proposed statutory changes, elect one of the Athletes Committee members as chair for the Athletes Committee, and they will then also be appointed to an ex-officio position on the IFF CB. The CB will have to evaluate how to further activate the Athletes Commission and find new forms for it to participate in the strategic discussion within the IFF.

The CB will, in line with the decision taken in 2009 in order to streamline the activities of the committees, look over the task descriptions, responsibilities of the committees and the relating job description of its members. Additionally, the CB will ask the Secretary General to appoint the relevant employee to act as the secretary of the committees.

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. 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.

The Referee Committee (RC) will continue to implement its plan for a five year program, up to 2015, to create a world class referee community, including the needed level of top class international referees and observers. The RC will put extra focus on the process of recruiting and educating new international referees and observers. 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 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 for the upcoming period will be the ongoing evaluation of the changed Adult WFC playing system and the streamlining of the IFF Competition and Organiser Regulations.

5. Competitions

The process related to the evaluation of the change of the International Competition Calendar and the adoption of a new World Floorball Championship system, starting from the Men's WFC in Finland 2010 and the Women's WFC 2011, will continue with the revised playing system of the Adult WFC introduced for the WFC 2013 in the Czech Republic. The 2011 Associations' Meeting held in St. Gallen, Switzerland stressed that one of the main tasks for IFF in the near future is to close the gap between the different national teams in the WFC's. The objective of the changed WFC playing system is to achieve this and secure more even and meaningful games for the teams. The IFF will continue the proactive evaluation process after the Women's WFC 2013 in Czech Republic and the Men's WFC 2014 in Sweden.

In accordance with the conclusion of the 2011 Associations' Meeting, the implementation of the approved Licence system for national associations participating in Adult World Floorball Championships will gradually start during the next two years. The target is that the IFF member associations, based on the Association Audit, will all fulfil the Licence requirements by the end of 2014.

The Adult World Championships will be played for Women in Brno & Ostrava, Czech Republic in December 2013, and for Men in Gothenburg, Sweden in December 2014. IFF will continue with the regional qualifications, which are played in February. The qualification system will be changed so that all the countries, apart from the organiser, need to participate in the qualifications. The quota system for the continental places in the Adult WFC will also change so that the calculation is made on the total number of actually participating teams in the qualifications. With the revised playing system, the WFC final round is played with only 16 teams.

The U19 World Championships will continue to be played with an A- and B-division in 2013 for Men in Hamburg, Germany and in 2014 for Women in Poland. Discussions to lower the number of direct qualified teams has started but for the time being the eleven best teams will continue to be directly qualified, and the remaining nations will have to qualify for a place in the final round. The CB will look for a solution in order to secure the participation of more non-European teams in the U19 WFC.

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 IFF introduced a new top club competition in 2011, when the Champions Cup was played for the first time in Mlada Boleslav, Czech Republic. The IFF has, together with the Top-4 Floorball member associations, built a solution for the continuation of a top European club competition for the years 2011-2014. The new competition, which will be an important showcase of international Floorball, is played with 6 + 6 teams for both Men and Women with the national champions of the Czech Republic, Finland, Sweden and Switzerland together with the winner of the revised EuroFloorball Cup (EFC) and one second team of the organising country. The four nations and IFF have signed an agreement on the organisation of the Champions Cup for the period of 2011-2014. The general aim is to increase the value of the competitions for all stake holders.

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, meaning that regional Qualification Rounds shall be played in August. The EFC is organised for the 5th and lower ranked teams, which will mean that less teams will have to qualify for the event, making the participation easier. The aim is to create a new competition of the EFC, so that IFF can have new winners in our competitions and also help in strengthening the national club teams in the countries that are lower ranked.

The EFC qualifications are played in August. The number of tournaments and qualifying rounds will be determined after the registration and the places and organising associations have been appointed. The discussion concerning the EFC qualification system, qualifying for the Final round, will have to be looked at, in order to have an equal chance to qualify.

As a part of the preparation for the Women's WFC 2015, IFF is starting a cooperation between the EuroFloorball Tour countries (CZE, FIN, SWE, SUI) to build a series of modules for the promotion of girl and women's Floorball. This model will be introduced during the IFF Association meeting in 2013.

6. Participation in International Events

The IOC full recognition will, together with the growing number of IFF member associations, slowly change the perception of Floorball among the International and Regional multi-sport events. The IFF has adopted an approach that until the submission of the IOC Short list application in 2015, we are actively seeking inclusion in all possible multi-sport events. The strategic evaluation will have to take place after the decision of the IOC Executive Board. During the coming two year period, IFF will work with the following multi-sport events and the International organisations:

World Games:

The International World Games Association has been looking over their regulations and membership policy which prevent any new members in the IWGA. However, the organiser of the Wroclav World Games 2017 has been given the contractual right to propose a number of invitational sports. IFF has started the process of contacting the LOC and will try to speed up the dialogue with the International World Games Association on the conditions required to take part as a demonstration sport in the World Games.

Universiade:

The 5th World University Championships was played in 2012 in Prague, Czech Republic, organised by FISU and the Czech Students Sport Union. IFF is strongly supporting the preparations of the 6th WUC in 2014 in Singapore, since the organisation of the WUC is vital for IFF in order to meet with the requirements of FISU to be able to take part in the summer Universiade.

IFF will participate in the FISU Forum in 2013 and continue the collaboration agreement between the two parties.

Master Games:

The International Master Games Association has approved Floorball as a sport on the program of the 2015 Winter Master Games in Italy. During the coming two years, IFF will start the preparations for, and the marketing of, the Floorball Master Games 2015.

SportAccord multi-sport events:

IFF has started a dialogue with SportAccord regarding the possibility to form a kind of Street or Urban Games, in which Floorball would be included. SportAccord are now organising Combat Games and Mind Games and have plans of expanding the number of events.

Regional multi-sport events:

IFF is continuing the process of working to include Floorball on the programme of the South-East Asian Games 2015, in cooperation with the Singapore Floorball Association and the AOFC. The requirement is to have 4-5 of the SEA Games countries participating.

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 work with the Rules of the Game - Edition 2014 (valid from July 1, 2014) will continue during 2013 with the evaluation of the rule tests. The system of having the Game Rules reviewed only every four years has proven to be a very successful solution and it takes away the pressure to continuously change our rules. The IFF Rule Group will act as the coordinator of the process and the new Game Rules will be approved during 2013.

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. As part of that, both the IFF and the member associations need to increase their efforts in the field of Anti-doping work. Together with other team sports, IFF is actively taking part in the revision of the WADA Code for 2015 and will continue to produce educational materials for players, coaches and athletes.

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.

The IFF will follow the recommendations of WADA when it comes to the set-up and the registration of the Registered Testing Pools (RTP).

9. Development Board (DB) of IFF

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's main task is to focus on what types of technical changes are needed for the Floorball Material. The Development Board is also making proposals to the IFF concerning the revision for the IFF Material Regulation. The other task of the DB 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 DB, 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 2014, with proposals sent in by manufacturers in February 2013.

The IFF has re-signed the contract with the technical institute SP, in Sweden, for the coming two year period, 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, will continue to be the main source of the information flow from IFF to its member associations. The aim is to continue to have a broad base of news feeds from the Floorball world, use the RSS feeds of the Floorball community and to distribute more information from the member associations through the new membership information pages. IFF is continuing with the development of co allocating the Champions Cup Events page on the IFF web page, after the 2012 edition in Umeå.

IFF will invest resources to follow the growing use of the social media, i.e. Facebook, Twitter, YouTube and Flickr, which is a very rapid, and cost-effective, way to distribute news. IFF has its own Facebook and Twitter pages, 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 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 producing a fan-based mobile application for the WFC's, which will be 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. ParaFloorball

IFF is actively cooperating with the Special Olympics organisation, where Floorball has been included as a demonstration sport in the SO Winter World Games in PyeongChang, Korea 2013.

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.

12. Economy

IFF will continue to work in order to find a Title and a Main sponsor for the federation, but the rest of the marketing rights will be distributed with the organisers of IFF events.

IFF will, during the period 2013–2014, in relation to the requirements of the Licence system, have to more closely 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.

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.