

International Floorball Federation

IFF



IFF STRATEGICAL VISION

2009 – 2020

**Proposal to the IFF General Assembly held in
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Prepared by the working group

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THE IFF STRATEGICAL VISION 2009 – 2020

MANAGEMENT SUMMARY

1. INTRODUCTION

The International Floorball Federation (IFF) has run World Floorball for more than 20 years, mostly with little or no opposition or assistance, relying in the beginning on the support of the three founder nations – Finland, Sweden and Switzerland. Over the past years the interest in the game has grown tremendously and there are now active groups all over the globe, on all continent's who believe, most times with good reason that they are acting in the best interest of world Floorball. This document is trying to find a mutual way to develop Floorball based on all the different needs in the IFF member countries.

The fact remains that IFF has to ask itself why it exists, what it believes in, where it wants to be in the future and how it is going to get there. The purpose of this process, the chosen strategy and the vision and mission of IFF is defined as: "the direction and development of Floorball worldwide during the coming decade".

2. PURPOSE

Working in harmony together with our member associations and confederations is essential for the welfare of Floorball worldwide. The best way for IFF to be recognised as a true authority and leader is by serving all its stakeholders and partners as best as it can. In addition to what is included in the IFF Statutes the purpose for the existence of IFF is defined in the following Mission Statement. IFFs core mission is to promote, develop and most of all nurse and service our stakeholders and further protect World Floorball at every possible level of the game and finally to spread the knowledge based on the principle of unity, equality and solidarity and to deal with all questions relating to World Floorball.

IFF is an association consisting of associations, existing for the associations, based on the principle of representative democracy and its governing body of all types of World Floorball. Floorball is the priority in everything we do.

3. VISION

The basis for our existence for the first two decades has been to spread, grow and develop the sport globally and at the same time seek an official approval and recognition from the international sports community. The strategic vision, for the upcoming decade, is defined as follows in the IFF Vision statement:

To be the internationally approved 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 member 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.

4. PHILOSOPHY AND GUIDING VALUES

We can achieve our vision if all persons working for World Floorball adhere to what IFF stands for, believes in and what our cultural values are. IFF shall pursue its objectives based on and honouring amongst others the following values:

- Equality and respect of all stakeholders and acceptance of different needs and orientations
- Internationalism and solidarity
- Democratic and transparent leadership in the way of conduct
- Ethical, fair and clean competitions
- Promote healthier life and social values

5. HISTORY AND KEY TRENDS

It is important that all our member associations have a sound knowledge about the history of the IFF in order to understand the past and the direction of our actions and decisions. Based on this mutual understanding it is possible to build a strategy for the future together. One of the most important reasons for forming IFF, was the need to organise international competitions and then to promote Floorball worldwide. The steady growth of the member nations, the popularity of the IFF competitions, the increasing branding and marketing of Floorball, the increasing co-operation with the international sports community and the proactive development work in spreading the sport demanded an increasing dialog with our stakeholders. During this time still a lot of operational work was done by volunteers in IFF, so there was a need to become more professional needing an expansion of the personnel and infrastructure resources. This led to a change of policy; focusing more on three main topics; development, marketing and political work towards the sports world as well as strengthening the organisation.

Since the organic growth of Floorball has been very rapid, it has started to change during the last decade. First the growth was only on the horizontal axis, spreading Floorball across regions and countries. The second phase has started the development also on the vertical axis, where the quality of the operations has been in focus.

The following key trends will continue to form the development of Floorball worldwide:

- The IFF organisation will grow and take responsibility for additional services to our member federations.
- In order to secure the horizontal and vertical growth of Floorball, IFF needs to adopt policies to master this polarisation among its members.
- Demographical changes in society, with an increase in an alternative leisure pursuit in non-commitment activities, computers and internet.
- The way people value sport organisations will change, moving from being a member to becoming a client.
- There will be a commercial need to have more games, longer series and the risk for rivalry between national and international competitions increases.
- There will be an ongoing battle for facilities to play sports in the future, where Floorball will have to adjust to the situation, in order to exist – finding new forms and places to play where ever it has space and chance.
- The Top level professional sports continue to polarise into market driven entertainment and other top sport, leading to a differentiation between competition sports and polymorphic playing for fun.

6. STRATEGICAL OPTIONS (CONCLUSION)

Our objective is to work closely together with our member associations to support and strengthen each of them in their own organisational and sports development within their country, in order to spread and develop the sport of Floorball.

We aim, together with our stakeholders, to perform the following:

- Protect and promote Floorball as a sport, where the game is the same all over the world.
- Involving our member associations more in the general discussions, which will help us to understand the problems and challenges of the members and through the commitment of all stakeholders enhance the development of Floorball worldwide.
- Further develop our development programme to give specific and targeted aid and assistance, in order to help the member associations accurately on their different development levels.
- Support and strengthen the different forms of grassroots Floorball along with the top level competition sport.
- Increase the participation in the game, regardless of age, gender, religion, race or social background.
- Promote the positive values of sport, including fair play and a doping free sport, giving our athletes the chance to perform in an environment without racism, hooliganism or other kind of intolerance or violence.
- Run an anti-doping programme, in order to preserve the ethics of the sport, keeping in mind the health of the players and ensuring that all participants have equal chances in the games.
- Organise successful competitions for adults and youth, equally for men and women, acting as the spokesperson for the global Floorball family.
- Achieve additional media visibility and commercial success, in order to be able to give better service to our stakeholders and develop the sport.
- Continue to build good and lasting relationships with the other international sport federations and political parties.
- To continuously improve the service provided to our stakeholders in all areas of our activity and to be an avant-garde international federation, where all officials are proud of belonging to the IFF family.

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1. INTRODUCTION

1.1 Definition

The International Floorball Federation (IFF) has run World Floorball for more than 20 years, mostly with little or no opposition or assistance, relying in the beginning on the support of the three founder nations. But over the past years the interest in the game has grown compared to the previous decade of IFF's existence tremendously. As a consequence, there are now active groups all over the globe, on all Continents' who believe, most times with good reason that they are acting in the best interest of world Floorball, from their point of view. This document is trying to find a mutual way to develop Floorball based on all the different situations in the IFF member countries.

But the fact remains that IFF has to ask itself why it exists, what it believes in, where it wants to be in the future and how it is going to get there – and this has then been defined in writing – in this document, which has been approved by the IFF General Assembly.

The "IFF Strategical Vision" is the title given for the IFF Strategical plan, which was approved by the IFF General Assembly in Prague, on the 13th of December 2008. The purpose of this process, the chosen strategy and the vision and mission of IFF is defined as:

"The direction and development of Floorball worldwide during the coming decade".

1.2. Rationale

The International Floorball Federation (IFF) is the sole international organization for all forms of Floorball, regardless of how it is being played. IFF is an ordinary full member of GAISF since 2004. IFF has applied for provisional recognition from the IOC, which the IOC decided upon in December 2008. IFF consists of totally 47 Member Associations and the popularity of Floorball will continue to grow rapidly in the world and new members are expected not so much more from Europe but mainly from especially Asia, Americas and Africa.

Although IFF always has had a strategy, it was only the vision and mission which was defined in writing by the General Assembly 2002 in Helsinki. The other parts of the strategic planning documents have been included in the Plan of Actions. The IFF statutes are relatively unspecific in its nature and therefore do not constitute as a strategy on their own. This sometimes can lead to confusion and different interpretations.

The "IFF Strategical Vision" tackles all the big issues facing world Floorball today from the different forms of playing. The game needs anti-doping work and fighting racism, and from club competitions to encouraging increased participation at all level of the game. It shall play a key role in the planning of all activities of the IFF.

All modern organisations, professionals or non-profitable require a formalized written strategy. In our case, we also needed to define – in writing – our position vis-à-vis

1. the whole Floorball family
2. the external stakeholders
3. the society in general

The IFF started the strategical planning process for the federation, with the Strategy Seminar held in Hohenmölsen, Germany, in November 2001, where the foundation for the Strategical plan was made. The IFF Central Board proposed for the IFF Congress in Helsinki in 2002, to approve the IFF Strategical Plan for the years 2002-2008 including the Vision and Mission statements of IFF. The Congress approved the proposed Strategy. This document has since then been updated by the IFF Central Board based on the development, which has occurred during the last years.

The International Floorball Federation (IFF) defines the principles and strategy which, in addition to its Statutes, will guide its activities in the coming years. Therefore the purpose of this exercise is not only to create a document that will clearly and concisely summarise the direction of IFF for the coming decade in writing, but also define the issues upon which IFF needs to make politically important decisions in the near future. In order for this document to really become a living document, it needs to be updated constantly, if there are changes in the surroundings or if the speed of development does not match the expected. Still it has to keep in mind that any fundamental change would require the approval from the General Assembly or a Central Board.

The proposed strategy was submitted to the 2008 General Assembly and approved unanimously. Therefore all sections – Purpose, Vision, Philosophy, History and Key Trends, and the Strategic Options selected – are binding for all IFF organs.

This also provides a framework for IFF to put into place implementation plans that will be coordinated with the overall strategy. This document deals with all the strategical questions on the organisation level and gives the direction for the operational activities carried out by IFF.

1.3. Structure of this document

This document consists of five different parts – Purpose, Vision, Philosophy, History and Key Trends and Strategic Options, which are summarised below:

Purpose:	Why are we here? What is the raison d'être of IFF?
Vision:	Where are we heading? Where do we want to be in 10 years? Why do we want to take these actions?
Philosophy:	What does IFF stand for? What does IFF believe in? Which are our guiding values?
History/Key Trends:	For what reason was IFF formed? How has IFF been operating? What were the tasks of IFF? What are the key trends effecting Floorball and IFF in sports and society at large? What are the challenges, problems and threats Floorball is facing?
Strategic Options:	What are the key options available for each strategic issue?

1.4. Timescale and Process

The IFF Executive Committee started to discuss the need to renew and formulate the IFF Strategical Plan in 2006, due to the fact that a number of the objectives set in 2002, had already been met and there was a need to take steps forward in the process. The IFF Executive Committee proposed to the Central Board that a Strategical Working group consisting of members from the member federations and the IFF Administration starts working in 2008 to finalize a proposal for a new Strategical Plan for IFF for the years 2009 – 2020. The working group was headed by IFF vice president Renato Orlando (SUI) consisting of John Liljelund (FIN) as vice chair and the members Thomas Gilardi (SUI), Ismo Haaponiemi, Dominique Staiger and Lars-Gunnar Tjarnqvist

The timeline for the preparation process was:

1. The IFF Executive Committee (ExCo) proposes to start a strategic process defining the IFF Vision to the Presidents of the Swedish-, Finnish-, Swiss- and Czech Floorball Federation in October 2007.
2. The IFF Central Board decides to form a working group, in order to define the direction of IFF for the coming decade in January 2008.
3. The strategical working group held their meetings in April, August and October preparing the proposal for the IFF Strategic Vision document.
4. The proposed document is sent for external controlling in October.
5. The proposal is submitted to the IFF member associations in November.
6. The General Assembly decided to approve the IFF Strategic Vision.

The subsequent steps needed are:

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

1.5. Guidance for the reader

There is a section in the end of the document for “Definitions”, in order to ensure consistent usage of terminology throughout. Readers of the document are asked to read it with an open mind, since the document raises ideas and will force the stakeholders to discuss how this affects the future of Floorball.

1.6. Main sources

The main sources of this draft are as follows:

IFF ExCo meetings, Strategy working group and IFF CB documents; ExCo discussions and meetings over recent years, IFF Administration analysis and documents.

2. PURPOSE

Working in harmony together with our member associations and confederations is essential for the welfare of Floorball worldwide. IFF is not only happy to be able to contribute with its experience and share its knowledge but is also prepared to shoulder its responsibility in the development of World Floorball.

The best way for IFF to be recognised as a true authority and leader is by serving all its partners as best as it can. This is a challenge which requires constant soul-searching and improvement to remain at the forefront of progress, with a sense of initiative and the visionary capacity to be able to identify tomorrow's problems today.

In addition to what is included in the IFF Statutes the purpose of IFF is defined in the following Mission Statement. This short statement clarifies the two main questions for the existence of IFF which everyone involved in the activities of IFF should know by heart, and it summarises as follows:

- Why are we here?
- What is the raison d'être of IFF?

The IFF Mission statement:

IFF's core mission is to promote, develop and most of all nurse and service our stakeholders and further protect World Floorball at every possible level of the game and finally to spread the knowledge based on the principle of unity, equality and solidarity and to deal with all questions relating to World Floorball.

IFF is an association consisting of associations, existing for the associations, based on the principle of representative democracy and its governing body of all types of World Floorball. Floorball is the priority in everything we do.

Further our objective is working closely together with our member associations to support and strengthen each of them in their own organisational and sports development within their country, in order to spread and develop the sport of Floorball.

We aim, together with our stakeholders to perform the following:

- **Protect and promote Floorball as a sport**, where the game is the same all over the world.
- **Involving our member associations more in the general discussions** which will help us to understand the problems and to challenge the members and through the commitment of all stakeholders enhance the development of Floorball worldwide.
- Further develop our development programme **to give specific and targeted aid and assistance**, in order to help the member associations accurately on their different development levels.
- Support and strengthen the different forms of **grassroots Floorball along with the top level competition sport**.
- **Increase the participation in the game**, regardless of age, gender, religion, race or social background

- **Promote the positive values of sport**, including fair play and a doping free sport, giving our athletes the chance to perform in an environment without racism, hooliganism or other kind of intolerance or violence.
- Run an anti-doping programme, in order **to preserve the ethics of the sport**, keeping in mind the health of the players and ensuring that all participants have equal chances in the games.
- **Organise successful competitions** for adults and youth, equally for men and women, acting as the spokesperson for the global Floorball family.
- **Achieve additional media visibility and commercial success**, in order to be able to serve better our stakeholders and develop the sport.
- Continue to **build good and lasting relationships with the other international federations and political parties**.
- To continuously improve the service provided to our stakeholders in all areas of our activity and to be an avant-garde international federation, where all officials are proud of belonging to the IFF family.

We are aware of the power of example the IFF organisation has to set, which requires that we use all the competence and knowledge of our stakeholders, the IFF officials and their staff, who personifies IFF in public, in order to receive the global acceptance.

3. VISION

Defining the vision for an international sports federation is one of the key building block of that federation, in order for the organisation to prosper when they are conducting the reason for its existence, keeping in mind where we came from and where we want to go and why we want to reach there. One of the angles for this document has been to define the preferred state of IFF in the end of the next decade, but also going further than that, looking upon IFF and where it would be if we could start with a blank sheet of paper and build upon that. However a defined strategy always needs to have a basis on the federation's realistic situation.

In this preferred world among other things, the social, educational and cultural benefits of Floorball are fully utilised and appreciated by the international sports community. In the ideal world where there is a global acceptance of the key issues in sport; where every child grows up having a possibility playing sport, where the top players are ideal role models, where referees have total respect from the sport; where as many women as possible play Floorball, where Floorball is immune to corruption and to the misuse of drugs, and where all national associations are controlled and run by their member clubs.

3.1. IFF's vision

In 2004 IFF began to implement new and revolutionary changes to its organisational and operational structures, which resulted in a more streamlined and less political oriented approach to its business of running Floorball. This process is the foundation of the new IFF Strategic Vision taking Floorball to the next level as an international sport.

The basis for IFF's existence for the first two decades has been to spread, grow and develop the sport globally and at the same time seek an official approval and recognition from the international

sports community. The key requirement for this acceptance, in receiving the full international recognition of our sport, includes the recognition of the International Olympic Committee. IFF has achieved an own and accepted identity in the international sports community.

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

To be the internationally approved sole owner of the dynamic sport of Floorball and to ensure all its different forms and identities and to serve as an attractive sport for all. Being a healthy organisation with sufficient human and financial resources, with over 100 national member associations, which are having and organising their own national championships, and with 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 World Floorball Cup 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.

3.1.1 The world and the Floorball world

In the preferred and ideal world there would be:

- A united Floorball community – when Floorball is united and striving in the same direction we can achieve extraordinary things.
- A world where, in the eyes of everyone both inside and outside the Floorball community, Floorball represents integrity, sportsmanship and loyalty, in accordance with the principles of fair play.
- A Floorball world where IFF deals with all questions relating to global Floorball.
- A Floorball world where IFF is the governing body of the sport and speaks and represents the whole of global Floorball.
- To grow the number of the members in the core *Floorball countries*, develop the countries in *the inner circle* and engage *the emerging countries*.
- A world where Floorball acts as a democratic showcase – where all people regardless of gender, religion or political views, throughout the democratic organisational structures, organise fair and equal competitions and as organisations participates in the society.
- A feeling of belonging to the community, regardless if you are a newcomer to the sport or a world class star player.
- A world where Floorball coexists and works together with other sports for the common good.

3.1.2. World Floorball – governance and structure

In the preferred and ideal world there would be:

- Floorball is governed on the principles of solidarity – not charity.
- IFF is actively shaping and driving the debates and issues at World level based on floorball priorities – setting the agenda in accordance with the needs of Floorball.
- A modern and democratic, efficient system of governance for all IFF organs in accordance with best practise.

- A Floorball world where IFF plays the role of an educator and is the gathering point for exchanging best practices between its members.
- An organisation that will develop and protect the integrity of the sport of Floorball.
- Receiving global acceptance – in one form or the other – by all parties involved regarding all global Floorball issues; calendar, ownership and commercialisation of the competitions and rights, release of players for national teams and other key issues.
- Self-regulated democratic and transparent well organised national associations in control of Floorball in their own countries to avoid any form of external political or financial intervention.
- Full understanding by all key stakeholders about why the IFF Floorball structures are organised in the way they are.
- A future legal environment, securing the autonomy of sports structures and the specificity of sport.

3.1.3. Competition and sport issues

In the preferred and ideal world there would be:

- Everybody taking part in any forms of organised sport or other physical activity. And that keeping fit should become happier. Learning and passing on the values of sport and so building a better society.
- A world where every person has the opportunity to play and that Floorball would be recognised by all sport authorities in their curriculum.
- A world where everyone has access to facilities to play Floorball.
- A world where everyone has the opportunity to watch attractive live Floorball in their countries or over the internet and/or TV.
- Competitions which achieve higher levels Floorball quality on a global and regional level, for both national and club teams.
- A world where IFF and the national associations can give higher and higher level of coaching and referee education to its members to all ages and levels of engagement.
- A full understanding and agreement of the Rules of the Game by players, coaches, referees, match officials, the media and the Floorball public.
- A fixed international calendar, in balance with the needs of the national associations, National teams and the clubs.
- A competition framework guaranteeing optimal mental and physical conditions for the players.
- Associations controlling and managing all levels of refereeing.
- Refereeing of such quality and sporting culture, that all stakeholders of the sport accepts that mistakes are part of the game.
- Full respect for all match officials at all levels.
- No shortage of referees.
- A relatively higher share of women playing and watching Floorball.
- Close cooperation and an open debate with the member associations to ensure a mutual future vision and harmony in achieving our goals and objectives.

3.1.4. Key stakeholders and non competition issues

In the preferred and ideal world there would be:

- Full understanding by IFF of all the different needs, views and wishes of the different stakeholder groups.
- IFF setting higher benchmarks in the organisation and commercialisation of its rights and competitions.
- The revenue of the rights sold will help IFF to continue supporting and developing its member federations and other emerging Floorball countries.
- A sport clean of corruption and doping at all levels.
- Financially stable and independent.
- Properly functioning systems of player registrations and movement at global, regional and national levels, recognising fundamental principles such as respect for contracts, sporting integrity, protection of minors and solidarity.
- All national associations legally structured and governed in ways that are according to the values of IFF and that prioritise sporting objectives above financial or other objectives.
- All national associations and clubs are run by their members, according to democratic principles.
- A supporter culture which whilst passionate, rejects violence, hatred and discrimination of all kinds and incorporates fair play and respect for opponents and others.
- Mutual respect and solidarity between associations, national leagues, clubs and players at all levels of the pyramid.

4. PHILOSOPHY

This section describes what IFF stands for, what IFF believes in and what our cultural values are. If all IFF people adhere to this philosophy, we can achieve our vision.

IFF shall pursue its objectives based on and honouring the following values:

- Equality and respect of all stakeholders and acceptance of different needs and orientations.
- Internationalism and solidarity.
- Democratic and transparent leadership in the way of conduct.
- Ethical, fair and clean competitions.
- Promote healthier life values.

4.1 IFF's philosophy

- Floorball is IFF's raison d'être.
- IFF is an association of associations based on representative democracy.
- The Floorball family must remain united.

4.1.1 The world

- Floorball should be a good citizen within society and the political world.
- To the rest of the world, Floorball should stand for integrity, sportsmanship and loyalty – in accordance with the principles of fair play.
- Floorball is a sport first and foremost. Floorball is IFF's priority in everything that we do.
- Ultimately Floorball is a force for good – it should make people happy!
- As a team sport, Floorball's and IFF's values include teamwork, integration, solidarity, and individual self-sacrifice for the common good.
- Floorball is entertainment, it is educational, it is a place to meet, it is belonging to a group and to connect up with each other, it is part of World culture, it keeps people healthy and fit, it is a valuable activity for society.
- Floorball can have an important role to play as a democratic showcase by helping people, through the democratic Floorball structures, to organise themselves and participate in organised society – Floorball should be open to everyone at all levels.
- Floorball is able to work in different legal contexts as long as the autonomy of the Floorball movement and its structures are respected.

4.1.2 The Floorball world

- IFF should “deal with all questions relating to World floorball” – as stated in the current IFF Statutes.
- World Floorball is structured as a pyramid with a strong base which ensures a strong top level.
- Within floorball, one specific part – elite Floorball – is not only a sport but also a possible business in the future, but sporting and ethical values should always be preserved and prioritised.
- Elite and amateur Floorball are inextricably linked through the pyramid, and each level supports the other level.
- There is a magic thread running through the whole of Floorball, from the most unknown player to the best player in the world – this link and chain should never be broken since it is a key component of the magic of Floorball.
- Clubs releasing players to national teams is a form of solidarity that has existed since the creation of sport – this is IFF's main source of funding for grassroots Floorball in the World and must be protected.
- IFF speaks for the whole of World Floorball.
- Money is never an end in itself – it is always a means to an end. In IFF's case this means achieving our vision and fulfilling our purpose.
- IFF must always strive to keep the Floorball family together.

4.1.3 World Floorball – governance and structure

- IFF is an association of associations based on representative democracy where the general assembly is the supreme controlling organ of IFF.
- Representative democracy is based on one member one vote and where the regional association represents Floorball as a whole in that region and the national association represents Floorball as a whole in that country, IFF represents World Floorball as a whole.
- Within the World Floorball pyramid, the individual is the basic cell – individuals are members of clubs which are members of associations which are members of possible Confederations and finally IFF.
- As an association of associations, IFF's philosophy is one of subsidiary, delegation and empowerment of the national Floorball associations – federalism rather than centralism.
- IFF believes in, and has a responsibility for, developing not only itself but also its members – their competences and capabilities.
- One member one vote is a founding principle of IFF, whilst the reality must also effectively reflect the range of membership and the weight and contribution of the different stakeholders.
- Separation of powers is an important principle for the effective functioning of IFF – therefore the Organs for the Administration of Justice are independent from the legislative and executive organs of IFF, and the line between the Central Board and the Administration is also clear and distinct.
- Specific aid and assistance should help member associations with the greatest need.
- IFF believes that the Floorball structures should be constructed, as much as possible, with properly functioning, democracies including consultative structures open to all key stakeholders.
- In order for the Floorball family to justify both its autonomy and the specificity of sport, and to maintain our legitimacy as governing bodies, we need properly functioning clean democracies with transparent principles.
- IFF and national associations have a natural position of power when it comes to regulate Floorball – this power must not be abused.
- IFF also has a unique position with regards to being the exclusive organizer of the official Championships and other IFF-competitions – this was always the case historically and it is only by virtue of this fact that IFF can effectively regulate World Floorball.
- Solidarity at all levels, but it is important to distinguish between solidarity and charity – there is a big difference. IFF has a central role in ensuring the essential solidarity between the various levels of sporting practice which co-exist – from recreational to top-level sport.

4.1.4 IFF as an Institution

- IFF is an association of associations and will stay that way for the foreseeable future.
- IFF belongs to its members, not the other way around.
- IFF is proactive not reactive. IFF aims to shape and drive the debates and issues – to set the agenda.
- The style of IFF is to lead, be authoritative with gravitas, be understated, discreet, tactful, respectful, and its people do not indulge in self-promotion.
- IFF does not make judgments based on who people are or what people say but rather on what people do.
- IFF is non-political and non-religious.

- IFF is straight, incorruptible, transparent, and aims to lead by example. Transparency is one of the key tools to avoid corruption. IFF has never been accused of corruption and is proud of this fact.
- IFF operates with a modern governance structure where there is a clear separation between policy and execution, and the IFF President and the CB have a leadership role in accordance with the Statutes.
- IFF's position, power and success have been built on this modern structure of good governance which separates policy from execution.
- In order to work as efficiently as possible, IFF operates according to a principle of delegated power, with checks and balances to make sure, that decisions are always taken in a proper way.
- IFF exists to lead, to serve, to continuously improve in all areas, and to be ahead and set the benchmark in everything that it does, therefore always reducing the attractiveness of alternatives whilst simultaneously locking knowledge inside IFF.
- IFF and the national associations are organizations that have a mixed political and commercial structure.

4.1.5 On-field issues and competitions

- IFF believes that promotion and relegation is an essential and intrinsic part of the World Floorball pyramid.
- As a principle, qualification for competitions should be based on sporting merit.
- Maintaining a degree of competitive balance in competitions is, in general, a positive aspect but, by definition, there can never be 100% competitive balance within a pyramid system – IFF uses sports rules to create fair competition on the field of play.
- The average overall quality of the competition is more important than the peak – the peak sets the standard to which the others aspire.
- The overall number of quality players, coaches, referees and others determines the quality of the competition.
- IFF competitions are both an end in themselves as well as a means to an end – all IFF competitions are development competitions.
- IFF club competitions are built on top of the national competitions whereby the national competitions constitute the core competitions for clubs.
- World Floorball is currently based on a system of domestic competitions and World Competition.
- “Less is more”: for example, players should only play a certain number of competitive matches per season.

4.1.6 Off-field issues and key stakeholders

- No aspects of the financial pie can be looked at in isolation – the whole pie must be considered as a whole.
- Central not individual exploitation of core rights – thus ensuring solidarity at source – and distribution mechanisms which guarantee an equitable distribution of wealth.
- Whilst maximising our revenue, sporting values must always be preserved.
- IFF strives to develop and improve relations with all stakeholders on a continuous basis.

- By creating and managing effective structures for consultation and communication, IFF aims to fully understand the different needs, views and wishes of the different stakeholder groups.
- Through constantly developing and improving our understanding of and relationship with key stakeholders, IFF can start to build a common interest and common values so that the current democratic system functions better and is less vulnerable.

5. HISTORY AND KEY TRENDS

5.1. History of the International Floorball Federation

In this part of the document, the following two essential questions will be answered:

- Why, where and by whom was the IFF founded?
- Pointing out some important milestones which characterized the history of the IFF and its advancement.

Basically, it is important that all our member associations have a sound knowledge about the history of the IFF in order to understand the past and the direction of our actions and decisions. Based on this mutual understanding it is thereby possible to build a strategy for the future together. Possible risks can be spotted and reasonable advancement steps can be set up and realised.

5.1.1. The foundation of the IFF

The short, but still active history of the IFF can be answered by four main questions:

Why was the IFF founded?

Why was the IFF settled in Sweden?

Why was the Swiss legal form chosen?

What is the main business of the IFF?

5.1.2. Why was the IFF founded?

The IFF was founded by the national Floorball federations of Finland, Sweden and Switzerland as an umbrella organization for the sport of Floorball. In order to develop the sport on a national basis, there was, especially in Sweden a need to have an international body. One of the most important reasons for forming the IFF, was the need to organise international competitions for national- and club teams for both men and women.

The founded organization was based on the principle of representative democracy, with one vote per member.

The following milestones in the IFF history are important:

1986 The International Floorball Federation was founded in Huskvarna (Sweden) by the floorball associations of Finland, Sweden and Switzerland.

1992 The first official IFF Congress was held in Zürich, Switzerland.

- 1993 The first European Cup for national club champions was played in Helsinki for women and in Stockholm for men.
- 1994 The first European Championship for men was played in Finland, with 8 teams.
- 1995 The first European Championship for women and the second for men were both played in Switzerland. To give Japan the possibility to join the IFF the tournament should be played as an Open European Championship.
- 1996 The first World Championship for men was played in Sweden. The Final was sold out with 15`106 spectators in the Stockholm Globen Arena.
The IFF Office moved to Sweden and the first employee was hired.

The steady growth of the member nations and the popularity of the important competitions like European Cup and World Championships for both men and women demanded an increasing dialog with the members. As a chain of reasoning, the branch office had to be extended and more manpower for the accumulating work was needed.

- 2000 IFF gained the provisional membership of GAISF (General Association of International Sports Federations).
- 2001 For the first time, competitions for the young generation of athletes were held. The first World Championship for men U19 was played in Germany.
The Strategy Workshop, defining IFF's Vision was held.
- 2002 The first World University Championship in Floorball was played in Sweden.
- 2003 IFF applied for IOC recognition, but the application was never considered by the IOC, which had changed the rules for recognition. IFF signed the WADA Anti Doping Code.
- 2004 IFF gained on 20 May the ordinary membership of GAISF.
The first World Championship for women U19 was played in Finland.
- 2005 The Women's World Floorball Championships were held for the first time outside Europe, in Singapore and the Asia Oceania Floorball Confederation was formed.
The IFF Office moved to Helsinki and has three employees.
IFF started the Development Programme, with a seminar block for coaching, refereeing and administration.

In order to strengthen the development of Floorball in Asia and Oceania, the IFF initiated the formation of the Asia Oceania Floorball Confederation. The principle was to have a local based organization to coordinate the development of Floorball in the region. The AOFC has later employed a person and set up an office in Singapore, with the help of the Singapore Sports Council and the Singapore Floorball Association.

- 2007 IFF decided to change the International Competition Calendar in order to develop the sport. The International School Sports Federation organized the first ISF School World Championships in the Czech Republic.
IFF applied for the IOC recognition for the second time in December.

Floorball has gained supporters world-wide. Numerous new member federations have joined the IFF family. Because of the increasing number of member federations, international tournaments had to be partly reorganized. Qualification tournaments and ability groups were launched in both men and women championships, as well as in international club competitions and elite-and young generation of athletes world championships.

2008 IFF started the strategic planning process – IFF Future Vision.

IFF Presidents

1986-1992 Andras Citrom, Sweden
1992-1996 Pekka Mikkala, Finland
1996- Tomas Eriksson, Sweden

IFF Secretary Generals

1986 – 1987 Christophe Soutter, Switzerland
1987 – 1991 Stefan Kratz, Sweden
1992 - 1994 Gottlieb Kundig, Switzerland
1994 - 1996 Andrei Liennhard, Switzerland
1996 - 2004 Stefan Kratz, Sweden
2004 - John Liljelund, Finland

5.1.3. Why was the IFF settled in Sweden?

After the foundation of the IFF, there was not really a lot going on, in the international scene and the activity started to gradually raise in beginning of the 1990's and after the Congress in 1992, the first IFF office was located in Switzerland in relation to the Swiss General Secretary. As there were more and more tasks lay upon the IFF by its member associations, the need for a full time employee grew.

From the very beginning, Sweden has been the federation with most members and Sweden is seen as a modern country with a high social standard and political stability. This led, that when the Swedish Federation offered Solna (near Stockholm) as the host-city for the first IFF-office, in connection to the Swedish Federation office, the IFF 1996 Congress decided to move the Office to Sweden. At the same time, the IFF could benefit from cooperation with the Swedish Floorball Federation in the areas of infrastructure and personnel resources which was an advantage for the IFF members. The decision was still to keep the IFF registered in Switzerland.

The time from 1996 to 2004 is the time for building the basic structure of the IFF operations and formatting the activities. During this time still a lot of even the operational work was done by the volunteers in IFF. The IFF was growing continuously and the growth of competitions and the need to become more professional needed an expansion of the personnel and infrastructure resources.

Starting in 2003 the IFF CB had sat together a development plan for the IFF where the idea was to focus more on the development of the organization. This process lead to a proposal from the Finnish Federation to host the IFF Office for at least six years (2005 – 2010), paying for the office space and one office clerk. The IFF General Assembly approved the proposal and the IFF Office moved to Finland during spring 2005. The 2004 General Assembly also decided to focus more on

three main topics, mainly development, marketing and political work towards the sports world. This decision also set the phase to develop the organisation and strengthen the office.

5.1.4. The legal form of the IFF

The IFF is a typical association in terms of the Swiss civil code (ZGB 60 ff.). The club (association) is – accordingly to the doctrine of management – a non-profit organisation (NPO).

This legal form allows the sport associations a higher flexibility and autonomy to organize the own activities and to impart values.

5.1.5. The traditional activities of the IFF

The most important traditional activities of the IFF were:

- Promotion, protection and advancement of Floorball worldwide. These supportive actions took place both on and beside the court through effective instructions, regulations, and cooperation.
- The IFF central board is elected by the GA and is responsible for leading the IFF operations, under the principle of corporate governance. The strategic organ, the Central Board (CB) is assisted by an operative office, which is responsible for the administrative implementation of the daily business.
- Awarding and administration of all international championships for both club teams and national teams.
- Promotion and advancement of the international championships.
- Requirements in the range of the international game schedule.
- Handling and checking of international player transfers.
- Organisation and advancement of new member countries. Furthermore, development courses in administration, coaching and referee section are organized by the IFF.
- Intensive and qualitative promotion in the referee section. The basic education is spread by the development seminars. The work with nominated official IFF referees during an international game is done by the referee committee of the IFF.
- Cooperation with the manufacturer in the range of floorball equipment. Sticks, balls, goals, rinks and goalkeeper equipments are products which have to fulfil a quality label to be used during official games.
- Advancement and standardization of the international playing rules and tournament regulations.
- Introduction and advancement of disciplinary authority and jurisdiction.

5. HISTORY AND KEY TRENDS

5.2. Key Trends and History

The following Key trends and changes have been identified, both in the past effecting the development of our sport, as well as the ones that will only have an effect for the future, when it

comes to shaping the evolution of IFF. The Key trends are covering as well general trends affecting the society, the world of sports and Floorball specifically, guiding our development.

Some important trends and milestones have and will influence the history and development of the IFF. Some changes have brought some positive energy, whereas some changes are still in the flow and are not to be judged before results are visible. The basis for this chapter is to try to construct what the surrounding world will look like, where IFF is to utilise our vision, in the future. Which are the key trends and social changes that we need to react to?

The following key trends and changes have been identified, effecting all levels and forms of Floorball – for example the level of involvement, i.e. elite, semi-professional, amateur Floorball, different forms of recreational Floorball. The purpose of listing the trends is to have the similar basis for analysis of where we are coming from, to establish the causes for our present stage of development and to be able to identify the possibilities, opportunities, risks and threats Floorball faces in the coming decade.

5.2.1. IFF Growth

Since the growth of Floorball has been very rapid and organic in the first decades of IFF existence, the need to structurise and find a generic growth is needed to secure the continuation of the success story. The growth of Floorball has been chancing during the last decade. First the growth was only on the horizontal axis, spreading Floorball across regions and countries. The second phase has been the development of Floorball also on the vertical axis, where the quality of the organisation has started to develop and the series have moved into a semi-professional mode in the biggest countries.

- Floorball continues to grow in the existing countries and is spreading to new countries.
- The generic growth will move to the regions where Floorball is not played in an organised way, like South America, Asia and Africa.
- In order to secure the horizontal and vertical growth of Floorball, IFF needs to adopt policies to master this polarisation among its members.
- The core members will continue to develop the elite level sport further in cooperation with IFF and gain additional players on the recreational side.
- The inner circle of our members will gradually move to develop their organisations and the quality of their operations.
- The emerging markets will continue to develop the sport in an organised way, still keeping the main focus on playing the sport.
- The IFF organisation will grow and take responsibility for additional services to our member federations.
- The cooperation between IFF and its members grows deeper to strengthen the well-being of the sport, in order to form a common path for the future development.
- Branding the name of the sport: Floorball.

5.2.2. Social Changes

The General population, especially on the western hemisphere, grows older and the younger generations becomes smaller in number, which eventually will lead to a competition of players between the sports, in these parts of the world. At the same time the financial polarisation of world will continue, with additional financial wealth and an increased focus on consumption.

The society is chancing rapidly and becoming smaller, via the development of the information technology.

- Competition of players between other sports increases, leading to concentration of human and financial resources to sports that are more publicly popular.
- Demographical changes in society, with an increase in an alternative leisure pursuit in non-commitment activities, computers and internet.
- The data-technical development increases on all levels and a part of the general population will not be able to follow this development.
- Part of the society will be able to use the technical development even more, thus leaving some outside, this will create innovations to the sport itself, driven by the players themselves.
- The new technology will change the way we communicate and gather together. There will become new forms of “belonging to a community”.
- The gender issue will continue to be important and additional women and girls will start to play Floorball.

5.2.3. Globalisation and commercialisation

The society becomes more multicultural and the traditional national borders will gradually disappear, however the formalization of bigger unities will eventually happen. This is due to the free movement of persons and resources and the globalisation of cultures, finances and organisations. The increase in revenue will occur on both national and international levels in sport and will continue to form sport, giving possibilities to develop new projects and threading sports by the needed return on investment, which is leading to the totalisation of sports.

- The social values change in fact with the commercialisation of the society.
 - Increase of available and needed leisure time.
 - Selling of immaterial rights will increase and move more to the individual level, instead of the collective level.
 - In sports clubs and federations are moving into limited companies.
 - With the increased multiculturalism, the need for tolerance will increase.
 - The financial polarisation will increase and the sport needs to adjust to this, by creating opportunities to play regardless of socioeconomic backgrounds.
- The volume of Floorball driven commerce increases.
- Floorball manufacturers are demanding return on investment for their contribution to the development of the sport, if Floorball is not growing fast enough for their needs.
- The number of Floorball material manufacturers will decrease, due to acquisitions and buy-outs.

5.2.4. Society values

The general commercialisation, as well as in sports leads to a smaller number of volunteers running and administrating it, driving sports more into an individualistic orientation. It is not more as well accepted to work without a clear value for your contribution. The volunteers are starting to value their contribution in monetary terms.

The fact is that gradually, the sporting and ethical values are being eroded under increasing commercial /financial pressure. There is an increasingly growing lack of respect among the society for the decision of the sport bodies, and a tendency to start challenging decisions based on purely their own objectives and ending taking them to court.

- The way people values sport organisations will change.

- Moving from being a member to becoming a client.
- Moving from a common hobby to buying services.
- Moving from a community to an individual approach.
- Persons are not willing to join clubs/organisation in order to play or to bring their voluntary stake for the common good and are ready to pay in order to receive the service.
- Individualism is growing stronger and the lack of social commitment increases.
- The importance of the Sport leads to an increased desire for power and to steer the sport.
- Sport becomes even more a Lifestyle, due to the increasing commercial aspects targeted on the average participants.
- The visible lifestyle will affect the sport in order to keep the lifestyle business rolling.
- Moving from street fashion to sport fashion.
- Sport industry moving towards the ordinary consumer with a fashion offer instead of a sports offer.
- Floorball starts to change in the present countries from an alternative culture towards a main stream culture.
- Floorball is turning into a real business, bringing bigger players into the market.
- Product branding of the Top Sport.

5.2.5. Health and wellness

The need for sports enhancing general well-being and health increases, due to the social changes in society. The general expectations towards sport and the function it is serving becomes more complex, including on one hand fair play and on the other hand looking over the moral values of sport. The governments and the market forces will guide their resources to create general well-being and health services, instead of focusing on supporting competitive sport, especially outside the major medialized sports. Due to the erosion of the sporting values, the focus on the value of Fair Play and a Doping free sport will become even bigger in the future. There will be even more precise and specific monitoring systems and requirements created, in order to prevent doping abuse in the future, driven by the governments and the international sports family.

5.2.6. Solidarity and Development

There is a social trend of the erosion of the solidarity principle and this trend has set a number of the solidarity mechanisms under heavy attack and in some countries disappearing totally. The trend of diminishing solidarity is due to the overall need to for financial gains which is forcing the development in this direction. In order for the sport to act solitaire and still develop the sport, it is very important that the ownership of commercial rights are kept inside the sports community, since the sell-out of this rights have rapidly effected the solidarity.

- The financial polarisation will affect the level of competitions; due to financially stronger clubs can build more competitive teams.
- The number of federations where only the athletes who have the financial possibility to participate will increase, in countries where the sport is just started and it is possible to still play with low initial costs.
- The change of philosophy is needed – where the sport organisations set out to help and support the development of its members and emerging markets.
- The development seminars will continue to play a central role in the development of world Floorball, creating different solutions for federations and their organisation depending on the development stage they are in.
- The sports community need to target their volunteers in order to increase solidarity.

5.2.7. Organisational structures change

Based on the present development of the society a large the cooperation of different non-governmental organisations is forced to grow deeper. The overall pressure to fully commercialise sport will increase and the deviation of professional sport and recreation will continue to grow. The task for sport is to keep up the traditional competitions, based on the efforts made by the participants.

The development of professionalism will make the sport more like entertainment, thus giving it the possibility to become technically more advanced, since the players are professionals.

- The flow of information and the number of messages multiplies.
- Development of Professionalism.
 - More games, longer series – hard to find dates for international competitions.
 - Rivality between national and international competitions increases.
 - Increased payments to players, referees and coaches.
 - Increased use of agents and selling of players.
 - Increased amounts of work opportunities in clubs and associations.
- The importance of Floorball as an alternative for the increasing sport culture.
- The development of international level players will increase the movement and transfers of players, the usage of agents and moving into player trade unions.
- The activities are better planned and organised, with higher set goals.
- Role of National governing bodies.
 - Possible risk of a shift from national associations to top clubs/leagues, if the national associations are loosing control over the national leagues.
 - The national associations will be even more part political part financial entities, which can lead to political appointments weakening the performance of the organisations.
 - The different needs from different member associations will continue to grow.

5.2.8. Facilities and Infrastructure

The key question for sports is the need of facilities and infrastructure in order to be able to act and perform. The changes related to the diminishing efforts put up by the governments to support social movements, like sport clubs and the privatisation of sport facilities will add to the social change and enhance the commercialisation of sport. The focus has been to build bigger and bigger arenas for the use of the highest level elite sport, but at the same time the need to secure the lower end user has been neglected. The playing space for children and youth has decreased and will continue to do so.

- The commercial influence on sports grows bigger, pushing the governmental influence aside.
- There will be an ongoing battle for facilities to play sports in the future.
- Floorball will adjust to the situation, in order to exist – play where ever it has space and chance.
- The playing of Floorball continues to finds new forms and places.

5.2.9. Media

The fact that sports needs the media, in order to have its fair share of visibility will grow even bigger in the future, where smaller sports have to pay in order to be aired. The number of available channels will continue to increase, so air time is not the problem, but who is going to pay for it. The approach to buy airtime, in order to popularise Floorball among the big audience has to continue, even though it means small or none revenue, but an increased visibility. The rapid development of new media technologies, primary the digitalisation of TV and the internet related media, has opened the door for firstly advertisement funded and then pay per view broadcasting. At the same time the former state own TV monopolises are being privatised and their duty is changing, which heavily effects the distribution in particular smaller sports. The commercial TV concentrates around a few trendy sports, related to the fight for viewers in the increasing leisure time availability for people.

- The Media continues to form and change the way sport is played and structured.
 - The totalisation of Sports, where additional resources, better athletes, more matches and more spectators are needed will continue to grow.
- TV will continue to shape the sporting environment:
 - Creation of new type of leagues and competitions (EFT).
 - New types of leagues.
 - New Rules (material, playing time, floor colour etc.).
 - Focusing on the decisions of referees.
 - Changing the traditional competition structures, like power breaks, face-off times, number of players etc.
- The traditional printed media will still stay important and will be even more imported for the smaller sports.
- Development of new technologies:
 - Internet based TV.
 - Direct streamed live games for pay per view.
 - Internet based gaming will effect sports.
 - TV structure.
 - TV new technology.

5.2.10. Governmental Intervention

The need for the governments to control sports will increase, due to the commercialisation and globalisation of the society and the effects this will have on the deregulation of ethical values, like betting, doping abuse, fixed matches and criminal elements using the sports industry to legalize their operations. At the same time the traditional club and volunteer activity is degenerating, which leads to the fact that the governments will have to take over the traditional responsibility of the third sector in providing and producing sport services. Also the need to get people to move will increase, due to the changing values, where sport is no longer seen as an automatic choice and the younger generations are getting bigger and less fit. The interest of sport organisations collides with the interests of the surrounding society.

- The State will continue to increase the intervention in the life of the associations both nationally and internationally, with the growing number of requirements.
- Concentration of interests in the sports world.
- Civil courts vs. Sport jurisdiction.
- White book of sports of EU.

- In Floorball the smaller associations are seeking recognition from their governmental authorities and the larger associations are seeking representation in the national sports organisations.

5.2.11. IFF Events and Competition

In order for Floorball to not only survive, but to become an important player on the sports market, IFF needs to organise interesting and financially valuable competitions. At the moment it is only the major events that are financially profitable, due to the still low commercial value of the events. The need to interest the critical mass of spectators and fans, is related to the number of events and the level of them. The made decision to change the playing structure of the World Floorball Championships and their qualification is a move in this direction as well as the change of the club competition – the EuroFloorball Cup. The reason for the new International Competition Calendar is the need to streamline the IFF competitions and raise the spectator and commercial value of them.

- The top level professional sports continues to polarise into market driven entertainment and other top sport, leading to a differentiation between competition sports and polymorphic playing for fun.
- Diversifying of new sports and new versions of old sports into subcultures.
- One risk is that the Clubs want to take over the sport and organise own competitions.
- Playing Floorball becomes more goal oriented on the top level all over the world.
- The IFF major events will start to contribute financially and will give possibilities to fund development and support member associations.
- The Quality licence system for participation in IFF Events for member associations will strengthen the national associations and make the competition better, allowing all nations to play important international matches.

5.2.12. New Media

The continuing development of New Media will change the distribution of sports news and stories electronically and also change the value perception of the product as a whole. The need to follow the development and actively change accordingly will increase and the sports that are proactive will greatly benefit. At the same time the internal Floorball new media structure, might be threaten by a commercial wave of media, since the strong internal internet structure Floorball has, has been built as a contra force to the lack of news in the major printed and electronically media.

- Need of new and better stars.
- More social driven financial phenomena will occur outside the field of play.
- Own network of alternative forms of channels.
 - Own hood, with a lot of sites.
- The conflict Floorball faces is whether to choose live streaming of matches to the already “saved souls” or fighting for national and international TV broadcasts.

6. STRATEGIC OPTIONS

The purpose of this document is to outline the chosen strategy for the coming decade for Floorball and the IFF. In order to focus on the operationalisation of the Strategic vision, this section develops a preferred option for the top-level strategic direction of IFF and World Floorball over the next ten years, in accordance with – and in addition to – the agreed Purpose, Vision, Philosophy, and History and Key Trends. The main areas are described below, containing a number of strategic

issues that were not explicitly covered already in the previous sections. It is for the IFF Central Board and its committees and functions to plan and take the appropriate actions in order to follow this chosen strategy.

1. Overall purpose and structure of IFF
2. IFF Stakeholder Strategy
3. Division of tasks between IFF and the member associations
4. Increase the level of capability and capacity of IFF and its member association
5. Structure and division of tasks between IFF and the confederations
6. Development of different types of Floorball
7. Developing the sport for the future
8. Strengthen the IFF brand and increase the visibility of Floorball
9. Political intervention in Floorball
10. Securing the financial recourses

6.1. World Floorball

It is a basic assumption that IFF is and will be an association of associations based on the principle of representative democracy.

6.1.1. Overall purpose and structure of IFF

Selected Option

The Central Board of the IFF should remain composed solely of national associations, in order to increase and take benefit from the knowledge of the member associations, the experience of running the sport as well as to take action based on the views of the members in the work of the IFF CB committees and functions.

IFF is continuously building an own network, looking even more into the surrounding society, in order to strengthen the capacity to achieve our set objectives.

Rationale

The National associations are the owners of IFF and therefore the decision making bodies should fully reflect that, still keeping in mind our other stakeholders and interest groups which must be involved in the decision-making process. IFF must develop effective structures and relationships with these stakeholders and interest groups.

Regardless that the current Floorball world appears calm, it is without doubt that major challenges lay ahead, some already identified in the previous sections of this document. Therefore the IFF organisational structure must continue to develop, in order to stay one step ahead of the changing world and Floorball structure.

Actions

- To further strengthen the internal organisation on all levels and look over the way of conduct so that it gives maximal efficiency.
- To actively use the existing network to develop Floorball and receive new member associations and foster them to grow both in quantity and quality.
- To find new partners and opportunities to fulfil the strategic targets.

- IFF supports gender mainstreaming and the increasing participation of women both on the field and in the organisation.

6.1.2. IFF Stakeholder Strategy

Selected Option

IFF should continue through dialogue, not defence to update and amend the Floorball family structures and relationships in order to take into consideration the views of our different stakeholder groups in our planning and decision-making process.

Rationale

As a principle, the better the relationship is with our stakeholders and the better we understand their needs and views, the easier it makes it for us to communicate and cooperate with and if needed educate them, which then gives us a better and smoother decision-making process, leading to a greater support of the current structures in possible times of difficulty or tension.

The need to understand the different expectations of our stakeholders and the capacity to offer solutions for them is an essential building block on the path to fulfil the IFF objectives and to have a flourishing organisation. The current IFF internal structure, which brings benefits to all stakeholders when it functions effectively, can only survive in the long-term future if it actively updates its structure and operations taking into account the new realities surrounding us. That does not mean that any basic principles needs to be compromised or changed, but it means that all structures, activities and relationships at all levels in the organisation need to continuously improve.

The organisation of IFF has changed dramatically during the last few years, moving from a volunteer driven organisation to a organisation of corporate governance, where the execution lays with the office. With the full implementation of the Executive Committee, special functions and the strengthen administration, IFF has been able to operate with a much faster decision-making process. The committees and functions are plying an important role as an interface between the associations and the IFF. These organisational structural changes have made IFF much more flexible and responsive towards its stakeholders.

Actions

- To include more people all over the world in the decision making process.
- Enhance the knowledge level of IFF actors, so that the IFF committee and working group members and the staff represents the highest level of strategical expertise.
- IFF to define what type of knowledge and skill sets is needed from its volunteers and informs its members about this.
- IFF shall educate more volunteers, from new countries, to act in international positions.
- IFF shall increase the interaction with its stakeholders, based on a need assessment analysing the potential pros and cons from the stakeholders perspective finding new way of adopting member services.
- IFF shall build its activities based on achieved knowledge from experience, where all volunteers represent the highest level of performance.
- To increase the mutual trust in persons elected for a position in IFF.

6.1.3. Division of tasks between IFF and the member associations

Selected Option

IFF should expand its co-ordinating, coaching and monitoring role, but the majority of tasks in this area should continue and be fulfilled by the national associations.

Rationale

The national associations are in the best position to define their own needs and strategies, when it comes to Floorball in their country, depending on the present situation. IFF does not have the resources, nor the interest to locally develop Floorball in its member countries. IFF's role should be to govern the whole spectrum of Floorball, regardless of field size and number of players. It should be a supportive partner to its member associations, a proactive facilitator and enabler through learned best practise.

Actions

- Gathering and disseminating best practice and project ideas from all over the world.
- To share experience in the areas of coaching, refereeing and organisation by educating trainers through “train the trainers”.
- Lobbying with political bodies and supporting national projects.
- Controlling and monitoring national development programs.
- To increase the knowledge of IFF and enlighten why IFF plays an important role towards the members and through this increase the commitment of our members towards our decisions and activities.
- To develop the IFF information function to become more informative and enhancing the unity of the Floorball community.

6.1.4. Increase the level of capability and capacity of IFF and its member association

Selected Option

Continue to implement and develop the Floorball Development Program as a first step in achieving more transparency and understanding on where IFF wants to take international Floorball. In order to be able to increase and enhance the democratic and transparent principles, IFF needs together with the member associations to examine and analyse how IFF could better service its members.

Rationale

IFF and the whole Floorball community will only be as strong as the different national associations who are IFF. There is pressure from both inside and outside the Floorball family to streamline the operations of our member associations, as well for IFF to be more efficient and look over the way we are working. Globally in sport there is a trend in sports of a shift in power away from the national associations, towards outside forces.

IFF and the member associations are taking a number of several actions concurrently, in order to enhance the capabilities and power of the IFF and the member associations:

- IFF spreading the best practice through the development seminars.
- Educating both internal and external stakeholders about the Floorball organisation, raising the standard of the Floorball community.
- Introducing new regulations, such as the IFF Events Licence system, which is to improve the level of IFF Events and the national organisations of the Member Associations.
- Controlling the development of Game rules, in order not to move the sport to fast in new directions, keeping the integrity of the sport.

Actions

- To increase the level and forms of service to its members depending on the present needs and level and lifespan of development (Core, inner or emerging).
- To work with building of a new Information system, which would penetrate the different layers of the member associations, in order to spread information faster and reach out to the respondents much more effectively.
- Continue to enhance the quality of our member's activities through the Development program, in spreading the sport, creating possibilities to play and giving models how to run organised forms of series in our young sport.
- To find new forms of supporting the interaction between the member associations, in order to spread best practices and ideas and building role models.
- Building an easy to use statistical competition system, which would be usable for the member associations.
- To spread the knowledge of what a good infrastructure is for Floorball, support development of Floorball materials and to increase knowledge of how to produce or build Floorball materials for new markets.

6.1.5. Structure and division of tasks between IFF and the confederations

Selected Option

IFF shall develop the co-operation with member associations and the confederations in order to be able to fulfil its own statutes. It is for the IFF and the respective national associations to choose the way the confederations will be organised.

Rationale

The division of tasks and competences between IFF and the confederations should be evaluated with a view to what type of tasks are needed to be conducted by the confederation, so that they are being developed in the best possible way for Floorball. As long as Floorball is growing there is a need to control and monitor the process from an IFF level, in order to have only one sport.

Actions

- IFF must seek the optimal solution when it comes to the number and function for confederations.

6.1.6. Development of different types of Floorball

Selected Option

IFF and its member associations should continue to foster all level of Floorball played – elite, semi-professional, amateur and recreational and also support the national initiatives of different forms of recreational Floorball as different parts of the puzzle. As a part of this IFF will work towards participation in the events of the World Games, the Universiade and as an ultimate target the Olympic Games, when IFF and Floorball fulfils all the needed requirements.

Rationale

The IFF and the national associations have a central role in ensuring that the essential solidarity between the various levels of the sport, keeping in minds the need of the players. IFF is focusing on the top international sport and this then gives a bigger responsibility for the national associations to look after the recreational part of the sport as well as the national top level (elite) sport.

Actions

- Finding new forms of spreading Floorball to countries, with limited infrastructure, in order to popularise the sport.
- Secure the participation of all associations with their best available teams to our competitions and the competitions IFF is invited to.

6.1.7. Developing the sport for the future

Selected Option

IFF shall work towards developing the sport on all levels, so that the brand of Floorball gets widely known. In addition to this the sport needs to additionally commercialising the IFF major events in order to finance the development of Floorball.

Rationale

The branding of Floorball means that there needs to be additional actions taken in order to find new forms of co-operation with the organisers of the major Adult World Floorball Championships. This means that we need to add other elements than just the sport it self, in order to get a real taste and smell of Floorball, that is unique. The commercialisation will also demand to have better, more committed coaches, referees and players, which will mean that the associations and clubs will have to develop their operations into a more professional way, which does not necessarily mean higher player salaries.

Actions

- Increase the sport specific marketing in connection to events, giving more spectators, more fans, a greater awareness, resulting in additional resources. .
- Creating positive images about Floorball and player profiles, with tight and spectacular matches, still keeping in mind fair play and happiness of the sport.
- Secure the participation of all members in the World Floorball Championships and Regional Championships.
- Renew the IFF License system after the few first years of usage.
- IFF shall support the integration of all Floorball players regardless of gender, race, religion or sexual orientation, increasing the number of opportunities and amount equality and respect.

6.1.8. Strengthen the IFF brand and increase the visibility of Floorball

Selected Option

IFF shall develop the content of information, based on a strategic plan, together with the member associations, strengthening the interaction of the different parties working in order to increase the visibility and a strong attractive brand of Floorball globally.

Rationale

Seeking possibilities to change the public image of Floorball, moving the perception from a solely recreational activity to also a seriously committed global competition sport. Here the national associations and the Floorball community plays a really important role, since we are actually partly downgrading our product, when we talk about Floorball.

Actions

- IFF must make a clear deviation between an informational service for the “players” (internet) and a service to the broad audience (TV), securing the visibility of the sport.
- IFF shall publish a yearly International Floorball Magazine to increase the visibility.
- Together with our stakeholders build up an international Floorball Community, giving commercial value to the sport.
- To strengthen the IFF brand as an attractive organisation of great quality and in our communication describe the IFF as a modern, productive and attractive organisation
- To strengthen the image of the IFF brand as top-level quality sport.
- To enhance the consciousness of the important role of all IFF officials and their actions in building the IFF brand.

6.1.9. Political intervention in Floorball

Selected Option

IFF and its member associations shall work towards full independence autonomy for the Floorball community, following the policy where it is clearly stated that:

- All members are treated equally.
- All types of political intervention or influence coming from outside the Sports family is prohibited.
- Ensure that all actions are well co-ordinated with political and governmental institutions.
- Recognise that political authorities also play an important role as partners in supporting the World of Sport and Floorball.

Rationale

It is of the utmost importance that all members are treated in the same way when cases of political intervention occur. In addition to the above, the adoption of standard statutes by member associations should assist the situation, as should increased transparency, accountability, absence of corruption, democracy and solidarity as discussed elsewhere.

Actions

- To actively follow the development of the position of sport inside the Continental Governmental organisations (i.e. African Union and European Union) and the United Nations

- To follow the rules of WADA and to inform the national associations of the requirements as a part of the need to fulfil the requirements of the international sports family.
- To increase the level of knowledge and finding new ways of informing in changes in the anti-doping work.

6.1.10. Securing the financial recourses

Selected Option

IFF shall develop sustainable solutions to the different questions relating to finance, funding and distribution in World Floorball, maintaining the independency and securing the operational functionality of IFF.

Rationale

IFF has an obligation to take specific measures regarding the financial well-being of World Floorball in order to avoid instability and polarisation of its members, when it comes to participation. There are needed global solutions, in order to find a mutual point of view and harmony.

Actions

- IFF must seek proactive solutions to utilise its rights ownership in a more effective way.
- IFF shall safeguard the financial solidarity within World Floorball.
- IFF shall increase the resources on all fields, in order to deliver a better service to its stakeholders.

7. DEFINITIONS

Words such as “Mission”, “Vision” and “Strategy” tend to have different meaning for different people. The “Definitions” section is to ensure that everyone has the same understanding of the terminology used in this document.

Consideration should be given to whether any of the definitions bellow – for example “Floorball” and/or “Member association” – should be formally incorporated into the Statutes.

Floorball:

All forms of the Floorball played and organised by associations who are members of IFF and its Confederations, with the competition form with 6. vs 6. and the recreational forms (3 vs. 3, 4 vs. 4).

Elite Floorball:

Top series Floorball in the bigger countries, with a big number of teams participating and a vast number of matches played in the respected leagues.

Semi-professional Floorball:

The non-amateur or the vast of the vast mass of Floorball, which fits somewhere between elite and amateur. Definitions of elit and amateur vary from country to country.

Amateur Floorball:

Floorball played on a lower level in series in bigger countries and on all levels in smaller countries.

Recreational Floorball:

Includes all type of Floorball played both outside and inside the associations series systems

Core countries

Countries where Floorball has been played for over 15 years and the federations are organising competitions for men, women, juniors and other groups, with educational activities in coaching and refereeing, with a broad administration

Inner Circle countries

Countries which have developed fast and started to reorganise their structure to become more focused on education, development and competition, but still are mainly run by volunteers.

Emerging Floorball countries:

Countries where Floorball is still being developed on a lower level, with only a few series and only volunteers

Stakeholders:

Those individuals or groups who depend on the organisation to fulfil their own goals and on whom, in turn the organisation depends.

Strategy

For the purposes of this project, “strategy” is defined as: “the direction and development of World Floorball over the next coming decade”.

Purpose:

Why are we here? What is the reason for our existence?

Mission:

How and what we are doing in order to live up to our existence.

Philosophy:

What does IFF stand for? What does IFF believe in? What are our guiding values?

Vision:

Desired future state – the aspiration of the organisation

Key Trends:

Which are the social factors affecting the world we are living in and the way Floorball has been governed?