

IFF Strategy Task Force submission for the 2nd Commentary round, based on the received comments from the IFF Members and Stakeholders

IFF Strategy for 2021-2032 – Strengthening the Foundations

1. Introduction

1.1. Definition

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

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

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

1.2. Rationale

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

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

The IFF Strategy tackles many of the big issues facing world floorball today and describes the direction for the future. Our sport needs to continue working against doping, racism, match-fixing/manipulation of competitions, and incorporation of activities striving for respect for human rights, equality, fair play and sustainability. To do no harm shall play a key role in the planning of all activities of the IFF.

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

1.3. Structure

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

1.4. Process

The IFF Central Board (CB) started to discuss the need to renew the IFF Strategical Vision 2009-2020 in 2019 after an analysis of how well the Strategy had been achieved. The Central Board concluded that most of the objectives had been met, apart for the inclusion in the Olympic Games. The Central Board formed a Strategy Task Force group (STF) consisting of representatives from the member associations and the IFF Administration. The STF was given the task to create a proposal for a new IFF Strategy for the years 2021 – 2032.

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

The process and timeline for the preparations was:

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

The subsequent steps needed are:

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

2. Purpose

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

IFF has achieved most of the objectives set for the previous strategy period 2009 – 2020 and we have witnessed strong and rapid development in all areas of floorball. However, as floorball continues to grow globally and the world around us is changing rapidly, we are facing more and more challenges. During the strategy process, the COVID-19 pandemic has showed that we need to be able to adopt to even very huge changes in the society around us. In order to still be able to continue growing our sport, it is essential to define new strategic targets, which can unite the movement for the coming decade.

IFF must operate on two different levels; primary Internally to look for quality and consolidation in its existing community, operations and organisation and secondly Externally to secure growth and quantity, expansion on the level of athlete numbers, media relevance and financial resources.

This document tries to pinpoint the key elements of this strategy for the whole floorball family, so that we can take the needed steps forward and reach the next level together. The aim of this document is to specify the IFF vision and mission as well as the strategic targets that we wish to prioritise. Each target will further include a clear set of core areas and KPIs. The strategic targets should be monitored during regular intervals, to overcome unforeseen barriers and navigate through changes in landscape and keep track of the progress towards each specific target.

This provides an operational and practical strategy, not a vast principle philosophical document, to achieve tangible and measurable targets. It should be used as a tool not only for the IFF and its member associations, but also by the wider floorball community, in order to grow and develop our sport further in the coming decade.

3. History of the IFF

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The IFF Events have grown their reputation as major international events. In recent years the men's and women's WFC's have placed in the top 20 and the top 40, respectively, in Sportcal's annual Global Sports Impact (GSI) Event Index which every year ranks around 80 multi-sport and world championship events. The need to close the gap on the field of play has also been clearly addressed by the whole floorball community and a project called Future of Floorball has started to investigate how different game versions could assist in narrowing the gap. This, after a positive experience of playing with a smaller roster and shorter playing time in The World Games 2017 in Wroclaw, Poland. The World Games 2017 was the first ever floorball participation, as an official sport, in one of the biggest multi-sport events. Floorball has now secured its position in the IWGA World Games (2017 and 2022), the South East Asian Games (2013, 2015 and 2019) and has been included on the programme of the OCA (Olympic Council of Asia) Asian Indoor and Martial Arts Games 2021 to be played in Thailand.

4. Global Trends affecting Floorball

The world around us is rapidly changing and both society and sports are affected by several global trends. IFF gathered information of all the trend that affects our surroundings on a global level and especially for floorball in the initial survey to the stakeholders and analysing the selection of other International Federations and the Association of Summer Olympic International Sport Federations (ASOIF). The IFF has evaluated these trends and identified the ones that will affect our sport the most.

Global trends affecting Floorball

Megatrend	Effect to sport industry	IFF actions
Technological development	Fans expect more instant, engaging and personalized service and experience from event organizers. Due to change in media landscape, sport fans will have new ways to follow and participate in events. New digital solutions enable easier access to information and education.	<ul style="list-style-type: none"> • Utilise technology to give spectators more data and insights from games • Develop sport, services and best practises with the help of new technology • Offer more personalized content • Utilize multi-channels and digital solutions • To look at using open innovation mechanisms
Entertainment society	Sports moves towards entertainment industry. Competition for people's free time increases rapidly.	<ul style="list-style-type: none"> • Offer product that satisfies consumers • Support development of professional floorball leagues • Create new professional event formats • Create virtual/digital e-sport events
Equality	Sports need to offer more opportunities to participate regardless of gender, disability, financial status, ethnic background and geographical location.	<ul style="list-style-type: none"> • Create new versions of the sport, like mixed team events • Incorporate para-floorball within IFF competition structure • Strengthen the Athletes voice within IFF
Sustainability	Climate change demands the organizations to be as sustainable as possible. Sports have possibilities to help societies to become more environmentally and socially sustainable.	<ul style="list-style-type: none"> • Neutral carbon footprint in IFF events and activities • Create actions plans to meet UN sustainable development goals • Further enhance the Good Governance of IFF
Healthy and Safe lifestyle	Governments and communities are looking for opportunities to decrease growing health expenses by offering more sports. People are more aware of the benefits of doing sports. The Global crisis like the COVID-19 pandemic changes how we do sport.	<ul style="list-style-type: none"> • Offer accessible and flexible game formats for all • Develop recreational equipment in co-operation with manufacturers • Create solutions for Global crisis like pandemics

The technological development driven by digitalisation is a very strong overall mega trend to take into account and should permeate all objectives that talk about governing the sport, exposing the sport, monetizing the sport, strengthening members and developing new e-sport formats engaging new ways of participation, as this is a transversal stream in the society today.

5. IFF Mission and Vision

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

5.1. IFF Mission – What we do and for whom

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

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

We lead, support and serve our member associations to together with the athletes and all other stakeholders promote, develop, protect and spread the game of floorball

5.2. IFF Vision – What we want to achieve

As the world of sport has changed dramatically since the approval of the IFF Strategy for 2009 – 2020, the IFF needs to re-define and update our strategic direction. The inclusion in the Olympic Games has been the key objective so far and this is still the dream and target. But as floorball has unique potential yet to be untapped, and strategic targets to be reached, being on the programme of the Olympic Games is no longer the most important key priority in the IFF Strategy 2021 – 2032. The Olympic Games will, however, more likely become a reality, when the key targets of this document are reached.

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

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

By being the most inclusive team sport, we want floorball to be accessible across all abilities, all ages, all genders, all ethnic and social backgrounds.

5.3. IFF Core values

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

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

Inclusive – We are equal, flexible and open

Fun – Floorball is both accessible and attractive

Fair – We are transparent, and our sport is clean

Innovative – We are progressive and ambitious

Supportive – We co-operate and work together towards solidarity

6. Implementation of the Strategy

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

The IFF CB will prepare an Implementation plan for the different KPI's and targets and what actions are needed to be able to reach these goals together with the member associations and other stakeholders. The implementation plan shall be divided into three four-year periods, with a timeline for each target, which shall be discussed with the member associations. The Implementation plan must consider the effects of Global pandemics.

The most critical factor enabling the implementation of the KPI's and their targets, is securing the financial wellbeing of the IFF. The IFF is presently facing sincere financial issues, due to the COVID-19 pandemic and the organisational issues of a U19 World Championships. This requires that IFF can build a strong own revenue stream through sponsorship and other means. This is essential for the possibilities of executing the plans in this strategy.

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

The reviews of the actions against the KPI will be used to determine if the direction is correct to meet the targets and KPI's. The IFF CB is to make a periodic update of the IFF Strategy for the IFF General Assembly in 2024, 2028 and a final reporting in 2032.

6.1. Key priority: Awareness and Visibility

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

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

Target 1: More TV time and utilising new media

Through more TV time and by utilising new media the goal is to make floorball more visible and to deliver the sport through different channels to different target groups.

KPI's:

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

Target 2: Strengthening Marketing efforts

Through strengthening the marketing efforts, the goal is to have a global Floorball brand, which is strong and unique and attracting more partners.

KPI's:

- A total of one billion (10-15 % of the world population) knows the sport of floorball
- Floorball is known with one global brand name – World Floorball
- There are professional Floorball Leagues in at least four countries
- Floorball stands for clean and fair sport, with no fan related violence
- IFF has one title sponsor and yearly sponsor income of at least one million EUR and to have at least one global company as a sponsor
- The IFF to create a generic global Floorball website
- The IFF to evaluate the creation of a European League in the 2030's

Target 3: Inclusion in Multi-sport events

By striving to be on the programme of more multi-sport events the aim is to further enhance the awareness of the sport and reach new audiences.

KPI's

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

6.2. Key priority: Development, Service Level and Expansion

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

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

Target 1: Closing the gap

By having more nations fighting for the top positions, floorball will become a more attractive sport.

KPI's

- Floorball has a TOP 10 instead of TOP 4, with countries from three continents
- 8-10 countries have played in the adult WFC and the U19 WFC semi-finals in the years 2026-2032 for both male and female
- The IFF builds a separate plan to Close the Gap for countries not playing in the WFC qualifications
- The IFF creates additional international competitions for smaller countries
- The IFF launches organisational development projects and a coaching project in cooperation with the more developed MA's
- The IFF organises more coaching and refereeing seminars
- Lower the threshold to participate by organising also online seminars, webinars and materials

Target 2: Strengthening the existing Members

By focusing on strengthening the organisation of the Member Associations floorball can better serve its target group: the athletes, and other stakeholders.

KPI's

- The IFF focuses on building the organisational structure of the MA's in the IFF development work
- The IFF builds different level solutions for smaller members
- The IFF has 30 member associations with at least one full-time employee
- All current member associations in accordance to IFF License system Tier 2 and Tier 3 needs to move one Tier level
- The IFF utilises new technologies for development purposes

Target 3: Focus on the growth of the numbers of players

Players are the key for continuous growth and recruiting more players worldwide is therefore an essential target. The licenced players are active competition players, licensed by the MA's

KPI's

- In more than 40 countries kids play floorball in school as a part of the school's sports curriculum
- Introduce the sport to international organisations promoting school and workplace activity
- There are at least fifteen countries with more than 10.000 licensed players
- There are at least 5 million recreational floorball players worldwide
- There are more than 1 million licenced players

Target 4: Knowledge gathering and sharing

By increasing knowledge sharing based on Member Associations' needs, the organisations can increase professionalism to best develop the sport.

KPI's

- The IFF assists the MA's by creating best practice models to reach different groups (schools, elderly, companies, immigrants) and share the best practice models with the whole floorball community
- The IFF to develop the IFF School Curriculum of Floorball to assist entering into schools
- The IFF launches a system for exchanging coaches between MA's and creates an "IFF Coaches Camp" for the MA's
- The IFF provides a platform designed for MA's to communicate with each other and to share and receive information and materials
- The IFF to support small nations with seminars, training camps and ways of ideas to increase awareness in their home countries.
- The IFF sets an annual system of regular face-to-face and online meetings to discuss individual topics based on association needs

Target 5: Targeted development projects (ROI)

By identifying the specific development needs and targeting certain projects, floorball can get the best return on investment (ROI).

KPI's

- The IFF provides a programme of a club to club development system with partnership clubs
- The IFF identifies 3-5 Member Associations and build a more detailed development or mentorship programmes based on Return on Investment to close the gap
- Based on the development services and materials, the IFF provides targeted projects to address specific need of an individual MA
- Evaluate a system of 2nd level country players and/or coaches to "intern" in the top countries league teams

6.3. Key priority: Governance, Sport Culture and Leadership

One of the major strengths of floorball currently is its clean and safe culture. As a sport we need to maintain that culture, while improving in areas of equality and sustainability. Governance at all levels of the sport will need to be strengthened to resist the increasing pressures from not only the outside and to protect our sport, our athletes, the IFF and our members.

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

The IFF needs to secure much stronger own financial and other resources to continue to be a leader of the sport worldwide and to be considered a best practice example within International Sports Organisations and to be able to address the strategic objectives defined in this Strategy.

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

Target 1: Strong financial base

Through increased financial resources the IFF and the Member Associations can do more to serve their target groups.

KPI's

- The financial income of the IFF and the Member Associations is growing.
- The IFF has a 200% increase of income
- The own created revenue through sponsorship and TV rights of IFF is over 25 % of the total budget
- The IFF to create more streams of revenues through services to third parties
- The IFF has at least 12 full time employed staff members
- Member Associations turnover in total has a 300% increase in average

Target 2: Professional structure and leagues

By having more athletes who can play the sport as their profession and through increased professionalism within floorball organisations, the sport can attract a wider audience.

KPI's

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

Target 3: Good Governance & Leadership

Through good governance floorball protects its athletes, the sport, the IFF and its Member Associations.

KPI's

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

Target 4: Leader in Sustainability

By increasing focus on sustainability, floorball and the events become more attractive while protecting the surrounding environment and the sport at the same time.

KPI's

- The IFF creates and shares best practices to organise sustainable events
- There are events with campaigns promoting Sustainability
- The IFF Events are carbon neutral by 2028
- The IFF only allows the use of recycled or biodegradable textiles at WFC's
- The IFF to build mechanisms for securing Event execution and legacy

6.4. Key priority: Sport presentation and Appearance

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

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

Target 1: Equal, accessible, safe and clean sport

By being equal, accessible, safe, and clean the sport of floorball is inclusive, welcoming everyone from child to senior to enjoy the game.

KPI's

- There are increased numbers of female players surpassing 30 % of total players
- Safety aspects are taken into consideration when developing game rules
- The number of injuries is kept at the present level and data is collected to increase player safety
- There is a focus on prevention (injury, doping, match-fixing, harassment) through educating especially young players and the entourage
- There are increased numbers of female coaches, referees and officials
- The number of anti-doping rule violations is not growing while maintaining at least the current testing figures
- There are no match-fixing cases in IFF Events or corruption cases within the IFF
- Floorball maintains a culture of mutual respect between referees and players
- IFF has an equal gender representation on all levels within IFF
- IFF increases the number of official partnerships with ParaFloorball organisations

Target 2: Entertaining events

By focusing on entertaining the fans at the events the aim is to create a positive, cheerful, interactive sport presentation that can also be experienced via new technological means.

KPI's

- The IFF utilises new technologies to collect more data from the game and present it to fans in order to make their experience more impressive
- The IFF engage floorball stars at the event.
- The IFF engages fans by letting them take active part in the execution of an IFF Event
- The IFF includes entertaining events in the Fun Zone to attract spectators at Major IFF Events.
- The IFF conducts fan surveys at IFF Events and utilise data to develop the events
- Build an international Floorball console game together with all stakeholders
- Build a version of Floorball e-sport and digital game
- Create a manual for Clubs/MA's on how to broadcast floorball on TV
- The IFF to test a new colour of the flooring and other equipment in IFF Events

Target 3: Different versions of the game

By introducing several versions of the game and reviewing the event structure the goals is to grow the sport as more nations and athletes have the chance to join in.

- There are international events, which are accessible for all members associations
- The event structure is continuously reviewed and updated
- The AOFC Cup/Africa Cup concept is extended to all continents/regions for young/small

- There are several versions of the game standardised with adjusted rules
- Introduce a Championships for small/new members
- Test new versions of the game at selected international events, to make the sport more attractive and cheaper
- There are virtual or digital floorball events

7. Summary

The title of this document *Strengthening the Foundations*, together with the core values: *Inclusive, Fun, Fair, Innovative* and *Supportive*, set the frame for this strategy. We need to develop stronger floorball organisations, both financially and professionally, to fulfil the first part of our mission of leading and supporting our stakeholders. Furthermore, we need to cooperate closely and prioritise smartly, to fulfil the second part of our mission, which is to together with all our stakeholders, promote, develop, protect, and spread the game of floorball.

We need to take global trends that affect the world of sport and floorball into account and find new and innovative solutions to meet the changing demands. The recent pandemic has also proved, that the world can change fast, and we need to be ready to adapt the chosen path when needed.

This strategy identified the most important key priorities:

- Awareness and Visibility
- Development, Service and Expansion
- Governance, Culture and Leadership
- Sport presentation and Appearance

Each key priority includes targets, that we plan to focus on to achieve our vision and be the *most inclusive team sport* - a sport which is accessible across all abilities, all ages, all genders, all ethnic and social backgrounds, as well as a sport, which is *played over a million players on all continents*. The strategy also includes key performance indicators for each target, to be able to measure our success in executing the strategy. This document does however not include a detailed execution plan, as this is to be defined by the IFF Central Board and then evaluated on a continuous basis.

This graphical image summarises the IFF Strategy 2021-2032 (This is just a preliminary idea, to be changed when made by graphical designer. The aim is for the image to reflect the vision and include elements: major floorball event with sold out arena, screen/jumbo to show it's a floorball event (perhaps women playing), floorball for all outside of the arena: street floorball played by kids, adults, elderly, wheelchair players + include sustainability factor with for example equipment recycling spot)



KEY PRIORITIES AND STRATEGIC TARGETS

Awareness and Visibility:

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

Development, Service and Expansion

- Closing the gap
- Strengthening Members
- More players
- Knowledge gathering and sharing
- Target development projects

Governance, Culture and Leadership

- Strong financial base
- Professional structure and leagues
- Good Governance and Leadership
- Leader in sustainability

Sport presentation and Appearance

- Equal, accessible, safe and clean sport
- Entertaining events
- Different versions of the game

Glossary

IFF	International Floorball Federation, is the governing body of all international Floorball, officially recognised by the International Olympic Committee (IOC) and the Global Association of International Sport Federations (GAISF)
General Assembly (GA)	The highest decision-making body of the IFF, which is organised every second year in connection to the Men's WFC
Central Board (CB)	The IFF Central Board is the executive body between the IFF General Assemblies making the decisions, which are then executed by the IFF Administration
MA	In this document both the ordinary and provisional Member Association, are equally included into the definition
STF	The Strategy Task Force was created by the IFF Central board to prepare the proposal for the IFF Strategy 2020 – 2032
WFC	World Floorball Championships played every second year for men in even years and in odd years for women.
IFF Major Events	These are the Men's and Women's Adult and U19 World Floorball Championships
License system	The IFF license system is a license for the participation in the IFF Major Events, where the member associations are ranked into three different Tiers groups based on their level of organisation and good governance.
Tier system	In the Tier systems (3 Tiers) there are some 20 criteria's concerning policies and bodies the Member Associations needs to have to reach the Tier 1
Floorball Leagues	The highest competition level series of the competition pyramid in each country
IOC	International Olympic Committee
GAISF	Global Association of International Sport Federations, which is also referred to as the World of Sports.
IWGA	International World Games Association is the organiser of The World Games, in which IFF has participated in the 1997 Lahti, Finland and 2017 Wroclaw, Poland games. Floorball is on the program also of the Birmingham, USA 2022 World Games.
ASOIF	Association of Summer Olympic International Sport Federations is the organisation of the sports on the program of the Summer Olympics.
OCA	Olympic Committee of Asia, the regional association of National Olympic Committees in Asia and the organiser of regional multi-sport games.
Sportcal	An Event Management Study company making Event Studies of World Championships and Multi-sport games and specific Event studies.
KPI	Key Performance Indicator, which defines which measurable goals IFF is to achieve