

**IFF Strategy Implementation working group
IFF Strategy for 2021-2032 – Strengthening the Foundations – Implementation Plan
The initial period 2021-2024**

1. Introduction

1.1. Purpose

The International Floorball Federation (IFF) has in its General Assembly in 2020 approved the IFF Strategy for 2021-2032 – Strengthening the Foundations. The IFF Central Board (CB) has appointed a IFF Strategy Implementation working group (SWG) to prepare an Implementation Plan for the Strategy and steer the whole Implementation process. The CB has also divided the due dates for the execution of the targets into three different periods 2021-2024, 2025-2028 and 2029-2032.

The objective of this Implementation plan is based on the overall analysis made by the IFF CB, is to clearly define who carries the responsibility for the execution of each target, which entities can assist in the process and what are the different tasks and solutions that might derive from the end goal. Further the plan is built so that it concentrates on the tasks defined by the CB to be essential to be handled in the first period, namely 2021-2024. The implementation can also start to look and work with the targets that have been set for the period of 2025-2028.

The Implementation plan is designed to work as a guidance of what shall be done when and by whom. It at the same time shall be a tool for seeking the commitment and the assistance of the member associations and other stakeholders. The Implementation plan is the tool to for the IFF to make the Strategy document come alive and turn the words into action, in order to achieve our vision.

The result of the first phase achievements will be reported to the IFF General Assemblies in 2022 and 2024. The second phase Implementation plan will be prepared well in advance of the IFF General Assembly 2024.

1.2. Working structure

The IFF CB made an initial analysis of all the targets defined in the strategy, defining the responsibility for execution, time frame of achievement and the resources that can assist in the process. Based on this the SWG is in this document to define the priority of each target and which entity shall start to work with the topic in the defined timeline.

The role of the SWG is to steer the Implementation process and coordinate the activities with the four subgroups which are working on the more concrete level with each of the targets. There are four subgroups to work on the concrete level with the responsible entity in the IFF organisation on how the targets can be reached. The subgroups have been defined so that they will each work with one of the Key Priority Areas defined in the IFF Strategy. The Key Priorities are:

- Subgroup 1: Awareness and Visibility
- Subgroup 2: Development, Service level and Expansion
- Subgroup 3: Governance, Sport Culture and Leadership
- Subgroup 4: Sport Presentation and Appearance

The subgroups are built so that there will be representation from the CB, Athletes, Media/Communication, Member federations, other stakeholders and IFF Office. The size of the subgroups should not be bigger than 5-7 persons, to keep them operational. The SWG will in April/May 2021 ask all the stakeholders to volunteer for the subgroups, based on an invitation with detailed information of the role and tasks of the different subgroups.

The four subgroups will be formed during the 2nd quarter of 2021. Later in the year, probably after the summer a Strategy reference group will be formed, which will act more as an outside validator that the actions taken are in line with the Strategy, being meaningful and relevant.

As defined in the Strategy, if the strategy document is really to 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. In order to handle this process, there will be one member of the SWG in each subgroup to coordinate the work between the SWG and the subgroups. The IFF secretary general will coordinate the work between the subgroups and the IFF Office.

The SWG will provide a report to the CB for each CB meetings and the IFF CB is to adjust or re-define implementation plans to fit under the overall strategy approved.

1.3. Task for the Strategy subgroups

The four subgroups are to work with planning the actions for execution of the defined topics and the needed actions to reach the targets set in the Strategy Key Priorities. This work might include that a number of new action points are needed to be plan and taken in order to reach the final target. The Strategy implementation Plan works as a guideline in this work and the subgroups may propose and add actions to the plan in cooperation with the SWG. It is also essential that the subgroups will look over the tasks set for the 2nd (2025-2028) and 3rd (2029-2032) phase and in their view needed start to work with them already during the initial period up to 2024.

2. Implementation of the Strategy

The SWG has prepared the following Implementation Plan for the suggested actions to be taken to reach the targets set in the IFF Strategy. The Implementation plan for the first phase, concentrates on the tasks that needs to be achieved or started during the first time frame of 2021-2024. The plan is built with concrete actions, responsibilities and open questions for the subgroups to elaborate with and to start working together with the defined entity within the IFF organisation.

The most critical factor enabling the implementation of the Key Performance Indicators and their targets, is securing the financial wellbeing of the IFF. The IFF and its membership is presently facing sincere financial issues, due to the COVID-19 pandemic and the many cancellations or postponements of Events and leagues. 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 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.

2.1. 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.

Desired outcome:	10.000 articles on digital media in Major IFF Events
Field of Activity:	Digital and Social Media
IFF Entity responsible:	Communication function

Assisting resources: National Associations, Event organisers, Floorball Media
Suggested Actions:

- Look into entering new SoMe channels.
- Prepare ready articles for digital media
- Coordination with National Associations Media responsibilities
- Formation of a Media Network Group
- Offer plenty of opportunities for engagement through Social Media

Start date: 09/2021
Due date: 12/2024

Desired outcome: Create a more interesting TV product using data and technology
Field of Activity: TV Operations
IFF Entity responsible: IFF secretary general
Assisting resources: Members Services, Marketing function
Suggested Actions:

- Explore new broadcasting possibilities, including OTT and D2C
- Use different digital content to drive interest
- Include competitions in the broadcasts and make them more interactive

Start date: 09/2021
Due date: 12/2022

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.

Desired outcome: Floorball stands for clean and fair sport, with no fan related violence
Field of Activity: Anti-Doping
IFF Entity responsible: Anti-Doping function/Marketing function
Assisting resources: Ethics Committee, Entourage Commission, Athletes Commission, Equality function and National Associations
Suggested Actions:

- Look over the related regulations and guidelines and update them continuously
- Introduction of the FairFloorball responsibility campaign for IFF Events
- Include these teams into the Anti-Doping education to the U19 WFC players
- Proactively react to new governance issues appearing in Sport

Start date: 06/2021
Due date: 12/2024

Desired outcome: The IFF to create a generic global Floorball website
Field of Activity: Communication
IFF Entity responsible: Communication function
Assisting resources: Marketing function, Outside service provider, National Associations Floorball websites
Suggested Actions:

- Collect all national and international news to one website
- Include National League matches to the site and the IFF OTT channel
- Introduce a IFF Floorball Hall of Fame and a Player of the Year award

Start date: 09/2021
Due date: 12/2026

2.2. 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.

Desired outcome:	The IFF builds a separate plan to Close the Gap for countries not playing in the WFC qualifications
Field of Activity:	Competition
IFF Entity responsible:	Development committee
Assisting resources:	RACC, National Associations, Regional confederations
Suggested Actions:	<ul style="list-style-type: none"> - Discuss with the countries concerned of their real needs and the form of support - Look over the question of how IFF could help with the organisational development in the countries - Look how the License system and the EOTO projects could be helpful here
Start date:	09/2021
Due date:	12/2022

Desired outcome:	The IFF launches organisational development projects and a coaching project in cooperation with the more developed MA's
Field of Activity:	Development
IFF Entity responsible:	Development committee
Assisting resources:	Member Associations (EFT countries, Six nations, Regional Confederations), Development operations
Suggested Actions:	<ul style="list-style-type: none"> - Build an organisational development model for Tier 3 countries. - Create a coaching education structure from the 0-level to 2/3 level for IFF - Build a 0- and 1 level webinars for coaching
Start date:	09/2021
Due date:	05/2022

Desired outcome:	The IFF organises more coaching and refereeing seminars
Field of Activity:	Development seminars
IFF Entity responsible:	Development operations
Assisting resources:	Member Associations (EFT countries, Six nations, Regional Confederations), RC, IFF Lecturers
Suggested Actions:	<ul style="list-style-type: none"> - Prepare a yearly plan for seminars - Update the list of lecturers with the National Associations - Actively offer to have a seminars or webinars for members in different fields of coaching and refereeing
Start date:	09/2021
Due date:	05/2022

Desired outcome:	Lower the threshold to participate by organising also online seminars, webinars and materials
Field of Activity:	Development seminars
IFF Entity responsible:	Development operations

Assisting resources:	Member Associations (EFT countries, Six nations, Regional Confederations), Development committee, RC, IFF Lecturers
Suggested Actions:	- Activate more resources from the national Associations
Start date:	09/2021
Due date:	12/2022

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.

Desired outcome:	The IFF utilises new technologies for development purposes
Field of Activity:	Development
IFF Entity responsible:	Membership services function
Assisting resources:	Development committee, Communication function
Suggested Actions:	<ul style="list-style-type: none"> - Research what new technological resources can be used in development - Seek cooperation with universities or companies to build systems
Start date:	09/2021
Due date:	12/2022

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

Desired outcome:	In more than 40 countries kids play floorball in school as a part of the school's sports curriculum
Field of Activity:	Development
IFF Entity responsible:	Development committee,
Assisting resources:	National Associations, National Governments, Development operations, National experts
Suggested Actions:	<ul style="list-style-type: none"> - Check how many member associations have Floorball as a in their School Curriculums. - Update the existing IFF School Curriculum and inform actively the members of its existence. - Organise meetings with National Associations that are interested in the School Curriculum. - Help in translating the IFF School Curriculum
Start date:	09/2021
Due date:	12/2024

Desired outcome:	Introduce the sport to international organisations promoting school and workplace activity
Field of Activity:	Development
IFF Entity responsible:	Development committee
Assisting resources:	National Associations, Danish Floorball, IFF ExCo,
Suggested Actions:	<ul style="list-style-type: none"> - Contact organisations like International School Sport Federation, TASIFA and other Workplace Sport Organisations - Evaluate the benefits of the of recent programs made by the National Associations and based on these prepare an IFF program.
Start date:	09/2021
Due date:	12/2023

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.

Desired outcome: 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

Field of Activity: Development

IFF Entity responsible: Development function

Assisting resources: Member Services, marketing function, Core Country Marketing Network Group (CCMNG), IFF National Association Communication responsible, communication functions

Suggested Actions:

- Collect best practises and examples of how communication has been successful
- Create a sharing platform for such examples
- Evaluate different distribution methods and test them

Start date: 09/2022

Due date: 12/2024

Desired outcome: The IFF to develop the IFF School Curriculum of Floorball to assist entering into schools

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: Development operations, Member Services, National Associations

Suggested Actions:

- Update the content of the IFF School Curriculum
- Renew the drills in the material, as the present system is no longer in use
- Seek help with translation of the material to needed languages
- Arrange a session at the Association Meeting in 2023 to promote Floorball in Schools
- Active promotion of the existing material in the IFF channels.

Start date: 09/2021

Due date: 12/2024

Desired outcome: The IFF launches a system for exchanging coaches between MA's and creates an "IFF Coaches Camp" for the MA's

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: EFT countries, Six Nations countries, Development operations, IFF Sec. gen

Suggested Actions:

- Build a proposal for an exchange program content
- Agree with the National Associations that they are willing to participate in such a program
- Agree with a Sport institute to create a IFF Coaches Camp for Summer 2023 and if successful make it a yearly event
- Combine the exchange with some locally provided coaching education

Start date: 01/2022

Due date: 12/2024

Desired outcome: The IFF provides a platform designed for MA's to communicate with each other and to share and receive information and materials

Field of Activity: Development

IFF Entity responsible: Member Services function

Assisting resources: Communication function, Outside IT Company

Suggested Actions:

- Define the needs for such a platform and who could use it
- Evaluate what existing platforms are available
- Make a proposal for how to create one to the IFF CB

Start date: 01/2022
Due date: 12/2022

Desired outcome: The IFF to support small nations with seminars, training camps and ways of ideas to increase awareness in their home countries.

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: Development operations, Members Service, IFF sec.gen

Suggested Actions:

- Define what development services IFF will provide and to whom based on the IFF License Tier system
- Build the basic content for these services
- Produce general promotion materials to raise materials for the smaller members
- Build a low level Lobby guidelines

Start date: 09/2021
Due date: 12/2024

Desired outcome: The IFF sets an annual system of regular face-to-face and online meetings to discuss individual topics based on association needs

Field of Activity: Development

IFF Entity responsible: Development operations

Assisting resources: Member services, IFF CB, IFF Office

Suggested Actions:

- Include a type of yearly meetings with the License Tier system
- Run a process asking for the needs of the members ones per year in beginning of season.
- Try to schedule as much of these for the IFF Events

Start date: 09/2022
Due date: 12/2024

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).

Desired outcome: The IFF provides a programme of a club to club development system with partnership clubs

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: National Associations

Suggested Actions:

- Create a model for such a program
-

Start date: 09/2023
Due date: 12/2024

Desired outcome: 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

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: IFF CB, Czech Floorball, Erasmus+ project participants, Development operations

Suggested Actions:

- Define the application process and the content of such a development or membership program based on the Czech Erasmus+ project outcome
- Identify what the Return on Investment criteria's are
- Prepare the proposal for such a project for the Associations Meeting 2023

Start date: 09/2022

Due date: 12/2024

Desired outcome: Based on the development services and materials, the IFF provides targeted projects to address specific need of an individual MA

Field of Activity: Development

IFF Entity responsible: Development operations

Assisting resources: IFF ExCo, Czech Floorball Erasmus+ project participants

Suggested Actions:

- Build a system for applications which will be introduced at the Association Meeting in 2023
- Identify Hight ROI opportunities

Start date: 09/2023

Due date: 12/2024

Desired outcome: Evaluate a system of 2nd level country players and/or coaches to "intern" in the top countries league teams

Field of Activity: Competition

IFF Entity responsible: Development operations

Assisting resources: RACC, IFF Office, National Associations, Top Clubs, Communication function

Suggested Actions:

- Build a model for such exchanges together with the EFT countries
- Seek approval from National Associations
- Create flexible transfer rules for such development transfers
- Actively communicate about such opportunities
- Use the transfer fees as a incentive

Start date: 05/2022

Due date: 12/2023

3.3. 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.

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.

Desired outcome:	The financial income of the IFF and the Member Associations is growing.
Field of Activity:	Finances
IFF Entity responsible:	IFF CB
Assisting resources:	Member Associations, Financial function and Marketing function
Suggested Actions:	<ul style="list-style-type: none"> - Evaluate what type of new sources of income IFF could have with Merchandising, TV/Streaming, licensing etc. - Build a more solid sales process for sponsorship
Start date:	09/2021
Due date:	12/2024

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.

Desired outcome:	The IFF creates and maintains a professional development programme for the IFF employees to improve level of expertise
Field of Activity:	Administration
IFF Entity responsible:	IFF Secretary general
Assisting resources:	IFF Staff
Suggested Actions:	<ul style="list-style-type: none"> - To evaluate the present system of Personal Performance Reviews (PPR's) - Build a development plan for each employee, based on their professional needs which is evaluated yearly - Reserve funds in the budget for outside education
Start date:	09/2021
Due date:	12/2022

Target 3: Good Governance & Leadership

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

Desired outcome:	Include Athletes representation in all IFF bodies and create digital tools for the Athletes to provide their voice in all matters.
Field of Activity:	Governance
IFF Entity responsible:	IFF CB
Assisting resources:	Athletes Commission, Equality function, Member services function
Suggested Actions:	<ul style="list-style-type: none"> - To secure Athletes representation of in each of the IFF bodies for the period 2021-2024 - To provide suitable education for the Athletes nominated for the different bodies - Seek Athletes representation also outside the ATC - Create new channels for the Athletes to participate in the decision-making - Work towards creation of ATC's in the national Associations - Evaluate a yearly questionnaire to the participants in the IFF Events
Start date:	05/2021
Due date:	12/2021

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.

Desired outcome: The IFF creates and shares best practices to organise sustainable events
Field of Activity: Sustainability
IFF Entity responsible: Sustainability function
Assisting resources: Communication function
Suggested Actions:

- Build an education material around the WFC 2022 Sustainability activities
- Include Sustainability measurements in the IFF Bid Evaluation Tool for coming organisers
- Build a Best Practise folder based on the learnings from the WFC 2022

Start date: 05/2021
Due date: 05/2023

Desired outcome: There are events with campaigns promoting Sustainability
Field of Activity: Sustainability
IFF Entity responsible: Sustainability function
Assisting resources: IFF Office, Local Organising Committees (LOC), IOC, myclimate
Suggested Actions:

- Include the Sustainability part in the new IFF FairFloorball responsibility campaign in the WFC's 2020/2021
- Based on the results of the WFC 2022 build a Sustainability campaign for the Events in 2023 and forward.

Start date: 09/2021
Due date: 12/2023

Desired outcome: The IFF to build mechanisms for securing Event execution and legacy
Field of Activity: Governance
IFF Entity responsible: IFF CB
Assisting resources: RACC, IFF Office, Competition department
Suggested Actions:

- Define what is considered legacy of an IFF Event and how this should be developed
- Look upon what can be done to secure a good Event execution

Start date: 09/2021
Due date: 12/2022

2.4. 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.

Desired outcome: Safety aspects are taken into consideration when developing game rules
Field of Activity: Injury prevention
IFF Entity responsible: IFF CB
Assisting resources: RACC, Rules Group
Suggested Actions:

- IFF needs to look over the safety protocols to the IFF Game Rules edition 2022
- Evaluate what needs to be included in the rule based on the results of the Physical Play working group

Start date: 05/2021
Due date: 12/2021

Desired outcome: The number of injuries is kept at the present level and data is collected to increase player safety
Field of Activity: Injury prevention
IFF Entity responsible: Medical committee
Assisting resources: National Associations
Suggested Actions:

- Continue to conduct the Injury Study in the IFF Events
- Ask National Associations to provide all medical research's on Floorball to IFF
- Look into if the Injury Study should be enlarged to the National Associations highest leagues
- Continuously update the IFF protocols for Global crisis like pandemics

Start date: 09/2021
Due date: 12/2024 ongoing

Desired outcome: There is a focus on prevention (injury, doping, match-fixing, harassment) through educating especially young players and the entourage
Field of Activity: Governance
IFF Entity responsible: Entourage committee
Assisting resources: Medical Committee, National Associations, Equality function
Suggested Actions:

- To create an educational material for the U19 National Teams and the Entourage
- Look over what materials other IF's have.

Start date: 09/2021
Due date: 12/2024 ongoing

Desired outcome: The number of anti-doping rule violations is not growing while maintaining at least the current testing figures
Field of Activity: Anti-Doping
IFF Entity responsible: Medical committee
Assisting resources: IFF Anti-Doping, National Associations
Suggested Actions:

- Create Anti-Doping educations and campaigns
- Work to secure the Code Compliance of the WADA Anti-Doping Code.
- Look over the whole testing system for Floorball

Start date: 09/2021
Due date: 12/2024 ongoing

Desired outcome: IFF increases the number of official partnerships with ParaFloorball organisations

Field of Activity: ParaFloorball

IFF Entity responsible: IFF CB

Assisting resources: ParaFloorball function, Special Olympics function

Suggested Actions:

- To define which organisers to seek cooperation with
- Work to secure official partnership with ParaFloorball organisations
- Incorporate ParaFloorball within the IFF competition structure and if their events can be organised at the same time as the IFF WFC's

Start date: 09/2021

Due date: 12/2024 ongoing

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.

Desired outcome: The IFF engage floorball stars at the event.

Field of Activity: Technology & Entertainment

IFF Entity responsible: Athletes Commission

Assisting resources: IFF Office, Local Organising Committees

Suggested Actions:

- ATC to prepare a plan of how this will be organised
- IFF to evaluate if it would be possible to include some tasks for the National teams during the events in the regulations

Start date: 09/2021

Due date: 12/2022

Desired outcome: The IFF includes entertaining events in the Fun Zone to attract spectators at Major IFF Events.

Field of Activity: Marketing

IFF Entity responsible: Marketing function

Assisting resources: Local Organising Committee

Suggested Actions:

- Cooperate with LOC's to find new forms to attract new audiences

Start date: 09/2021

Due date: 12/2022

Desired outcome: Create a manual for Clubs/MA's on how to broadcast floorball on TV

Field of Activity: TV operations

IFF Entity responsible: Marketing function

Assisting resources: Communication function, IFF secretary general

Suggested Actions:

- Look for examples from other sports

Start date: 09/2021

Due date: 12/2022

Desired outcome: The IFF conducts fan surveys at IFF Events and utilise data to develop the events

Field of Activity: Marketing

IFF Entity responsible: Marketing function, membership services

Assisting resources: Local Organising Committees, CCMNG, IFF Office

Suggested Actions:

- Evaluate the need of which type of Fan surveys are needed in the CCMNG
- Conduct them in relation to the IFF Events

	- Utilise new technology to give spectators more data and insights into the games
Start date:	09/2021
Due date:	12/2023

Desired outcome:	The IFF to test a new colour of the flooring and other equipment in IFF Events
Field of Activity:	Competitions
IFF Entity responsible:	Material function
Assisting resources:	Marketing function, Material producers
Suggested Actions:	<ul style="list-style-type: none"> - To make an survey with the participants of the WFC's 2020/2021 which colour of flooring IFF should have and the preferred colour of the ball - Test the preferred solution with a TV company in a real match - Prepare for the introduction for the WFC 2022 or WFC 2023
Start date:	09/2021
Due date:	12/2022

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.

Desired outcome:	There are international events, which are accessible for all members associations
Field of Activity:	Competitions
IFF Entity responsible:	RACC, Regional organisations, National Associations
Assisting resources:	National Associations, Development committee, IFF Office
Suggested Actions:	<ul style="list-style-type: none"> - Create an entry level of either 3vs3 or 4vs4 Event on a basketball size arena - Create the official rules for this 3vs3 or 4vs4 Event. - Evaluate the possibility for a mixed version of the game - Look over the overall Competition Calendar when including this event format
Start date:	09/2021
Due date:	12/2023

Desired outcome:	The event structure is continuously reviewed and updated
Field of Activity:	Competitions
IFF Entity responsible:	RACC
Assisting resources:	National Associations
Suggested Actions:	- Prepare the proposals for the Associations Meeting 2023
Start date:	09/2021
Due date:	12/2022

Desired outcome:	The AOFC Cup/Africa Cup concept is extended to all continents/regions for young/small
Field of Activity:	Development
IFF Entity responsible:	RACC
Assisting resources:	African National Associations, Development operations
Suggested Actions:	<ul style="list-style-type: none"> - Create an entry level of either 3vs3 or 4vs4 Event on a basketball size arena - Create the official rules for this 3vs3 or 4vs4 Event. - Evaluate the possibility for a mixed version of the game
Start date:	09/2021

Due date: 12/2023

Desired outcome: There are several versions of the game standardised with adjusted rules

Field of Activity: Competitions

IFF Entity responsible: RACC

Assisting resources: IFF Competition department

Suggested Actions:

- Evaluate what different versions of the game IFF has and on which level they are played
- Make a proposal for the IFF CB on what official formats of the game IFF has and who can take part in which

Start date: 09/2021

Due date: 10/2022

Desired outcome: Test new versions of the game at selected international events, to make the sport more attractive and cheaper

Field of Activity: Competitions

IFF Entity responsible: RACC

Assisting resources: IFF Competition department, Athletes Commission, National Associations

Suggested Actions:

- Set up a list of which International Events can be test events and what can be tested
- Conduct a survey in which direction the National Associations would like to develop the game of Floorball
- Prepare a proposal of the test events and a system for testing process of new features and a mechanism for proposing these

Start date: 09/2021

Due date: 12/2023

Desired outcome: There are virtual or digital floorball events

Field of Activity: Development

IFF Entity responsible: Development committee

Assisting resources: Communications function, Athletes Commission, Marketing function

Suggested Actions:

- Build and run more Virtual Competitions, based on the World Virtual Freestyle Floorball Cup, with classes like Freestyle, Skill, Speed etc.
- Evaluate the possibility to have these as official medal events.

Start date: 09/2021

Due date: 05/2022

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 CB is the executive body between the IFF General Assemblies making the decisions, which are executed by the IFF Administration

AOFC The Asia-Oceania Floorball Confederation is a co-operation organ for the Asia-Oceanian Floorball member associations and a part of the IFF.

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 2021 – 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
OTT	OTT stands for "over-the-top," the term used for the delivery of film and TV content via the internet, without requiring users to subscribe to a traditional cable or satellite pay-TV service
D2C	The D2C stands for Direct to Consumer