



IFF Marketing Strategy From Thoughts to Action



The Process

- The IFF CB decided that the IFF Marketing function needs to create and outline a Marketing Strategy based on the over all IFF Strategical Vision approved by the IFF General Assembly in 2008.
- A working group was formed to look upon the present marketing and branding situation of International Floorball. In this group both international players, sponsors, clubs, national associations and IFF was represented.
- The working group was lead by a an outside marketing consultancy group brining the market knowledge to the table.
- The target is to have a new Marketing Strategy ready for proposal for the IFF General Assembly 2010 in Helsinki, Finland.



Objectives

- The need to have the same look & feel, on the field of play but especially outside it is essential all over the world, when developing Floorball – this is the reason for the approach that IFF has taken
- The objective was to analyse the situation of Floorball today and to find the essence of our brand and to define the brand message and look for ways to increase the visibility of the Floorball brand on a national and global level.



Floorball the underlying truth



- Easy to learn, easy to start and inexpensive to play
- A new generation among sporting youth
 - Very strong penetration in the 12-19 segment
 - Very strong participation of girls and women
- A very easy way to enter a well organised sports community
- Very strong presence in the schools
- One of the few sports which are truly equal between the two genders
- Floorball can be played on a number of different size and types of surfaces, but elite Floorball is always played under the same rules and physical conditions



The vision of IFF

“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 international 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 Championships 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.”



Floorball – easy to pick up

- Easy to learn – difficult to master
- Easy to start, fun to play
- Young sport in a fast growing phase
- Challenging attitude vs traditional sport
- Entertaining and spectator friendly
- Lot of contact, action and goals during a game





Marketing Strategy Framework

Steps to create the IFF marketing strategy

STEPS	1	2	3	4	5	6	7
	PRE INQUIRY SUMMARY	VISION, VALUES AND GOALS	CUSTOMER INSIGHT	MARKETS	SEGMENTS	BRAND	MARKETING STRATEGY
	<p>Summary of the Pre-questionnaire:</p> <ul style="list-style-type: none"> •Sport markets •Stakeholders •Sponsors / partners •Competitors •IFF today 	<p>The internationally approved sole owner of the dynamic sport of Floorball.</p> <p>Being a healthy organisation with sufficient human and financial resources, with over 100 national member associations..</p> <p>Floorball is played on a global level</p> <p>Being on the program of the Universiade, the World Games and/or the Olympic Games until 2020.</p>	<p>Understanding your stakeholders needs and expectations.</p> <p>IFF may search out one or more paths that will lead to more effective marketing strategies in chosen markets.</p>	<p>Understanding your market differentiations</p> <p>IFF need a basic understanding of the broad market in order to develop an effective marketing mix.</p> <p>The market is still growing , but we need to take the next step and step up from the inner circle related marketing</p>	<p>Defining your customer segments</p> <p>Prioritizing your marketing investment, time and money</p>	<p>Understand the Heart and mind of your customer</p> <p>Identify your brand. identity and apply it consistently across all of your marketing efforts: Your brand should fit your personality and help get you noticed.</p> <p>The proposition must also be consistently reinforced throughout all phases of your organization , member associations and even your business partners.</p>	<p>Determine marketing strategy and budget:</p> <p>Identify the strategy you will use to achieve your goals.</p> <p>Strategies will fall within each marketing category: Internet, social media, advertising, direct marketing, public relations, events, word of mouth, and strategic alliances.</p>
INTERNATIONAL FLOORBALL FEDERATION (IFF) Ordinary member of AGFIS/GAISF							7



2. Vision, values and goals

Define where you want Floorball to be and the goals you would like to accomplish in a 24 month (2011 – 2012) period and after.

<p>Vision</p> <p>Floorball is a unique, fascinating and a global sport A well-known sport with a unique message (social nature, communality) Increasing awareness (locally, globally)</p>
<p>Values</p> <p>Communality/diverse/tolerance For all ages – Equal opportunity for all ages and genders Positive lifestyle Entertaining Alternative to core sports Very demanding sport on the top level</p>
<p>Goals</p> <p>Visibility plan (Internet, television, other medias) Target portfolio (markets of the core, inner and developing countries) Measuring image and common awareness (positioning) Among the winners in new media Similar level of Floorball presentations in IFF member associations Know -> try & feel -> practise</p>



3. Customer Insight

Elite (N=1000) & Semi pro (N=2000-5000)

Motivation Will to succeed Trying own limits High status Idol ship "Economical benefits" Will to belong to a team	Value Success Popularity
Differentiation Sensibility Fun Dynamic sport Flexibility and ability to change	Challenge (pain) You must work hard to succeed but you can not live by only playing Floorball. (=amateur sport) Sport is still relatively small The image is "young boys hobby" Top players quit early due to other choices



3. Customer Insight

Competition (N=270 000) & Recreational (N=1 800000)

Motivation Easy to Start (no bureaucratic) Will to play Part of the community Possibility to play on your own level Possibility to compete	Value Social fun Motion Participation
Differentiation Low starting level Everyone can play Can be played everywhere Possibility easily to take part, perform & succeed on your own level	Challenge (pain) Competition of time (other interests) Venues/places Awareness, acceptance





3. Customer Insight

Fans & Families (FIN=1 200 000)

Motivation Excitement & entertainment Group belongingness Lifestyle Pride Positive self image Responsibility, healthy lifestyle Kids' sports career Friendship	Value Communality Positive and sporty lifestyle It is safe to Play Affordability
Differentiation You can play anywhere Communality Alternative Equal Fast game, entertaining Smart audience Cheaper, easy to start Safe, non-violent Low risk of doping	Challenge (pain) Alternative, not fashionable for big audience Less important matches in the series Badly arranged events, marketing of events No idols, low visibility Ticket prices still high for young people Later Floorball is getting more expensive Competition of time and interests Higher competition-> drop out -phenomena Long distance to venues Lack of well working national federations and clubs



3. Customer Insight

Sponsors & Partners

Motivation Creating new business, make money Floorballers are well connected to internet/social media Develop the brand of own product beside Floorball (young, dynamic, energetic etc.)	Value Get in touch with the audience and the players
Differentiation Young new sport Easy reachability in Schools Attracts youngsters and young adults and their families Communality Relatively cheap visibility	Challenge (pain) Difficulty to measure the return of investment Challenging dialogue with the clubs Is there really the feeling "I love Floorball" involved?





4. Markets and segments

Primary target markets?

What is the geographic description of the market?

What are the broad needs and preferences of customers in the market?

The defined markets are

1. The Core Countries
2. The Inner Circle Countries
3. The Emerging Countries

Target Markets:

1. The Core Countries:

- Denmark, Czech Rep., Finland, Norway, Latvia, Sweden, Switzerland
- Objective: To strengthen the international brand, by strengthening and combining the national brand with the international brand of Floorball.



4. Markets and segments

2. The inner circle:

- European Big Five: France, Germany, Italy, Spain and the UK
 - Huge potential to spread the sport, need to increase volume and strengthen the organisation, position Floorball on the market
- Growing European countries: Austria, Estonia, Belgium, Hungary, the Netherlands, Poland, Portugal, Russia, Slovakia, Slovenia and Serbia
 - Need to structuralise their organisation and build the brand and knowledge of Floorball
 - From a marketing point of view, we need to have one of these countries to challenge the top four in the WFC in the next coming 10 years.
- AOFC: Australia, Japan, Korea, Malaysia and Singapore
 - Building a real "own" brand for the sport, target the SEA Games in 2013/2015
- North America: USA and Canada
 - Transform the brand from "Indoor Hockey" to Floorball, organisational status demanding



4. Markets and segments

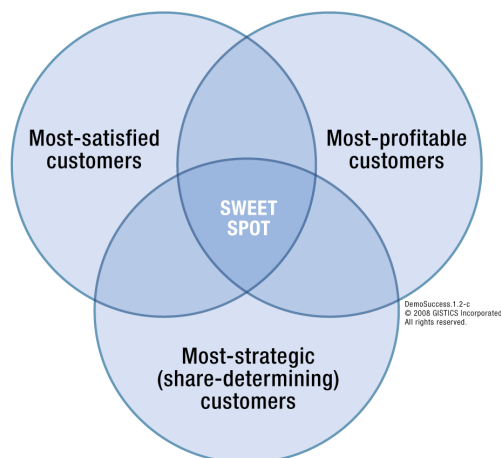
3. Emerging markets:

- BIC: Brazil, India, China: huge potential, huge challenge
- South East Asia; Thailand, Philippines, Indonesia
- AOFC: Activate the smaller associations: Iran, Mongolia, New Zealand, Pakistan
- Africa: find potential members
- Europe: Encourage and give support – Belarus, Georgia, Liechtenstein, Ireland, Iceland, Israel, Romania, Moldavia, Armenia, Lithuania, Turkey, Ukraine,
- South-America: Argentina Encourage and give support.



5. Defining your customer segments Prioritizing your marketing investment, time and money

Demographic success model



The need is to find a common platform for the three different types of Floorball countries



6. Core of the Floorball Brand

The Collection of elements is what makes Floorball unique:

1. Easy to get involved anywhere and anytime
2. Simple to manage/succeed and gain a great feeling
3. Enjoyment, good atmosphere and success
4. United Floorball community - one world, one ball
5. Fast development: sport, equipment and sub-culture
6. Find it's own path - Freedom to choose your level of participation;
 - Different from all other team sports - young sport, possibility for new innovations
7. True Internationality - Will to win, want to be on the top
8. As fast as it gets/faster than anything else
9. Very safe – Inexpensive/small initial costs
10. Hifi-enthusiasm, more expensive equipment, wide range of side products and accessories



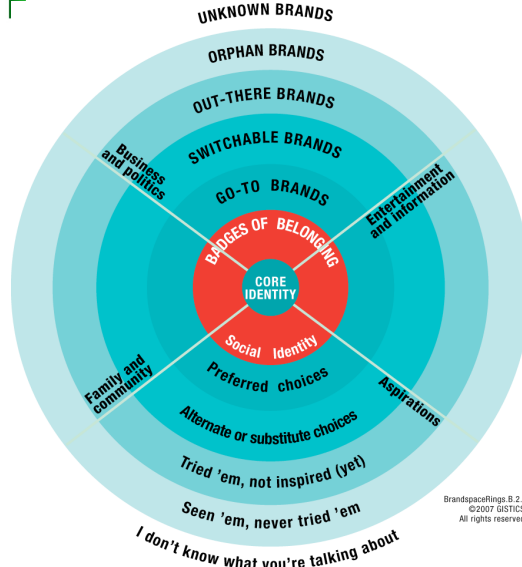
What does this tell about the Floorball Brand?



- IFF has built a net of Floorball related partnership, to have the same look and feel in all the IFF competitions.
- However the IFF needs one or two major International Partners, to secure both the image of top elite international Floorball and the ongoing development of the top Floorball and its competitions.



What's a brandspace?

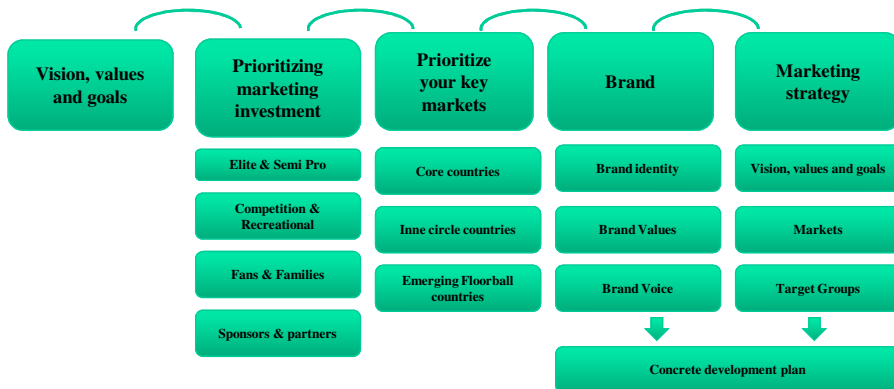


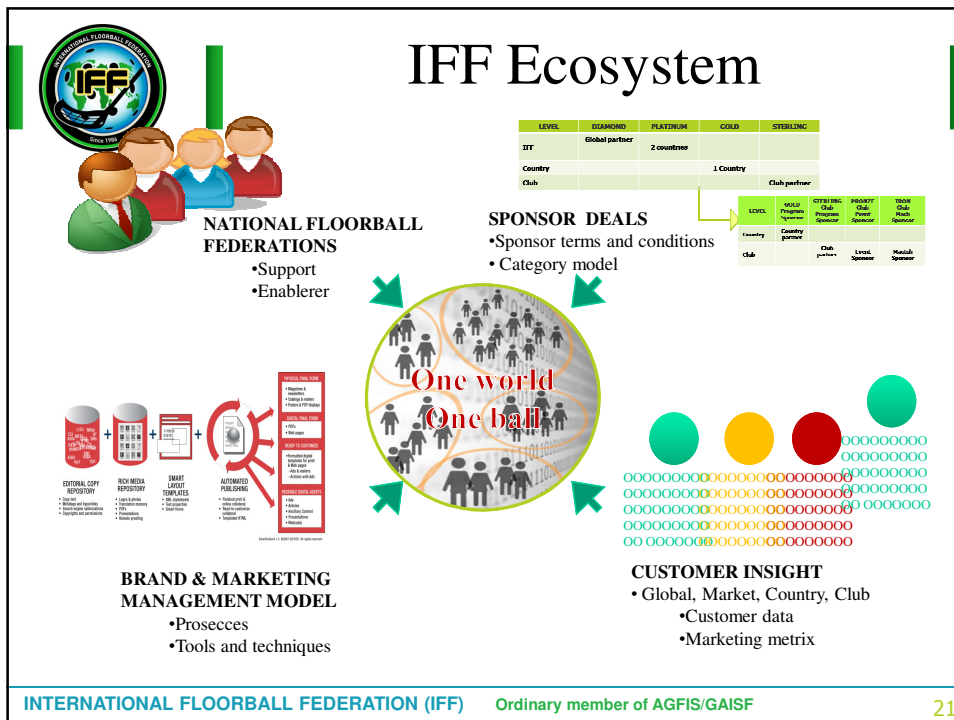
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Identify the strategy you will use to achieve your goals.

Strategies will fall within each marketing category: Internet, social media, advertising, direct marketing, public relations, events, word of mouth, and strategic alliances.







Marketing strategy – Key Components cont.

- Create alternative competitions to ensure participation also in the Sports for All Competition segments, since higher level of competition leads easier to the drop out – phenomena. Especially among youth.
- Alternative forms of Floorball – in order to secure the level of Participation
- Difficulty to measure the return of investment
- Despite possible challenging dialogues with the clubs, Floorball can only be developed together, under equal rules.
- Increase the communality and the feeling "I love Floorball"
- Start to encourage the Floorball material manufacturers to build a pool of IFF sticks" to enter new markets at low initial cost to help spread the sport in those countries with little financial capacity
- The challenge is to set together the two rival objectives – spread Floorball as a Sport for All and on the other hand make it an internationally accepted Elite sport, in order to raise the interest of the sport outside the Floorball Family
- The role of IFF shall not only be to act as an International Federation, but also a brand in itself, creating the basic image of Floorball.



Marketing strategy - Action list

- Marketing Management Network
 - for benchmarking and developing best practices
 - Use of IFF Events manual when organising events
 - International level coordinated by IFF;
 - eg. web, basic tools, marketing work shops
 - National level coordinated by National Floorball Associations
- Marketing Operations Management
 - Framework, model and tools
 - Maintaining and utilization of customer/market data
 - IFF acting as supporting development partner for national association if needed
- Sponsorship and media contracts at international level, marketing portfolio
- To shape the message of a unique offering to the Olympic movement; what benefits we can bring along to the Olympics
- One message throughout Floorball ecosystem: One world, one ball



One World, one ball - Floorball

- **Implementation Plan**

- IFF will include the Brand description on our web-site and in our materials
 - Additionally it will have to be included in all materials of the IFF Events.
 - The logo needs to be updated with this message and some music which goes with the slogan.
- Basic marketing material will be made for the member associations (summer 2011).
- A target portfolio analysis and a visibility plan will be made in beginning of 2011
 - Participation in Fairs, new media solutions
- Use of the SportAccord SportsHub to create an international IFF Floorball-TV portal, including all the available information from all member associations.
- Building of a concrete and specific detailed marketing plan for 2012 - 2015



One World, one ball - Floorball

- **Implementation Plan**

- Produce a marketing dvd for Floorball – usable by everyone with companies like the Liquid TV (Q1/2012)
- Make a pre-clip for all Floorball internet and TV broadcasts (Q2/2011)
- Participate in production of Floorball PC and Console games
 - FBL Game will be launched for PC during WFC 2010
- Building the Floorball-TV on The SportsHub
- Building a development plan for the fan culture internationally and locally
- Forming a marketing group with the marketing responsible in the different member associations.



One World, one ball - Floorball

- **Visibility Plan:**

- We need TV-visibility for increasing the market value of Floorball, increasing the awareness of the general public and building an accepted Brand.
- We need the Internet TV to primary service the players of our Member Associations
- We need to find ways to support the member associations to develop and contribute to non mainstream TV outlets, providing material for the Sports Hub and other video productions of local games, school activities etc
- Floorball will for the next coming 5-8 years still need to build on the general TV visibility concept, which we have used since 2006.
 - Secure the visibility of the IFF logo in screen wipes in all produced TV matches
- IFF participates in the production costs of the TV signal and sells it out for a smaller price than the production cost, in order to secure TV visibility on a broader base. This enables the distribution to more countries and lowers the entering price.
 - To ensure that we have at least the WFC's on the open-air channels in the Core countries. This will have to be done in cooperation between IFF and the LOC
- IFF will build a Floorball-TV in internet, ensuring the visibility from all the IFF major events; WFC, U19 WFC's, EFC and Champions Cup.



One World, one ball - Floorball

- **Visibility Plan cont.:**

- The National Associations needs to ensure to have their National events and international matches locally on internet and that all this material would be downloaded by IFF to the SportsHub.
- Start to plan an online Floorball Community Platform, which acts as a meetingplace for video-on-demand, Floorball related games, bet on matches, buy tickets for events, chat with Floorball friends and buy my equipment.
- One part of the Sport for All international competitions, would be to create ways to find teammates for international tournaments, a tool for registration to friendly tournaments and a way to find exchanges for 3, 6, 12 months for Floorball players traveling to stay/train/watch games during trips.



Sales of IFF Marketing rights

- Basic Model for the Sales
 - IFF will keep the exclusivity for Floorball Manufacturer (stick, ball, rink and goal), Flooring and Referee outfits.
 - IFF will continue looking for a Title Sponsor and one main Sponsor, together with a Marketing Rights Company (Infront deal ends Dec 2010)
 - In-house sales is not actual yet for a number of years.
 - Define the level of the sales pyramid
- Major Events – Adult WFC's
 - IFF will propose a split of the remaining marketing elements upon a 30/70 deviation, giving all the sales rights to the organiser, apart from the exclusivity of IFF.
 - This means that IFF is clearing the market for the local organiser and also shearing the risk. A possible roof sum can be negotiated.
- All other events – U19 WFC, EFC and Champions Cup
 - IFF will include a basic commercial fee to the agreements and give all rights to the organiser, excluding the IFF exclusives.
 - This will help IFF, that we don't need to define categories in the future separately with all organisers.