

APPENDIX 12
International Floorball Federation
IFF



IFF MARKETING STRATEGY
2011 – 2014
Management Summary

**CB Proposal to the IFF General Assembly
held in Helsinki 10th of December 2010**

Prepared by the IFF Marketing Function

THE IFF MARKETING STRATEGY 2011 – 2014

MANAGEMENT SUMMARY

1. INTRODUCTION

The International Floorball Federation (IFF) has formed its first Marketing Strategy in 2005, when the decision was taken to try to seek for partners, in order to be able to secure the same look and feel of the IFF Events. The basis for this strategy was to have a group of sponsors, providing the needed Floorball material to run and also brand the IFF Events. IFF kept the sales right of the elements and secured the same look and feel in the IFF Events, by the agreements with Exel (Floorball Materials), Gerflor (Sports Flooring) and Puma (Referee outfits). This gave especially the World Floorball Championships and the European/EuroFloorball Cup a specific brand feeling.

As a second step IFF decided to sign an agreement with an outside company – Infront Nordic in 2006, to outsource the sales and marketing rights of IFF. Infront has brought IFF one sponsor in the form of the Swedish office furniture company AJ, but the overall result has apart for the 2010 World Floorball Championships not been as good as expected. Even though IFF has been able to secure a yearly marketing revenue of around CHF 100.000.

The IFF CB decided that the IFF Marketing function needs to create and outline a Marketing Strategy based on the overall IFF Strategical Vision approved by the IFF General Assembly in Prague 2008. The Marketing function formed a working group, to evaluate and analyse the present marketing and branding situation of International Floorball. The working group consisted of representatives of international level players, sponsors, club representatives, national associations and IFF. The working group was lead by an outside marketing consultancy group bringing the market knowledge to the table.

The IFF Strategical Vision defines among other that IFF should in 2020 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..., with the World Floorball Championships played with participants from five continents, based on qualifications and being on the program of the Universiade, the World Games and/or the Olympic Games until 2020”. Based on this vision the Marketing Strategy is built to ensure that the brand of Floorball will support these visions.

The undoubted fact remains that IFF has from 4-6 years to build a strong international presence, based on the foundation of its member associations, in order to continue growing towards becoming a real international sport. To be able to do this, the Floorball community, needs to strengthen the International Brand of Floorball.

In order for IFF to succeed in our quest to really brand Floorball, we have to be able to react rapidly to the various changes in the market, as well as adapt to these changes.

2. OBJECTIVE

The objective for the Marketing Strategy is to analyse the situation of Floorball and its visibility today and based on that, by finding the essence of our Brand and further from there to define the core brand message for Floorball. The main purpose is to find ways to increase the visibility of the Floorball Brand on a national and global level.

The only way IFF and its stakeholders can strengthen the Brand of Floorball is to build a much stronger and closer interaction with our member associations and confederations. Floorball needs to have the same principal look & feel, not only on the field of play, but especially outside of it. Therefore it is essential all over the world, when developing Floorball – regardless of the different situations and local needs, to try to connect with the underlying truth of Floorball – A sport easy to learn and start playing, with fairly low starting costs, with very high penetration among youth and giving a possibility to practise a fun sport.

When IFFs core mission is to promote and develop Floorball, it from a marketing point of view must be to Brand the sport and increase the visibility of Floorball.

3. VISION, VALUES AND GOALS

The Marketing vision of IFF is to promote and market Floorball as a unique and fascinating growing young global sport, with its own unique message in its communality and social nature, on our way towards the greater vision of entering the Olympic Games. IFF needs to fully understand the needs and expectations of the stakeholders. IFF may search out one or more paths that will lead to more effective marketing strategies in chosen markets.

The guiding marketing values for our sport are the flexibility and diversification, which gives equal opportunities to practise Floorball regardless of gender, age and skill level. Floorball must be fast and entertaining, but at the same time challenging on the top level.

The implementation of the Marketing strategy must result in a Visibility plan for Floorball, for the next coming years, how we can increase the visibility in National TV, press and Internet TV. The common marketing of the Brand, must include the enhanced visibility of the common brand where all Floorball is played. A major task is to fully apprehend the differentiations between the markets the IFF member associations are active in, in order to develop an effective marketing mix. A large number of our marketing activities are directed towards the existing Floorball playing audience, which serves our members well. The Floorball market is still growing, but we need to take the next step outside the traditional sphere and step out from the inner circle related marketing, towards the general public. This is required, in order to make Floorball a real international sport, where it's not only the players and their relatives who follow the sport.

The segments in Floorball are the Elite players, the semi-pro players, the competition players and the recreational players as well as the fans, families and the sponsors and partners. These stakeholders all have different motivations, needs and expectations for their commitment to Floorball, but the common interest is to enlarge and strengthen the sport they all represent. For IFF the task is to prioritise the marketing investment, in order to get the biggest possible return on the investment made. Taking into consideration the differences of the markets the objective varies from market to market.

4. THE INTERNATIONAL FLOORBALL BRAND

The challenge for Floorball is to be able to find a common platform for the three different types of Floorball markets, where the development and marketing needs meet. The best way of doing this is building an overall Floorball brand message, giving the different stakeholders the possibility to extract their own market message based on that.

The different elements that make Floorball a unique sport on a broader perspective are:

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. A 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 other team sports - young sport, possibility for new both technical and sports 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

The present Floorball brand has only been able to attract Partners related to the sport and this will be one of the major objectives for the next four years to bring in a few well known Partners. If we as the Floorball community can manage this we will then have enlarged our Brand space from the “out-there brand” to a “switchable brand”, making Floorball a real alternative or substituted choice on the sport market. Today we are far too often treated as an “Orphan Brand”, who you might have heard of, but not really knows what it is.

IFF will also change its approach towards the IFF Floorball Partners and challenge them to together with IFF to start marketing the sport also more outside the present Floorball market.

5. THE IFF MARKETING STRATEGY KEY COMPONENTS

The challenge for IFF and its stakeholders is to set together the two rival objectives – on the one hand to spread Floorball as a sport, especially in the Sport for All segment and on the other hand make it an internationally accepted Top Elite Competition sport. This is needed, in order to raise the market value and the interest of the sport outside our Floorball Family.

The role of IFF shall not only be to act as an International Federation, but also building a brand of itself, creating the basic international image of Floorball. The successful building of a reliable image for the sport, not only kid's playing something, requires the real partnership of IFF and its national associations. Floorball can't break the resistance we face on both the national and the international scene, without a joint approach. The sport will never grow in value, if there isn't an international brand behind it. There is a real need, in all our target markets to attract more players and also building a stronger relationship between the players – spreading the brand message inside the Floorball family. The focus may slightly differ from market to market, but we need to secure the internal structure first, before trying to attract the spectators at large.

One key component is to try to find ways together with the producers of Floorball manufacturers to build/create national and international stars – players must have a reason and a possibility to

continue playing, apart from the fun itself. A way of doing this could be to jointly with the member associations organise pre-season events, where top teams play friendly games in new markets to promote the game, thus needing the support not only from the national associations and IFF, but also from the clubs. Despite the possible challenging dialogues with the top clubs, the value of Floorball can only be developed together, under equal rules.

The sport has for obvious historical reasons had a different name, which makes the brand building more challenging; our task is to build a new common look and feel for Floorball. The visibility of the sports name FLOORBALL should be the aim as the main (or even only) international name for the sport to help ensure that there is no confusion about the sports identity.

When building the brand, IFF needs to concentrate on the main product we have – i.e. the Top Floorball (WFC's and International Club Championships) which are the only international showcase outside the Floorball community. In order to do this one strategic option is to build a Floorball TV, in co-operation with the member associations, securing a basic level of coverage from all major events. We have a very strong presence in the social media, which is a very good way of internal communication; we still need to create a Floorball platform, which shows the nearest place where you can play Floorball.

The brand also needs to secure that we in all the markets still can attract more players, either by focusing on developing our core product – the national championships or by creating alternative competitions to ensure participation also in the Sports for All Competition segments, since the strive for a higher level of competition leads easier to the drop out –phenomena especially among youth. In order to approach the new and emerging markets, IFF needs 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 marketing slogan for Floorball is: “One world, one ball - Floorball”

6. THE IMPLEMENTATION (CONCLUSION)

The first building blocks must be laid through the cooperation and coordination of marketing of International Floorball. This can be made through forming a Marketing Management Network, for benchmarking best practices and developing common approaches for how to best create the brand message. The national associations will of course define the way they want to market the sport, but the IFF shall act as a supporting development partner for national association if needed.

In the preparations of all International events organised by a national member association, based on the IFF Events manual, the International level marketing shall be coordinated by IFF; eg. Web-pages, basic tools, marketing workshops, including both the IFF Partners and local partners. The different Floorball stakeholders have in their possession a major part of information, which should be brought together and made possible to use this as customer/market data. The objective must be to shape the message of a unique offering to the Olympic movement; emphasising the benefits we can bring along to the Olympics.

We need to provide one Brand message throughout the Floorball ecosystem:
Floorball - One world, one ball

The Implementation Action list

- The IFF logo needs to be updated with this Brand message
- IFF will include the Brand description on our web-site and in our materials and also to be included in all the materials of the IFF Events.
- Basic marketing material will be made for the member associations (spring 2012).
- A target portfolio analysis and a visibility plan will be made in beginning of 2011
- Use of the SportAccord/YouTube 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 2011 – 2014
- Produce a marketing pre-clip raider for Floorball – usable for TV, Internet, Partners to express the true essence of what Floorball is.
- Participate in the production and development of Floorball PC and Console games
 - o FBL Game will be launched for PC during WFC 2010
- Building a development plan for the fan culture internationally and locally
- Forming a marketing group with the marketing responsible in the different member associations.
- Work with the manufacturers to create a pool with “IFF sticks” for new and emerging markets

Visibility Plan:

All the stakeholders have a true common need in a broader TV-visibility for increasing the market value of Floorball, increasing the awareness of the general public and building an accepted Brand. At the same time we need the Internet TV to primary service the players and fans of our Member Associations. The objective for IFF is 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. The TV market is moving more towards pay per view and market value related approaches, which makes the situation for Floorball very problematic, since we are still building the awareness. IFF will have to participate in the production costs of the TV signal from Major Events and sell it out for a smaller price than the production cost, in order to secure TV visibility on a broader and growing base.

This enables the distribution to more countries and lowers the entering price for the national associations, who will in the beginning have to make this investment, in order to strengthen the national Floorball brand. It will be a strategic choice 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.

The easiest way of building a brand is to use TV, but since both the international and national TV value is limited, it is not possible to build the brand through TV, without a major financial investment, which IFF at the moment lacks the funds for. Therefore the option must be to use the YouToube to build the visual image of Floorball on the internet. This will have to be made both on the SportsHub, but also linked to our web pages and social media.

Visibility Action list:

- Secure the visibility of the IFF logo in screen wipes in all produced TV matches
- IFF will build a Floorball-TV on the internet, ensuring the visibility from all the IFF major events; WFC, U19 WFC's, EFC and Champions Cup.

- The National Associations need to ensure to have their National events and international matches locally on internet and that all this material is downloaded to the SportsHub.
- Start to plan an online Floorball Community Platform, which acts as a meeting place for video-on-demand, Floorball related games, bet on matches, buy tickets for events, chat with Floorball friends and buy my equipment.

7. SALES OF IFF MARKETING RIGHTS

One of the parts effecting the national associations of the IFF, in the marketing field is the way IFF will treat its marketing rights in relation to the International Events organised by the national associations. The Events are organised by the national associations on behalf of the IFF, where the roles are defined in the agreements between the organiser and IFF. During the last eight years the IFF major Events – Adult WFC’s have grown to become real international top events. Based on the experience and the feedback from the organisers IFF is now adopting a new basic model for the sales of our marketing rights.

IFF will continue to keep the exclusivity in the fields for Floorball Manufacturer (stick, ball, rink and goal), Flooring and Referee outfits, in order to enhance the same look and feel for the international Floorball brand. IFF will, either in cooperation with Infront or another agency, continue looking for a Title Sponsor for the WFC’s and one main Sponsor, to strengthen the general value of the Events. The experience has clearly shown that an in-house sale is not actual yet for a number of years.

For the Major Events – Adult WFC’s, IFF will define a generic sales pyramid, based on which the local organisers easier can approach the sales. IFF will as a start 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 (Title, Main and Floorball partners). This means that IFF is clearing the market for the local organiser and also sharing the risk. IFF will also, if a Title sponsor is found, reimburse the organiser for that.

In all the other IFF events – WFC qualifications, U19 WFC and qualifications, EFC and qualifications, IFF will include a basic commercial fee to the agreements and give all rights to the organiser, excluding the IFF exclusives. This will help not only the IFF, but also the organiser so that we don’t need to define categories in the future separately with all organisers and give the organiser a free field to seek partners in.