

An aerial photograph of a large soccer field, likely a training ground, showing several smaller soccer pitches laid out on the grass. Multiple groups of players in various colored kits are scattered across the field, engaged in different activities or games. The field lines, including the center circle and goal areas, are clearly visible. The overall scene is a busy, green expanse of sports activity.

# FIFA 2.0: THE VISION FOR THE FUTURE

13 OCTOBER 2016

**FIFA**<sup>®</sup>



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# FOREWORD



## LETTER FROM PRESIDENT GIANNI INFANTINO



*Dear friends,*

Football, in whatever language you speak, is known as “the beautiful game”.

As the governing body and steward of the beautiful game, a game that means so much to so many, we at FIFA have an obligation to put football at the centre of all that we do. It is only by doing so that we will fulfil our vision to:

***Promote the game of football, protect its integrity, and bring the game to all.***

It is that vision for the future of football and FIFA that we present to you here, laying out, for the first time in the organisation’s history, how FIFA will guide international football in a rapidly changing world, one with opportunities, risks and responsibilities that have never been more challenging.

Since February 2016, FIFA has made great strides to position the organisation to thrive in the future. The approval of landmark reforms, a transformational restructuring to optimise FIFA’s operations, and the creation of an entire division with a specific mandate to develop and commercialise the women’s game – a new FIFA has laid the necessary groundwork to more effectively grow the game, enhance the football experience, and build a stronger institution in the process.

FIFA is led by a new team – with diverse backgrounds and unique talents – tasked with guiding a reinvigorated staff to implement the organisation’s new strategy:

*FIFA will increase its investment in football development, harness innovation to shape the future of the game and its distribution, and assume greater control of its global operations.*

This forward looking, strategic approach is a hallmark of FIFA's new leadership and our approach to our work. As such this is a living document and we look forward to receiving input on it from our stakeholders throughout the game in the coming weeks and months.

In realising this vision, we will:

- Enable more people – men, women, girls and boys from all backgrounds – to play the game or participate in football in a variety of ways;
- Facilitate a deepening of the relationship between fans and the game, both on the pitch and in the stadiums, and through the myriad of means by which people engage with the game from afar;
- Make the world's most popular sport – and the competitions that are our crown jewels – even more valuable to our partners, and in turn generate resources that will be invested back into the game through our Member Associations.

At the same time, we will remain attuned to the demands contemporary society places on international institutions when it comes to accountability, transparency, and inclusivity – principles that are essential as FIFA continues its work to regain trust with its partners and stakeholders.

These are exciting times for a new FIFA, for a FIFA 2.0 that is energised to build an organisation that is truly football-centric, that is focused on the future. We understand that we all share a responsibility to steward and improve the game today, tomorrow and in the coming years. FIFA's Vision for the Future will help us chart the most effective path, and I look forward to discussing this work with all our stakeholders as we continue our journey.

**Yours in football,  
Gianni Infantino**

A handwritten signature in black ink, appearing to read 'Gianni Infantino', with a stylized, flowing script.



## LETTER FROM SECRETARY GENERAL FATMA SAMOURA



Today in Zurich, an energised FIFA administration is focused on implementing a strategy that will bring to life our organisation’s vision for the future of football.

From teams working with Member Associations on football development, commercial growth, talent management and communications, throughout the Home of FIFA we are harnessing the energy and passion of our employees and the worldwide football community.

As the President has indicated, FIFA’s work is guided by three objectives:

- To grow the game by investing in our Member Associations, in the women’s game, and in technical programmes;
- To enhance the experience for all who participate in football in many different ways;

- To build a stronger institution that effectively governs, regulates and protects football, to preserve the essence of “the beautiful game”.

We understand that fulfilling the vision depends upon building FIFA 2.0, a better organisation – one that is cognisant of the vast commercial opportunities before us, and respectful of the responsibilities we bear as a global sport governing body.

Under the new leadership, this work has already begun. In the weeks following the FIFA Congress’ approval of sweeping reform, we started a process to optimise structures and streamline processes to better position FIFA, and by extension football, for the future. In refining the operating design and instituting changes to the finance function, FIFA has strengthened its capabilities to fund its work in



developing football and organising world-class competitions. Essential to the implementation of this vision is a robust communications strategy that engages FIFA employees, the Confederations, and Member Associations, the broader football community and stakeholders.

We know that success will beget success: a better organisation will create additional commercial success; additional commercial success will create higher investment in the game at the grassroots level.

As FIFA embarks on an exciting new future, that football-centric view is essential as we continue our work and bring the power of football – which I believe is unparalleled – to the world.

**Fatma Samoura**



# INTRODUCTION





## A FAST-CHANGING WORLD

We live in a rapidly changing world in which profound shifts in society are shaping the way that governments, institutions and individuals behave.

Three broad themes dramatically shape the modern world: **globalisation, technology and the demand for greater transparency and accountability.**

Today, globalisation continues to blur conventional borders, challenge traditional norms, and foster a sense of interconnectedness.

Our world continues to grow increasingly fluid and borderless, as global economies and technological advances connect once-distant parts of the world.

Technology is changing the lives of individuals and rewriting the rules of business. Billions of people today have access to vast amounts of information, entertainment and instant communications. Things that were science fiction only a few years ago – a map featuring every street in the world, driverless cars and virtual reality – are now, in fact, reality. The world is not what we once knew.

New and innovative business models – the sharing economy, for example – are upending norms for consumer behaviour. New forms of entertainment like multi-player online gaming, which have hundreds of millions of subscribers

with millions of people playing at the same time, are redefining sports and entertainment industries on a global basis.

Arguably the biggest shift is cultural: for people and organisations, accountability is a function of transparency, which itself is a function of scrutiny. It is no exaggeration to say that every facet of daily life is under more intense scrutiny than ever before, driven by a culture of 24/7, always-connected, rolling media, the advent of social networking and a loss of trust in institutions.

The most effective institutions will value constructive engagement with stakeholders, building binding relationships that withstand scrutiny and can help create reputational capital. Increasingly, institutions understand that, managed properly, accountability is an opportunity.

Consequently, responsible institutions are taking the lead in addressing a disparate range of issues, including gender disparity, worker rights, child labour, climate change, executive pay, privacy policies, and human rights to name just a few.

**Football remains a constant in this ever-changing world – it endures, continues to grow, and remains the world’s most popular and powerful game.**

## FOOTBALL CAN BE MORE THAN A REFLECTION OF SOCIETY

**Football has always reflected the culture of its time.** And as society evolves, so does football.

Football can be a progressive force for good. More than a game, more than a sport, for billions of people football is part of the fabric of our everyday life.

Despite the colourful nature of the comment, the great Liverpool manager Bill Shankly's sentiment remains true: "some people believe football is a matter of life and death, I am very disappointed with that attitude. I can assure you it is much, much more important than that."

Traditionally, the world of football has served as a forum for community and national expression. Bearing a significance extending far beyond the pitch, football provides players and fans with much more than a venue for athletic competition—it serves as a vehicle to strengthen identities and foster goodwill with other social actors.

Football is a sport. But it also has global commercial impact.

Football is entertainment. It competes for disposable income against disparate forms of leisure and entertainment activities. And, in a very real sense, the competition is not just basketball or Formula 1, it is also the electronic leisure industry.

But more than a sport, more than a business, football can be more than just a reflection of society. As such, football has a choice: it can be a leader and shape change, or it can be a follower and be shaped by change.



## FIFA LEADS THE WAY

**FIFA is on a journey.** In February 2016, FIFA's members passed with an overwhelming majority a series of landmark reforms to drive significant improvements to the governance of global football.

These include a clear separation of commercial and strategic political decision making, greater scrutiny of the integrity of senior officials, and an enhanced commitment to the promotion of human rights and women's football.

Furthermore, they include statutory principles of good governance for Member Associations and Confederations, such as compulsory annual independent audit reports, as well as independent judicial bodies.

Specifically, the reforms focused on four areas of importance to building the FIFA of the future: governance, transparency, accountability and diversity.

FIFA's transformation will continue to take place – and must take place – in a new context. A context in which stakeholders demand more from governing bodies – more vision, more effective performance, more information, more transparency, more inclusivity and diversity, and more accountability.

Stakeholders demand a more sophisticated worldview from governing bodies like FIFA, one that incorporates sustainability, human rights, inclusivity and financial performance, as well an understanding of economic inequality, its impact on sports and sporting events and the associated development required.

As well, institutions must be able to address issues that have not previously been part of their equation: the threat of terrorism, health and wellness, workers' rights, and global warming, to name only a few.

FIFA understands that actions, not words, will satisfy the demands of fans, players, participants, commercial partners, regulators and governmental entities.

FIFA will continue to take steps to demonstrate that it deserves its mandate so that it can fulfill its vision.

## TIME TO ACCELERATE

**As football's governing body, FIFA is charged with safeguarding and developing football worldwide, and, ultimately, to spread joy to all those who experience the game.**

FIFA has a solid foundation: the legacy of the greatest game in the world. It is now on a journey towards meeting the standards that are demanded of a global sport governing body.



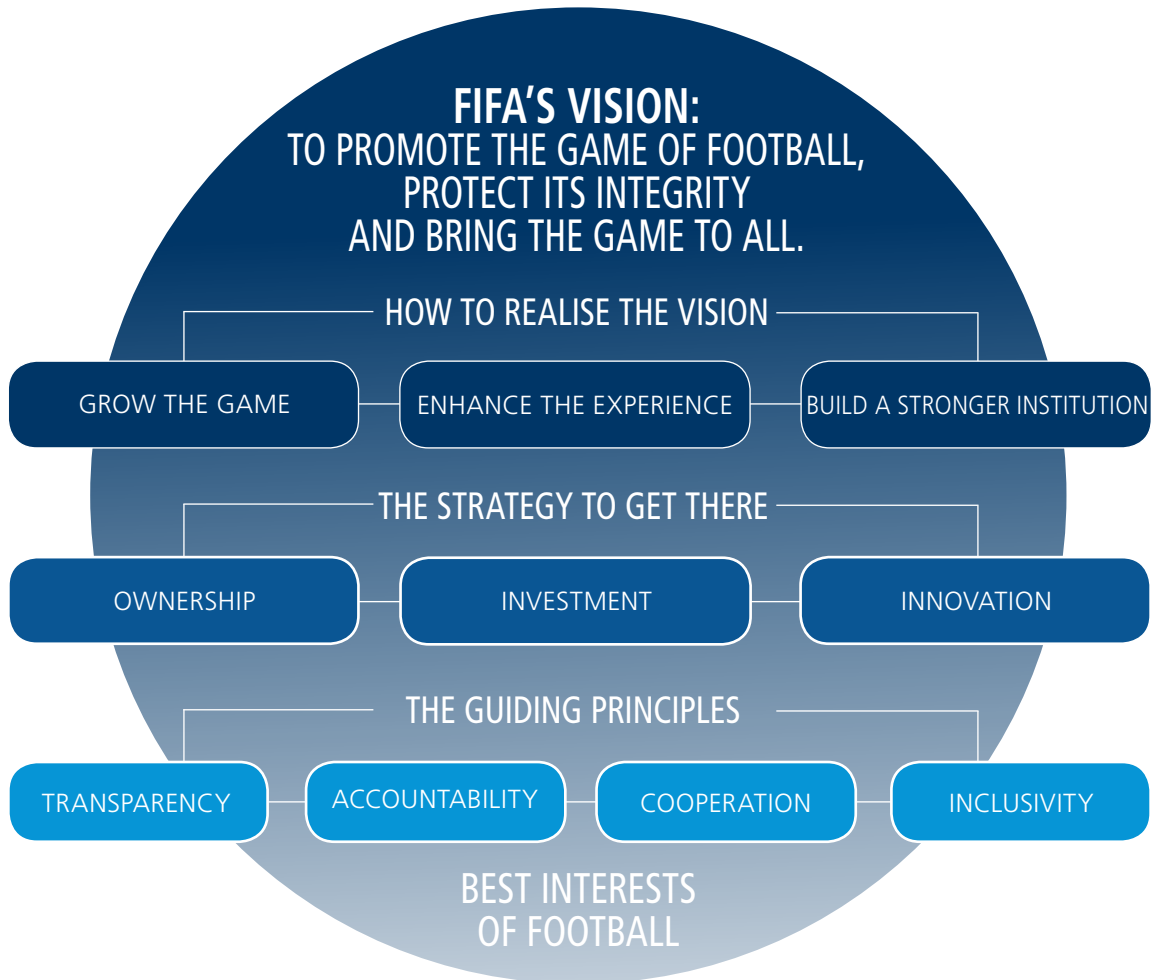


# A NEW VISION FOR THE FUTURE OF FOOTBALL

*FIFA will promote the game of football,  
protect its integrity and bring the game to all.*



# FIFA'S NEW MODEL



## TANGIBLE AND MEASUREABLE GOALS BY 2026

### By the opening whistle of the 2026 FIFA World Cup:

- More than 60% of the world's population will participate – play, coach, referee, or experience broadly – in the game of football.
- Within the context of growing the game for all, FIFA will double the number of female players to 60 million.
- FIFA will invest more than USD 4 billion in developing football, giving back to the game the resources derived from its showcase competitions and new, technology-driven sources of revenues.
- FIFA will have optimised internal operations and external business relationships to improve revenue generation and financial efficiencies.



# HOW TO REALISE THE VISION – THE THREE KEY OBJECTIVES

FIFA's journey to actualise this vision will be grounded in three key objectives – to grow the game, to enhance the football experience, and to build a stronger institution. What follows is a brief summary of these objectives, which FIFA will realise by executing specific activities described beginning on page 29.





- 
1. GROW THE GAME
  2. ENHANCE THE EXPERIENCE
  3. BUILD A STRONGER INSTITUTION

## GROW THE GAME

FIFA will amplify its efforts to develop and promote the game of football worldwide, at every level – from producing international competitions of the highest quality, reaching billions of fans, to making the game more accessible to girls and boys around the world.

FIFA's development programmes play a critical role in supporting the growth of the game and underpin the organisation's standing as a truly global entity. By virtue of its commitment to football development and global outreach, FIFA supports and engages with more countries than the United Nations. FIFA harnesses football as a common thread to connect the world.

This has been and always will be the case – but FIFA can and must do better to ensure its efforts remain nimble, inclusive, and impactful. Football's future depends on it.

**FIFA will realise its potential to strategically develop football, introducing the sport to new participants and new geographies. FIFA's new leadership has already begun this difficult but essential work.**

FIFA serves 211 Member Associations, each with diverse needs and levels of organisational development. Each has a unique understanding of the challenges facing football's future at the grassroots level – the game's true foundation – from which FIFA can learn.

At the same time, FIFA's place as football's governing body affords it a deep-rooted knowledge of the underlying drivers in football's global development and the best practices to grow the game.

Working together with Member Associations and Confederations, FIFA will develop the game in ways that provide an increased investment of targeted resources to individual parties, but heighten the standards to which all are held.

In solidarity, FIFA will amplify its efforts to bring football to the farthest corners of the world.

FIFA's development efforts must also better engage the diverse members of the football community. The world of football features a multitude of players of all genders, orientations, creeds, and ethnicities. Truly the world's



game, football permeates the global population and motivates the passions of countless cultures and belief systems.

Developing football and widening its impact will require collaboration among FIFA and its many stakeholders, including players, leagues, clubs, international organisations, law-making bodies, and members of the philanthropic community that use football for social and humanitarian good.

To grow the game, FIFA will focus on:

- Implementing the FIFA Forward Development Programme, which has been designed to introduce greater investment, realise more impact, and provide enhanced oversight for the distribution of resources;
- Developing and executing a metrics-based strategy to develop women’s football and bring it to the mainstream;
- Globalise the professional Club Licensing Programme.





## ENHANCE THE EXPERIENCE

### FOR ALL

FIFA enjoys broad-based, important and evolving relationships with more stakeholders – fans, players, commercial affiliates, broadcasters – than any other sport worldwide.

As the organisation emboldens its efforts to grow the game, the organisation must always explore opportunities to remain relevant to those who enable FIFA to fulfill its mission.

Modern technology has made the world smaller, creating virtual networks that enable the quick and convenient exchange of information at levels once thought impossible.

New advances – high-definition viewing, digital streaming, mobile devices, social media platforms – have redefined sport and its relationship with fans

The FIFA World Cup™ continues to attract sell-out crowds in world-class stadiums, yet more people watch more football on more devices than ever before. In the future, FIFA will

work to ensure that those who cannot make it to the match will receive an equally impactful experience in their homes, tailored specifically to their needs.

Technology has and will continue to revolutionise the nature of the traditional partnerships that fund FIFA's vision. FIFA and its commercial affiliates must together embrace innovation to promote each other's brands.

To enhance the experience for all, FIFA will:

- Optimise the structure of the FIFA World Cup™;
- Expand FIFA's presence in eSports;
- Pursue venture opportunities to benefit all aspects of the game.

## FOR FANS

**Remember your first football experience** – a thrilling victory; an agonising defeat; a powerful shared experience binding you to the friends, family members, or strangers beside you. Many will remember a time playing on the pitch or watching from the stands, yet perhaps more will recall a time when they experienced a football match many miles from the stadium.

In a world where entertainment options are increasing exponentially, **FIFA must remain relevant to its fans – both those of today, and those who have yet to experience the beautiful game.**

Football is the world's most popular and powerful sport, yet its preservation as such requires that FIFA stay ahead of trends and deliver to its fans the best experience – both in the stadium and on the go.

To achieve this goal, **FIFA must have a comprehensive and sophisticated understanding of football's countless fans, the fans whose passion for the game impacts decisions on how they spend their money and their time.**

## **FIFA must communicate transparently and effectively with fans,**

leveraging modern platforms to engage them on a daily basis and remaining a constant and credible source of information and entertainment.

Most importantly, FIFA must ultimately ensure that more fans have access to more football, distributed through accessible channels.

To enhance the experience for fans, FIFA will focus on:

- Developing a state-of-the-art fan interaction management system;
- Modernising the FIFA ticketing function;
- Improving FIFA's digital and mobile strategy.

### FOR PLAYERS, COACHES AND REFEREES

While FIFA explores opportunities to enhance the experience for those in the stadium or watching from home, the organisation must also focus its efforts to enhancing the experience for those that play, coach, and referee on the pitch. Technological advances continue to aid the improvement of footballers' performance on the field, coaches' ability to strategise, and FIFA referees' ability to protect the integrity of the game.

In 2016, FIFA has worked with The IFAB to approve a detailed set of protocols to guide the introduction of live experiments with video assistant referees in football. Football referees will use video assistance to avoid clearly incorrect decisions pre-defined as "game-changing" situations – goals, penalty decisions, direct red card incidents and mistaken identity.

This is only the beginning. FIFA will continue to invest in technologies that benefit all those who grace the pitch and play a role in producing world-class displays of football worldwide.

### FOR COMMERCIAL AFFILIATES

The organisation's commercial affiliates, like fans, play a vital role in enabling FIFA to grow the game, produce world-class football competitions, and invest in football through Member Associations.

In cooperation, FIFA and its partners have achieved great success. FIFA Partners, FIFA World Cup™ Sponsors, and the organisation's many broadcast partners fund FIFA's work in exchange for access to football's wide and diverse fans and consumers.

**As technologies create new pathways for communication, FIFA's commercial affiliates will look for new ways to showcase their brands with maximum scale and impact.**

To enhance the experience for commercial affiliates, FIFA will focus on:

- Reviewing the FIFA commercial programme, to include an assessment of:
  - FIFA's commercial affiliate engagement;
  - FIFA's global licensing function;
  - FIFA's pursuit of additional revenues.



## BUILD A STRONGER INSTITUTION

### AT THE HOME OF FIFA

The success of FIFA's efforts to develop football requires that the organisation build on significant reforms and solidify the foundation from which the game will flourish in the future.

The election of new leadership was accompanied by the overwhelming approval of sweeping reforms, initiating a significant cultural shift at FIFA.

FIFA built on these considerable improvements in governance, transparency, and accountability by restructuring the organisation's internal operations. As a result, FIFA created two distinct divisions – one to oversee development, competitions and events; the other to overlook the commercial and administrative activities that fund FIFA's overall mission. This restructuring also enhanced financial controls and compliance standards.

### IN THE FOOTBALL ECOSYSTEM

FIFA has not only looked inward, it has also looked outward, understanding its responsibilities to society as a whole.

FIFA as an institution understands that by its very nature, it is integrated within national and local communities and touches many aspects of those societies.

The organisation has worked diligently to act in ways that reflect and, where appropriate, improve upon social standards. FIFA's new leadership has

re-committed itself to human rights and diversity, and more will be done in the future.

And, FIFA will also heighten its oversight of Member Associations and ensure that all stakeholders best represent the interests of football and are held to the appropriate standards of governance.

**Achieving this goal will require a broadening of the organisation's network by establishing new regional offices in select locations to build capacity and provide greater oversight in development and other matters related to the FIFA's 211 Member Associations.**

To build a stronger institution, FIFA will focus on:

- **At the Home of FIFA**

- Implementing reforms;
- Creating a pool of talented staff;
- Making FIFA fit for purpose;
- Communicating, listening, and learning;
- Maximising community impact;
- Championing human rights and gender equity;

- **In the football ecosystem**

- Reimagining and modernising the FIFA network;
- Developing FIFA regional offices;
- Fostering greater collaboration with football stakeholders on and off the pitch.

# THE STRATEGY TO GET THERE

FIFA will increase its investment in football development, harness innovation to shape the future of the game, promote engaging content, and assume greater control of its global operations.



## INVESTMENT

**FIFA** will amplify its commitment to football's protection, growth, and impact all over the world by dedicating significant resources and human capital to developing the game and enhancing the football experience.

## INNOVATION

**FIFA** will leverage technological advances to improve the quality of the football experience – from developing players on the pitch, to communicating with fans at home, to producing the optimal showcase competitions.

## OWNERSHIP

**FIFA** will assume greater responsibility for the governance, scale and effectiveness of its operations by building more direct relationships with members of a strengthened football ecosystem.



# THE GUIDING PRINCIPLES

The following principles will guide FIFA as it works to implement its strategy, meets its goals, and realise its overarching vision for FIFA 2.0.



## TRANSPARENCY

**FIFA** will be transparent in how it governs and grows the game, operates its business, and interacts with key stakeholders.

## ACCOUNTABILITY

**FIFA** will take responsibility for its actions and be held accountable by football stakeholders around the globe – particularly Member Associations.

## INCLUSIVITY

**FIFA** will reflect the world and the communities in which it operates and where it has a responsibility to act in the best interests of fans, players, and stakeholders.

## COOPERATION

**FIFA** will broaden its partnership base and actively engage with football's diverse ecosystem to shape the future of football in ways that balance the needs and interests of stakeholders with the best interests of the game.





# FROM WORDS TO ACTION – MAKING THE VISION A REALITY

The following section highlights the specific actions that FIFA will execute to meet the three key objectives in service to the organisation's vision to promote the game of football, protect its integrity, and bring the game to all.



## **GROW THE GAME**

1. IMPLEMENT THE FIFA FORWARD DEVELOPMENT PROGRAMME
2. BUILD THE WOMEN'S GAME AND BRING IT INTO THE MAINSTREAM
3. GLOBALISE THE FIFA CLUB LICENSING PROGRAMME

## **ENHANCE THE EXPERIENCE**

1. OPTIMISE THE FIFA WORLD CUP™ STRUCTURE
2. EXPAND FIFA'S PRESENCE IN ESPORTS
3. PURSUE VENTURE OPPORTUNITIES
4. DEVELOP A FAN INTERACTION MANAGEMENT SYSTEM
5. MODERNISE THE FIFA TICKETING FUNCTION
6. IMPROVE FIFA'S DIGITAL AND MOBILE STRATEGY
7. IMPROVE THE EXPERIENCE FOR THOSE ON THE PITCH
8. REVIEW THE COMMERCIAL AFFILIATE PROGRAMME

## **BUILD A STRONGER INSTITUTION**

1. IMPLEMENT REFORMS
2. MAKE FIFA FIT FOR PURPOSE
3. COMMUNICATE, LISTEN AND LEARN
4. MAXIMISE COMMUNITY IMPACT
5. DEVELOP IMPACT INVESTMENT FUND
6. CHAMPION HUMAN RIGHTS
7. REIMAGINE THE FIFA NETWORK
8. DEVELOP FIFA REGIONAL OFFICES
9. FOSTER GREATER COLLABORATION WITH STAKEHOLDERS

**GROW THE GAME**





# GROW THE GAME

## 1. IMPLEMENT THE FIFA FORWARD DEVELOPMENT PROGRAMME

The path to growing the game begins with the implementation of the FIFA Forward Development Programme.

In 2016, FIFA introduced FIFA Forward, a new development programme offering structured, actionable, tailor-made solutions designed to meet the specific needs of each and every Member Association, and hundreds of millions of football participants around the world.

A new way in which FIFA engages in global football development, FIFA Forward provides Member Associations with the flexibility to prioritise their own local development needs.

At the same time, however, the programme requires recipients to adhere to heightened accountability and structural requirements to ensure that investments generate an impact tied to measurable objectives.

Built on three principles – **more investment, more impact, and more oversight** – the ultimate goal for the FIFA Forward Development Programme is to enhance the way FIFA utilises its resources to develop and support football, so the sport can reach its potential in every nation.

### MORE INVESTMENT IN FOOTBALL DEVELOPMENT

Approved by the FIFA Congress for the 2015-2018 budget cycle, the FIFA Forward Development Programme provides each Member Association with USD 5 million in development funding every four years.

On an annual basis, each Member Association will therefore be entitled to USD 1.25 million, USD 750,000 of which will be allocated to tailor-made projects – pitches, youth competitions, and women's football development, to name a few examples. The remaining USD 500,000 will be earmarked for ongoing operational costs, including administration and governance, implementation of compliance requirements, and the hiring of administration staff to serve the game of football, among other needs.

Member Associations that do not require additional resources to support operations have the ability to allocate those funds towards additional projects.

At the Confederation level, FIFA Forward will provide each of the six Confederations with a total of USD 40 million per quadrennial, an increase of USD 18 million above the USD 22 million previously provided every four years.

The FIFA Forward Development Programme represents a substantial increase in the organisation's financial investment in growing the game, increasing its overall contribution to each Member Association by USD 4 million per FIFA World Cup™ cycle of four years.

Funded by the revenues generated by FIFA's showcase competitions, this expanded investment will be monitored and evaluated to ensure that funds allocated to Member Associations provide the maximum impact and result in meaningful change in the development of the game, while maintaining FIFA's financial health.

In the event that a Member Association demonstrates a need for additional funding, FIFA will provide further assistance for specific purposes; examples include basic football equipment, costs for professional training, or travel costs for national teams playing matches abroad.

Providing travel support for those Member Associations in certain regions that require it will ensure that no Member Association is prejudiced by its remote location or the high cost of travel. This must be part of FIFA's commitment to solidarity in football. National teams, at all levels, must be able to play and fully participate in all events.

FIFA's promotion of world football extends far beyond the pitch. By virtue of its programmes, the organisation offers its Member Associations a wide array of opportunities to enhance management structures and processes to combat the inefficiencies that hinder professional development.

Relying heavily on the use of modern technology, programmes strive to strengthen Member

Associations' organisational capacities and hold Member Associations to common operational standards.

Expanding its efforts to harness and utilise operational best practices, FIFA will create an exchange and internship programme to provide opportunities for Member Association employees to gain experience and industry knowledge. High-performing team members with an interest in managing football development at the Member Association level will have the opportunity to learn from and receive "on-the-job" training in certain specialisations, such as grassroots development or women's football, from other Member Associations and Confederations.

Much like student exchange programmes in the academic world, these new initiatives will strengthen ties among Member Associations and foster cultural understanding among FIFA's footballing communities.

Not limited to administrative personnel, the exchange and internship programme will extend to technical staff, including those involved in youth development, grassroots, women's football, and refereeing.

Within the Member Associations and Confederations there is a significant amount of knowledge that needs to be better harnessed and utilised in order to share best practices with those throughout the world who are looking to develop football.

### MORE IMPACT AND RETURN ON INVESTMENT

FIFA's expanded investments will be administered with advanced tools and mechanisms designed to improve the impact, effectiveness, and efficiency of the organisation's financial commitment to grow the game.

Following their own internal assessment to analyse the state of football and its potential, Member Associations will work with FIFA to determine a specific set of priorities and objectives for development. Activities best suited to grow the game will receive the highest priority – potential examples include investments in playing infrastructure, women's and youth football, or domestic competitions.

FIFA will take a targeted approach that will link funding to the achievement of specific criteria that it believes are necessary for the sustainable and responsible management of football at the national level.

FIFA will further its commitment to gender equality by requiring that at least two of the areas that Member Associations can focus on for extra funding must be associated with women's football.

All of this effort and investment at the Member Association and Confederation levels will encourage best practices in football administration and allow for the measurement of impact, so that football has a strong foundation around the world.

For each objective below, development funding will be released to Member Associations:

- Employment of a general secretary;
- Employment of a technical director;
- Organisation of a men's league;
- Organisation of a women's league;
- Organisation of a men's youth league;
- Organisation of a women's youth league;
- Creation of a promotion and development strategy for women's football;
- Implementation of a good governance/integrity programme;
- Creation of a promotion and development strategy for grassroots football;
- Creation of a promotion and development strategy for refereeing.



### MORE OVERSIGHT OF THE USE OF FUNDS

FIFA's introduction of greater financial investment in football heightens the need to implement additional oversight mechanisms and properly measure the impact of its contributions.

Both at the Home of FIFA and at the level of Confederations and Member Associations, FIFA must ensure that the increase in football spending is transparent, carefully managed, and effective.

FIFA will allocate time and resources to monitor compliance with development regulations, and routinely track progress to help each recipient achieve maximum impact in local markets.

Member Associations and Confederations will contractually agree to invest funds received from FIFA in accordance with the provisions stipulated in the Development Regulations.

Funding recipients will submit to independent annual audits, and single investments above USD 300,000 will require the approval of the Development Committee, 50% of which must be comprised by independent members.

The implementation of these measures will require close collaboration between the FIFA administration and its stakeholders; FIFA will support Member Associations and Confederations by providing best practice guidelines for development projects.

Taken as a whole, FIFA Forward will prove to be an integral vehicle for the organisation to further improve and professionalise the standards of football administration throughout the world, ultimately ensuring that the game of football itself realises all the benefits.

## 2. BUILD THE WOMEN'S GAME AND BRING IT INTO THE MAINSTREAM

As FIFA increases its efforts to grow the game for all, the organisation recognises that more can be done to develop the grassroots, sporting, and commercial growth of the women's game – a source of growth for football worldwide.

Despite significant growth in the women's game and the role of women in football since the first FIFA Women's World Cup™ in 1991, the women's game has not yet realised its full potential.

With the approval of recent reforms, FIFA took an important step to increase the opportunity for women to fill leadership positions at FIFA, requiring each Confederation to include at least one woman as a FIFA Council representative.

The newly implemented FIFA Forward Development Programme provides Member Associations with funding opportunities specific to women's development.

While mindful of these improvements, FIFA recognises that more needs to be done.

Football's 30 million female players deserve more from FIFA, which will work diligently to

further develop women's football with the same tenacity it has applied to its other efforts to grow the game.

This will include a re-commitment to universal grassroots development, youth development, competition and league development, coaching, and infrastructure.

To ensure that women's football receives the expertise and attention it requires, FIFA has for the first time in its history created a dedicated Women's Football Division to build and execute a development and commercial strategy surrounding the women's game.

Led by a new Chief of Women's Football, this new division is responsible for development, competitions, governance and leadership – all with a focus on developing and commercialising professional and international women's football on the world stage, taking a new and innovative approach.

### **Growing the game begins with education.**

FIFA and Member Associations impart messages that speak to the benefits of football – development of healthy lifestyles, improvement of social status, and the ability to tackle fundamental problems like gender prejudice and discrimination, among others.

### Keeping girls in the game.

According to the Women's Sports Foundation, girls drop out of sports at twice the rate of boys by the age of 14; by the age of 17, more than half of girls will have quit sports completely. Despite sport's proven benefits to build self-confidence, and combat negative social influences and gender-based stereotypes, girls continue to abandon sport in droves before and after the years of puberty. Experts put this down to lack of access, social stigma, decreased quality of experience, and a dearth of positive role models, to name a few.

FIFA has the breadth of influence, the resources, and the commitment to play its role in solving these problems.

From the Home of FIFA, the organisation will work to further develop women's football competitions worldwide, improve technical development, and boost female participation on and off the pitch.

Developing the women's game, however, requires dedicated collaboration among all of FIFA's stakeholders, beginning with Member Associations – but also FIFA's commercial partners and professional players.





FIFA and its stakeholders must go beyond ensuring that women are not discriminated against in football, but rather are actively encouraged to be part of the game – as players, spectators, and administrators.

**To that end, FIFA will fully commit itself to ensuring that its policies, community, and cultural attitudes will drive transformative change at multiple levels. FIFA will also ensure that gender equality initiatives will be implemented in its Member Associations, Confederations, and within the entire football ecosystem.**

As a mechanism to spur private investment into women's development, the Women's Football Division will work with FIFA's Commercial Division to develop a women's commercial programme affording partnering brands an opportunity to invest specifically in the women's game.

Commercial affiliates will thus play a significant role in furthering the development of women's football, and FIFA will better utilise iconic past and current footballers to promote the game and the values for which it stands.

TO GROW THE WOMEN'S GAME GLOBALLY, FIFA WILL FOCUS ON:

Developing a new women's football development strategy by 2017, including:

- Resourcing and further developing the newly established Women's Football Division, led by a Chief of Women's Football;
- Developing mandatory grassroots funding programmes for all Member Associations.
- Providing women with greater opportunities to showcase their talents at international and club levels;
- Creating a women's football-specific commercial programme;
- Enhancing partnerships with reputable organisations working for the needs of girls and women worldwide.

### 3. GLOBALISE THE FIFA CLUB LICENSING PROGRAMME

FIFA believes that the development of professional club football plays an integral role in the wider development of men's and women's football at the international level.

By the end of 2016, FIFA will globalise club licensing in cooperation with the six football Confederations. Club licensing requires clubs to commit to minimum standards in the key areas of youth development and fair play, adequate infrastructure, personnel and administrative criteria, and specific legal criteria.

The implementation of club licensing requires that fundamental principles be established globally, but also enables each Confederation to adapt regulations to their own system with regional specificities.

Working with Confederations and then Member Associations to implement their own specific professional club licensing programmes will:

- Safeguard the credibility and integrity of club competitions;
- Improve the level of professionalism within the football community;
- Promote sporting values in accordance with the principles of fair play, as well as safe and secure match environments;
- Promote transparency in the finances of clubs;
- Promote transparency in the ownership of clubs;
- Promote transparency in the control of clubs;

Ultimately, club licensing will transform from a development and regulatory instrument into a tool that will support the professionalisation of football.

ENHANCE THE EXPERIENCE





## ENHANCING THE EXPERIENCE

FIFA will work to enhance the experience for all who participate in football and will seek to spread the joy the game brings.

### **FOR ALL:**

#### **1. OPTIMISE THE STRUCTURE OF THE FIFA WORLD CUP™**

FIFA's ability to fulfill its mission relies on the efficient planning and delivery of its world-class competitions, including the FIFA World Cup™.

More than a competition, more than entertainment alone, FIFA competitions are milestone events that unify the lives of so many diverse people with unique backgrounds and histories.

As the organisation explores opportunities to improve the FIFA World Cup™ and its other showcase competitions, it will do so with a clear commitment to the events' fundamental principles – international football played by the world's biggest stars in front of sport's most passionate crowds.

While the revenue streams associated with the FIFA World Cup™ finance the vast majority of FIFA's operations, the organisation also produces a variety of world-class competitions on an annual basis, consistently showcasing football in many forms all over the world.

FIFA produces 24 competitions every quadrennial; as the organisation looks to realise its vision, these collective competitions not only provide the means to fund programmes like

FIFA Forward, but also provide young men and women the opportunity to live their dreams, and play the game they love in front of passionate fans.

The complexity and scale of the FIFA World Cup™ has evolved and matured over time.

Only three decades ago, the FIFA World Cup™ was a considerably smaller event, commanding far less social, economic, and political impact on the competitions' host country and region.

Today, however, hosting the FIFA World Cup™ provides countries with tremendous economic benefits associated with domestic investments in local infrastructure, the introduction of foreign investments, along with short-term job creation, all of which provide immediate economic infusions and long-lasting legacy benefits for the host nations. For these reasons, nations from all over the world vie for the opportunity to host the FIFA World Cup™.

While FIFA's revenues associated with the FIFA World Cup™ have grown considerably, so, too, have the costs of producing the event.

Budgets for recent FIFA World Cup™ events, including the 2006 FIFA World Cup™ in Germany, 2010 FIFA World Cup™ in South Africa, and 2014 FIFA World Cup™ in Brazil have grown considerably – nearly doubling from 2006 to 2014. In the future, first time hosts will be particularly challenged from a resource perspective.

**To optimise the FIFA World Cup's™ profitability amid rising costs, FIFA will assess the optimal structure of the competition to generate more revenue, minimise costs, and operate more efficiently.**

The present operating model of the FIFA World Cup™ provides a local organising committee (LOC) – a contractual partner located in the host country – with considerable responsibility in producing FIFA's greatest competition. Working in cooperation but acting as distinct entities, this current structure creates redundancies and inefficiencies that, in turn, create budget challenges.

Recognising the need for structural changes to the FIFA World Cup™ operating model, the organisation will establish a working group to address the necessary operational reforms to deliver the optimal global football competition. This will include a reconsideration of the LOC model, and an exploration of centralised operational designs, including that of a transformational FIFA World Cup™ subsidiary created in partnership with Confederations and additional stakeholders.

FIFA will also implement procedures to provide the organisation with enhanced controls of FIFA World Cup™ preparations in the host country. As football continues to expand globally, reaching new fans in both emerging and established markets, the FIFA World Cup™ will prove increasingly significant to growing economies that mature amidst great social uncertainty.

As the governing body responsible for the preservation of the FIFA World Cup™, the organisation will work to reinforce and bolster existing policies to ensure that all aspects of FIFA World Cup™ preparations align not only with FIFA's own Code of Ethics, but also the United Nations Guiding Principles on Human Rights.

**TO OPTIMISE THE FIFA WORLD CUP™ STRUCTURE, FIFA WILL FOCUS ON:**

- The creation of a FIFA working group to consider the FIFA World Cup™ operating model and explore the optimal event structure to deliver the optimal global football competition. This will include an investigation of the opportunity for FIFA, in partnership with Confederations and additional stakeholders, to establish a joint venture or NewCo to take full control of FIFA events. This construct may also be used to provide services to third parties and other mega-sporting event producers;
- This working group will also consider the current FIFA World Cup™ bidding process and recommend concrete changes, building upon recent improvements in the process, to ensure an efficient, and transparent competition featuring sound technical analyses and open engagement with relevant stakeholders.

**FOR ALL:****2.  
EXPAND FIFA'S PRESENCE IN ESPORTS**

While FIFA works diligently to optimise the revenues associated with its showcase competitions, the organisation will also leverage other assets to generate additional resources and diversify FIFA's offering to fans and consumers.

FIFA has benefitted from the widespread success of the FIFA gaming licensing agreement. In addition to receiving royalties associated with the sale and promotion of the FIFA franchise, the organisation's agreement with its technology partner allows the organisation to remain relevant in the digital conversation and in the growing gaming community.

As this relationship produces revenue to support FIFA's development programmes and competitions, the FIFA franchise has also contributed greatly to the organisation's ability to remain relevant and visible in between FIFA World Cups™.

In 2004, the FIFA launched the FIFA Interactive World Cup™, a competition featuring the world's top FIFA gamers.

In 2016, more than 2.3 million gamers participated in the event, with the final 32 gamers competing in New York City for USD 25,000 in cash and a trip to a top football sporting awards ceremony.

As the scale of the FIFA Interactive World Cup™ has grown, so too has the wider eSports industry.

During the past decade, the world of gaming has experienced fantastic growth in both viewership and attendance.

In 2014, an average match in the League of Legends World Championship attracted more viewers than the average viewership of an NBA Finals game; the following year, an average of 36 million fans watched the League of Legends matches.

By 2018, worldwide eSports video consumption is expected to reach 6.6 billion hours – a marked increase from 1 billion hours only six years ago.

Growth in video game consumption has been matched by increased attendance of live gaming competitions, with the 2014 League of Legends World Championship drawing 40,000 people – more than the typical English Premier League match – at the Seoul World Cup Stadium in Korea Republic.

**As the world of gaming expands, FIFA has a tremendous opportunity to mimic the production of global events on the pitch with enhanced production of virtual FIFA competitions. To investigate the benefits and feasibility of expanding FIFA's engagement in eSports, FIFA will commission a working group to consider its forward-looking strategy.**



## **FOR ALL:**

### **3. PURSUE VENTURE OPPORTUNITIES**

During the past decade, technological startups have redefined entire industries and become formidable economic players.

Two drivers behind their success have been innovation and the attraction of passionate talent.

As a result, for example, in the United States alone legacy brands have dropped off the S&P 500 to make space for a new generation of companies that evolved almost overnight from visionary startups to industry behemoths.

To compete, more established companies have had to adopt some of that startup culture. An increasingly common solution to adapting these startup practices is corporate venture capital – or bringing the innovation in-house.

These funds, like normal venture capitals, invest in high-growth companies for financial returns.

However, to corporate venture capital, startups also offer an alternative to traditional research

and development, and the opportunity to bring new ideas and new innovations in-house. Of great importance, corporate venture capital allows corporations to refresh their culture from within and attract new talent.

The landscape is fast changing and corporate venture capital are being launched by financial firms, car manufacturers, convenience stores, and sports leagues.

Growing in popularity among professional sports leagues in North America, investments in sports-related startups typically share a common theme: the betterment of the game.

While mindful of the potential for financial returns, startups are selected for their ability to improve the game through technology, media, data, player safety, and content distribution, among others.

While each of the league's investment arms is structurally different, the partnership is driven by the synergy between the league and the startup.

**Benefits to FIFA**

Investing in startups offers a myriad of benefits to organisations both strategically and financially. Venture investments provide firms with access to innovations and new technologies that can help to advance current strategies, explore new opportunities, and drive financial returns. By entering this space, FIFA would unlock access to otherwise unavailable opportunities focused on three critical dimensions that support the institution's long-term goals.

*For the players*

Ventures provide FIFA with new opportunities to contribute to the global advancement of football as well as the development of the modern athlete. Through venture investments, FIFA would gain the ability to play a pivotal role in research and innovation focused on player safety, injury prevention, and performance enhancement.

*For the fans*

Venture investments would provide FIFA with opportunities to champion new technologies that enhance the fan experience. Investing in technological innovations would provide FIFA with a unique opportunity to actively guide the evolution of the in-stadium experience and shape the future of content distribution in ways that leverage data and analytics to meet the needs of individual supporters.

*For the administration*

Venture investments would provide numerous benefits to the organisation itself. Through ventures, FIFA could provide new, unique development opportunities to its staff, attract better talent and appeal to the millennial generation, introduce entrepreneurial DNA into the organisation, and help bolster FIFA's innovation mindset.

## **FOR FANS:**

### **4. DEVELOP A FAN INTERACTION MANAGEMENT SYSTEM**

Engaging with and learning from fans will help FIFA shape the best future for football.

As the scale of football's diverse fan base continues to expand, FIFA must work to measure and manage the ways in which fans interact with the organisation.

While respecting fans' rights to data privacy, FIFA will develop the means to gather and analyse fan data with the goal of deepening FIFA's relationship with its most critical stakeholder.

Similar to how multi-billion dollar organisations leverage customer relationship management (CRM) software, developing and maximising a Fan Interaction Management (FIM) system is the best way for FIFA to learn how fans experience football and appropriately leverage that information.

Sports properties that leverage FIM platforms gain the ability to effectively communicate with fans, develop strategies to increase fan loyalty, and preserve football's future as a consequence.

**FIM is more than technology**, and FIFA's efforts to better engage its fans will require the organisation to embolden its fan-centric culture, beginning with the FIFA administration.

FIFA will strive to learn more about the fan at every touchpoint, from stadium parking, to ticketing at FIFA competitions; from concessions, to viewing the FIFA World Cup™ at home or on a mobile device.

Not only a "big data" capability, FIFA's FIM system will serve as a dynamic, connected, and organised foundation of knowledge and content, from which the organisation will create new relationships with fans and boost its engagement with sports' best supporters.



**FOR FANS:****5.  
MODERNISE THE FIFA TICKETING  
FUNCTION**

Ticketing plays an integral role in the organisation's continued success, serving as the most commercial touchpoint that fans have with the FIFA brand.

The FIFA World Cup™ provides the organisation with its largest – and the sport's most unique – opportunity to engage supporters of football, many of whom travel from all over the world to watch football's premier competition. It remains crucial that fans' enjoyment of the FIFA World Cup™ reflects their substantial financial and time commitment.

Historically, FIFA has entrusted this core brand experience to a third-party agency that oversees ticketing services, event accommodation, and IT solutions for both the FIFA World Cup™ and FIFA Confederations Cup. It has also relied on the same firm to run the hospitality programme for these events.

**FIFA soon will have the opportunity to assess the best ways to capitalise on the most sought-after ticket in sports and improve future fan experiences.**

As technology evolves, creating new ways to interact with fans and leverage their passion for the FIFA World Cup™, the organisation must assess ways in which taking a more active role in the ticketing process will prove beneficial for both FIFA and fans.

TO IMPROVE THE TICKETING PROCESS,  
FIFA WILL FOCUS ON:

- **Performing the ticketing function in-house:** FIFA will explore the feasibility of assuming complete control of its ticketing function. Owning the ticketing function will allow the organisation to control the quality of the process, minimise inefficiencies, and allow FIFA to have a 360° view of football's fans;
- **Opening a tender process:** FIFA will investigate the option to open a tender process to a wide range of third party ticketing and hospitality providers, including its current provider, in a fully transparent and comprehensive manner to ensure that FIFA's best interest are protected in all of its contractual relationships.

**FOR FANS:****6.  
IMPROVE FIFA'S DIGITAL AND  
MOBILE STRATEGY**

FIFA will take additional steps to develop closer fan relationships, beginning with the introduction of significant modifications to the FIFA digital and mobile strategy. FIFA will harness technology and innovation to attract new fans, deepen its connection with current football supporters, and unlock additional sources of revenue to fund the game's development.

**MOBILE TICKETING**

**Regardless of the structural preferences, FIFA – or its partners – will consider opportunities to create a mobile ticketing platform designed to improve fan interaction, bolster FIFA World Cup™ security measures, and unlock additional revenues streams for the organisation.**

A mobile ticketing system would also provide FIFA with a means of identifying fans and their location within the stadium from the time they move through the turnstile to when they reach their seats.

Fans could even use an integrated mobile application to execute concession transactions from their seat and never miss a minute of the match.

Despite a sea change in technological innovation and changes in fan viewership, the wide majority of professional sporting organisations remain committed to a paper-based ticketing strategy.

As FIFA adapts to global digitisation and mobile technology, the organisation will explore new fan engagement opportunities provided by a mobile ticketing solution more in line with fan lifestyles.

With adequate investments in technology solutions, FIFA will quickly take advantage of dynamic pricing capabilities, alert fans in real-time to available upgrade opportunities, and provide potential fans with a simple, safe and secure mechanism to purchase tickets at a moment's notice.

Any mobile ticketing system will be integrated with access control systems at stadiums and incorporate elements of a fan's personal profile – such as their picture – to ensure that only the individual whose name is attached to the ticket can gain entry. This could be an effective deterrent for ticket touting at FIFA events.

Integrating personal fan data into a mobile application of course brings with it privacy concerns. Recognising this very real threat, FIFA will invest in modern data security systems to protect sensitive information stored on the application.

## **ADDITIONAL MODIFICATIONS TO THE FIFA MOBILE APPLICATION**

**Beyond the introduction of mobile ticketing, FIFA will further enhance its mobile application to deepen relationships with fans and additional stakeholders.**

Fans today increasingly turn to smartphone applications as the primary vehicle to consume media content. Smartphone device users spend an estimated 71% of their time using mobile applications; as these platforms become the preferred mode of consumption, FIFA must remain ahead of the curve in offering its fans a rich mobile experience to bolster engagement.

FIFA's mobile application houses regular football updates, providing fans with up-to-date news and scores throughout the year. A reliable source of information, the FIFA mobile application provides real-time data that always keeps fans "in the know".

Beyond providing data related to the pitch, the FIFA application also features information related to the organisation's development programmes around the world.

The FIFA World Cup™ Brazil application was downloaded more than 22 million times following its launch in December 2013. The no. 1 downloaded application in more than 100 countries, the platform proved to be a source of unique content specific to the FIFA

World Cup™, including video highlights, live updates, and editorial news.

**But FIFA has only scratched the surface in reaching the full potential of its mobile application.**

Forward-looking entertainment providers have developed multi-faceted offerings – ticketing, merchandise, and the like – within their mobile applications, using the "app" as a one-stop platform for a variety of fan touchpoints.

Doing so has provided a tremendous source of information for the properties that aggregate and analyse relevant data from the activities within the application. FIFA has commenced its digital journey, but will soon go further.

**FIFA's engagement opportunities are endless.**

Focused primarily on improving engagement with fans outside the stadium, the FIFA application will add modern benefits to enhance the in-stadium experience, as well.

FIFA will therefore explore opportunities to diversify its digital and mobile strategy to provide a more direct connection between the fan and the game, focusing on the fans' desire for content and convenience, thereby enriching the fan experience.



POTENTIAL MOBILE APP ENHANCEMENTS INCLUDE:

- Offering unique, real-time, on-demand video coverage and other highlights to fans in the stadium;
- Introducing mobile concession options that reduce time spent away from the pitch;
- Embedding location service capabilities so that friends can connect with each other at FIFA matches;
- Incorporating technologies to facilitate navigation at the stadium.

While these capabilities require additional investment to build a reliable platform and equip FIFA World Cup™ venues with the requisite IT infrastructure, these features, and others, would increase fans’ enjoyment of matches, help FIFA form a stronger and more lucrative bond with them, and provide additional incentive to view games in-person, reinforcing the overall value of FIFA’s premier event.

Ultimately, FIFA’s digital and mobile strategy will provide the organisation with data-driven insights that will uncover fan needs and reveal potential ways to enhance FIFA’s efforts to grow the game.

**LEVERAGING DIGITAL TECHNOLOGY TO WIDEN DISTRIBUTION**

As FIFA bolsters fans’ in-game experience, it will also work to ensure that **football fans all over the world will experience the game – wherever and whenever, in the home or on the go.**

As football continues to evolve, FIFA will play a leading role in using technology to distribute football content in ways that reflect shifts in media consumption patterns.

In the effort to provide a football experience for all, FIFA will explore opportunities to broaden the distribution of football to all those who seek to interact with the game.

FIFA for years has benefited from its relationship with traditional broadcasters. In exchange for substantial fees, FIFA relinquishes the right to distribute its own content and allows broadcasters in key regions to distribute football to their audiences.

Broadcasting with great depth and scale, FIFA’s media partners distributed more than 98,000 hours – the equivalent of 11 years – of FIFA World Cup™ content to more than 220 territories around the world in 2014.

Nearly two billion football fans worldwide tuned in from home, while an estimated one billion fans watched the game on television in social settings outside the home.

**As FIFA continues to develop and produce football on the pitch, the organisation must also ensure that football receives maximum exposure to fans, many of whom watch football in different ways.**

Fans are increasingly consuming media on new platforms that integrate digital streaming.

The once consistent and reliable nature of sports broadcasting now faces considerable challenges from a number of forces: the explosion of over-the-top (OTT), digital video providers, social networks, user-generated content, and mobile content applications.

Broadband penetration continues to expand internationally, as does the number of mobile devices capable of supporting digital streaming. As data plans grow more affordable with increased network capacity, fans will increasingly have the ability to access multimedia when and where they choose.

By 2018, audio and video streaming are expected to constitute 82% of all internet traffic worldwide.

By 2019, more than 4.5 billion people worldwide will use a connected smartphone, with growing youth populations in emerging markets driving considerable growth.

**In considering the optimal path to showcase football content worldwide, FIFA must remain focused on the long term and, together with its commercial affiliates, design a new digital strategy that aligns with the consumption patterns of future football fans.**

Growth markets like China and India have seemingly bypassed broadcasting and desktop computers as sources of content, and instead rely heavily on smartphones as a primary source of media.

The current broadcast model is being challenged more slowly in North America, yet select sports properties proactively address the rise in digital consumption by vertically integrating their content production and distribution.

Controlling content production, processing, and distribution creates not only closer contact with fans, but also the potential to achieve greater scale, increase quality control, and enhance relationships with fans.

## THE PLAN OF ACTION

In the future, FIFA and its partners must work together to evolve their offering in ways that cater to an audience with an increasingly digital appetite.

Traditional broadcasters have recognised these trends, have developed their own digital and mobile capabilities, and have converged their offerings so that the same content can be distributed on multiple digital platforms.

FIFA will also take steps to future-proof its ability to distribute the beautiful game around the world in the event that broadcast distribution ceases to provide the economic advantages and reach it currently enjoys.

Within the context of its current agreements with broadcasters around the world, the organisation will develop its own digital content hub, building an expertise in content production and distribution that will supplement the offerings

of traditional broadcast in the short term, and also enable FIFA to better understand emerging trends in both consumption and distribution of live content in the future.

FIFA will investigate emerging technologies, and create strategic partnerships where advantageous, to actively design a proprietary platform that will shape the future of football content distribution.

The organisation will continue to hold open dialogues with potential development and distribution partners in the worlds of sport, technology, and entertainment.

FIFA will develop key competencies to support the global distribution of the FIFA World Cup™ and FIFA's competitions to ensure that world-class football reaches the widest possible audience in both established and growing markets.



## **FOR PLAYERS, COACHES, AND REFEREES**

### **7. IMPROVE THE EXPERIENCE FOR THOSE ON THE PITCH**

A main objective of FIFA's efforts to develop football is to improve the experience for those who participate on the pitch. Improving the experience for players on the pitch requires that those who educate, instruct, and regulate football matches maintain the highest professional standards.

FIFA's educational and technical programmes provide Member Associations with the skills and capacities to provide the necessary forum for footballers to have the very best experience on the pitch.

FIFA therefore provides Member Associations with extensive training regimens related to grassroots, youth, and women's football development.

**To optimise the effectiveness of these educational programmes, all of which improve the player experience on the pitch, FIFA will leverage relevant technologies to improve the level of instruction that it provides.**

FIFA will also explore opportunities to work with Member Associations to build their own

analytical capacities designed to improve player performance on the field. FIFA will investigate the creation of new development courses surrounding the use of tech innovations to prevent injuries and maximise player output over the long term.

**In training coaches and referees, FIFA will leverage technologies to ensure the highest quality of instruction and consistent application of the Laws of the Game.**

As the guardian of the game, FIFA must always work to protect the integrity and quality of the football matches it produces worldwide. The organisation trains countless coaches and employs many referees whose roles have remained unchanged since the inception of the game – coaches provide footballers with the necessary guidance to play the game at the highest levels, while referees interpret and apply the rules of the game with absolutely consistency wherever the game is played.

In the same way that the organisation trains its referees to ensure that standards continue to improve and that Laws of the Game are applied in the same way everywhere, FIFA will continue to offer Member Associations instructional courses on elite coaching, youth coaching, goalkeeper coaching, physical preparation, women's football, and many other topics.

## **FOR PARTNERS:**

### **8. REVIEW THE COMMERCIAL AFFILIATE PROGRAMME**

As passion for football has grown over the years, FIFA has attracted a diverse and marketable fan base that has drawn the attention of corporations in search of platforms to reach consumers.

In attracting billions of fans, whose passion for football is seemingly limitless, **FIFA provides its partners with the best opportunity to reach consumers on a greater scale than any other global property.**

FIFA's commercial affiliates have played and will continue to play a role in its ability to promote football and are partners with the organisation in spreading the values and principles that have underpinned the game since its inception.

FIFA's commercial partners offer the organisation far more than financial support to grow the game. **Each partner possesses distinctive strengths and capabilities that – if applied collectively – can augment FIFA's ability to fulfill its mission.**

Similarly, FIFA – and by extension football – provides its partnering brands with a tremendous vehicle to reach new consumers and new markets.

Today, technological advances continue to transform traditional relationships between sports properties and brands. The ever-evolving media landscape offers new channels of communications and brand distribution, providing organisations with a multitude of options to expose their brands to new consumers every day.

FIFA's value proposition to commercial affiliates remains at the pinnacle of sport, but will only remain if FIFA continues to work with brands to understand their evolving needs.

**FIFA must work together with its partners to ensure the organisation continues to offer them the most valuable partnership offering.**

**AN UPDATED, COLLABORATIVE APPROACH  
FIFA will transform the traditional rights model to introduce a more collaborative approach centred on mutual benefit.**

FIFA will look to work together with FIFA Partners, FIFA World Cup™ Sponsors, and Regional Supporters to design shared, long-term, and integrated strategies to engage the world of football not on a four-year basis, but on a daily basis.

**In this new age of corporate partnership, brands and properties will serve as vehicles for each other's brand distribution.**

While FIFA Partners and FIFA World Cup™ Sponsors provide the necessary resources to produce the FIFA World Cup™, the funds they invest also enable FIFA to fulfill its mission all over the world.

As the organisation transforms its relationship with its commercial affiliates, FIFA will better utilise their involvement and highlight their contribution to FIFA's development efforts in 211 countries, promote their involvement and integration into global development programmes.

FIFA will also work with its commercial partners to communicate with fans and consumers in new ways. In cooperation, FIFA and its affiliates will leverage each other's strengths to co-create digital content to reach football fans in key markets of interests – established and emerging; doing so will highlight a shared commitment to developing football and promoting its benefits all over the world.

### ASSESS THE NEED FOR STRUCTURAL IMPROVEMENTS

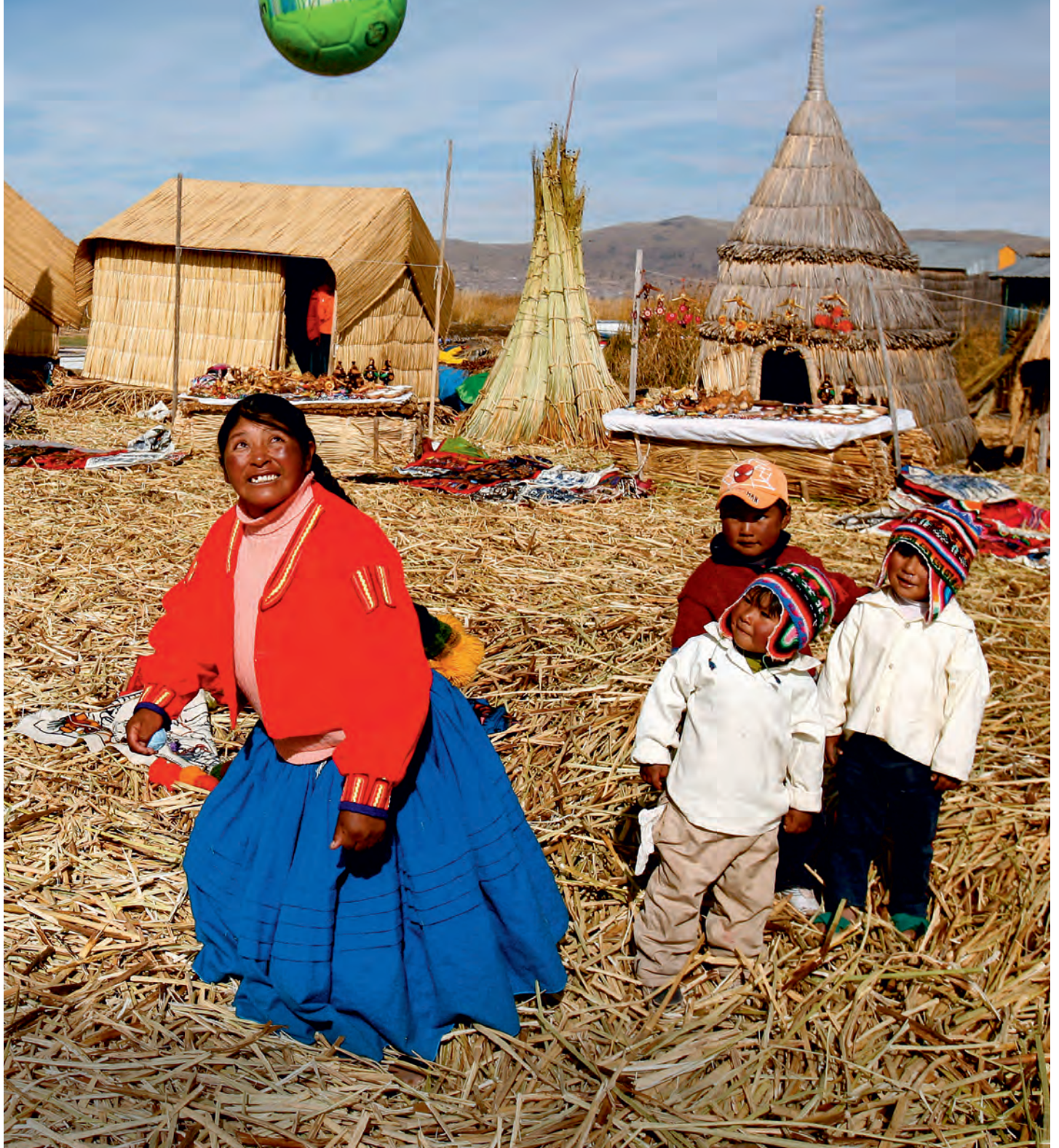
In addition to re-energising FIFA's approach to its relationships with commercial affiliates, the organisation will also assess opportunities to optimise the structure of its commercial affiliate programme.

TO ENHANCE THE COMMERCIAL PROGRAMME, FIFA WILL FOCUS ON:

- **Enhancing the in-house business development function:** FIFA will explore the feasibility of continuing to sell and activate the FIFA Commercial Affiliate Programme in-house. FIFA will investigate options to enhance current capabilities and develop a best-in-class business development function in-house;
- **Adopt an agency model:** FIFA will consider outsourcing the FIFA Commercial Affiliate Programme to an exclusive, but fully dedicated marketing agency;
- **Hybrid model:** FIFA will investigate the option to develop an alternative model featuring a combination of direct sales and activation at the Home of FIFA combined with agency representation in select markets.



# BUILD A STRONGER INSTITUTION





## BUILD A STRONGER INSTITUTION

In February 2016, the FIFA Congress approved landmark reforms designed to improve the governance, transparency, accountability, and diversity of football's governing body. A true break from the past, the new FIFA created an inspired future for football, one that began with the adoption of considerable changes.

### AT THE HOME OF FIFA

#### 1. IMPLEMENT REFORMS

The FIFA reform process represents the organisation's early, but essential steps toward modernising its institutional culture.

Committing to stronger governance measures, the FIFA Congress distinguished clear lines of separation between the administration's management and, strategic and political functions.

What was formerly the FIFA Executive Committee – now the FIFA Council – was repurposed to establish the FIFA's strategic vision, while the general secretariat now oversees the operational and commercial actions required to implement the Council's vision.

Expanded to 36 members – with a minimum of six female participants – the new FIFA Council provides the Confederations with

broader representation and influence in guiding the future of football. Additional steps in FIFA's political evolution include:

#### *Enhanced money controls*

FIFA reforms stipulated that all Member Associations and Confederations will be subject to yearly independent audits of their accounts.

#### *Greater participation and diversity in decision-making*

FIFA established a minimum of one female representative elected as a Council member per Confederation; FIFA also included the promotion of women as an explicit statutory objective of FIFA to create a more diverse decision-making environment and culture.

#### *Optimised standing committees*

The FIFA Congress approved reforms to streamline decision making at the level of the FIFA Standing Committees, reducing the number of committees from 26 to nine.

#### *Creating the Football Stakeholder Committee*

In creating the Football Stakeholder Committee, the FIFA Congress recognised the need for greater communication and cooperation

between the organisation and valued members of the football ecosystem, including players, clubs, and leagues.

The Football Stakeholder Committee will advise and assist the FIFA Council on important football matters involving all stakeholders. The Committee will also consider proactive ways to enhance the relationships between the Member Associations, Confederations, clubs, players, leagues and FIFA.

The Football Stakeholder Committee will ultimately foster cooperation within a truly diverse world of football and lead to FIFA's maturation as an inclusive leader.

## 2. MAKE FIFA FIT FOR PURPOSE

FIFA took another step towards reform in re-considering its operating model.

To create a more efficient, streamlined and purposeful operation that reflects the global reach, diversity, and unifying nature of FIFA, the organisation recently announced a comprehensive restructuring of its administration.

A significant step forward for the organisation as it rebuilds its reputation and prepares for a

bright future, the changes will create a more efficient and sustainable FIFA, one more capable of implementing long-lasting reform.

Fundamental to the organisational path forward is the splitting of FIFA's operating structure into two distinct, but synergistic sections. On the one hand, the "Football" branch will be dedicated to competitions and events, while the "Administration" branch will include commercial activities, financial matters, legal and integrity matters, as well as administrative support.

Creating a fit-for-purpose, high-performing organisation, fully aligned to FIFA's vision is at the core of FIFA's restructuring. It also enables the organisation to simultaneously address issues confronting the organisation in a meaningful and practical way.

Beyond the overarching benefit of generating greater efficiency across the organisation, FIFA's refreshed operating structure represented the next phase of installing policies and procedures that build upon the organisation's governance reforms. The new operating model puts structures in place to ensure that problems of the past are not revisited.



**FIFA will continue its work to not only implement reforms related to the enhanced control of money flows, but will also extend its efforts to ensure that all FIFA operations function at the highest level.**

Accordingly, FIFA will continue to modernise its financial management, implement the necessary changes to its cost functions, and apply similar focus to its approach to revenue generation so that FIFA may constantly grow its pool of development funds.

### 3. COMMUNICATE, LISTEN, AND LEARN

Communications and engagement play an essential role in realising this vision. FIFA is committed to building a robust and modernised communications capability – one that enables the organisation to deepen relationships with fans, employees, Member Associations and Confederations, leagues and clubs, as well as stakeholders throughout the world.

This will involve a fundamental rethinking of how FIFA communicates and interacts with all those who contribute to the game's future. This assessment will seek to create partnerships in communities around the world that will participate in and grow the game.

A game with the scope of football, one that touches people in so many ways, provides endless opportunities to engage: sharing stories

from around the world on competitions, the social impact of the game, the development of the game, and the footballers – amateur or professional – who make the sport what it is today.

Importantly, FIFA will also improve its tracking of the value, benefit, and impact that football delivers globally, so that it can develop and implement best practices and capitalise on opportunities.

### 4. MAXIMISE COMMUNITY IMPACT

FIFA's influence and global reach creates a responsibility for the organisation to have a powerful voice in the areas of social responsibility and philanthropy.

FIFA plays an active role in promoting sports as a vehicle for social development, fighting racism and discrimination in all its forms, promoting sustainability at sporting mega-events, and highlighting fair play as a fundamental part of football.

FIFA's community impact strategy focuses primarily on efforts surrounding the quadrennial FIFA World Cup™. For years, the organisation has taken important steps in developing comprehensive sustainability strategies for FIFA World Cup™ events to reduce the financial, environmental, and social stresses placed on local communities by these marquee events.

In preparation for the 2018 FIFA World Cup™ in Russia, FIFA and the LOC have developed the 2018 FIFA World Cup™ Sustainability Strategy and other programmes, which work with host country NGOs that use football as a catalyst for social development.

**FIFA's development of football at the Member Association level has obvious benefits, but FIFA can do more to directly impact society by emboldening its commitment to community involvement and development.**

Transitioning to a more rigorous and hands-on model that invests globally and consistently will allow FIFA to optimise the impact of its investment and make it more equitable. FIFA's global footprint and relationship with Member Associations uniquely positions it to succeed.

Given the complexity of running a truly global operation, the organisation will need to overhaul how it manages its investments and relationships with NGOs around the world.

**To succeed, the programme needs to be global, efficient, consistent, transparent, and, most importantly measureable.**

Given the historical issues with how FIFA's funding disbursements have been used, it is critical that the organisation adopt the infrastructure and processes necessary to track its investments and their impact, likely in a manner that simultaneously incorporates development funding to Member Associations and Confederations.

**FIFA will invest in additional resources and capabilities to ensure that the organisation can provide consistent and aligned reporting of key metrics related to Member Associations progress against development goals and NGO partner performance.**

Additionally, FIFA will better manage its social responsibility investments, providing annual updates on how development and social responsibility projects are performing; this will enable the early identification and remediation of issues.

Overall, these efforts will reinforce FIFA's commitment to working with partners to advance goals related to social responsibility, while simultaneously holding them accountable for ensuring FIFA's funds are spent efficiently and appropriately.

**Given FIFA’s global footprint, it has an opportunity to become a leading example of how to effectively implement, manage, and measure a complex social responsibility programme.**

## 5. DEVELOP AN IMPACT INVESTMENT FUND

Impact investing has become an investment style phenomenon that focuses on creating positive social change, while generating sustainable financial returns for investors. Research shows that sustainable investing assets have grown to more than USD 21 trillion globally and there does not appear to be any slowdown in the deployment of capital by asset managers into socially responsible investing.

Given FIFA’s position in the global community, it has the opportunity to explore innovative ways to deploy capital that provides both a return on investment as well as a social return.

FIFA will explore opportunities to participate in structures that would:

- Support our overarching vision;
- Further demonstrate that socially responsible investments can lead to sustainable financial returns;

- Increase insight, impact and credibility of our development initiatives;
- Utilise the knowledge gained to effect positive change;
- Create a call to action for third parties to support FIFA’s efforts to maximise FIFA’s community impact.

FIFA will work with its key stakeholders to set aside requisite capital that can be invested in infrastructure and other areas to help support the financing needs of its Member Associations and Confederations. We will also partner with leading financial institutions, funds, and recognised philanthropic organisations that have deep experience in impact investing to create a fund structure that maximises efficiency and impact. All efforts will include a robust governance structure and compliance measures as well as the tracking of investments against target benchmarks.

Any effort in this regard must always align with FIFA’s vision and seek to provide competitive market returns in order to maintain the financial security of FIFA. As the organisation operates in a global environment, it will seek to make a global impact and could potentially focus on relevant areas such as: health and wellness, infrastructure, and environmental sustainability.



## 6. CHAMPION HUMAN RIGHTS

Serving as the guardian of the world's most popular sport comes with significant responsibilities.

In developing football on a global scale and organising world-class competitions, FIFA touches the lives of people all over the world by creating jobs, developing infrastructure, and numerous other social and economic advances that improve lives.

The breadth and impact of FIFA's global operations create a duty to preserve the inherent dignity and equal rights of each and every individual affected by the organisation's activities.

FIFA upholds the respect for human rights and the application of international standards of behaviour as a principle and as part of all its activities.

The organisation continually reviews its policies and processes, as well as its organisational and event management systems, to ensure that human rights risks are appropriately addressed in relation to FIFA's activities.

**Furthermore, FIFA engages continuously with a broad range of stakeholders to find the best ways of addressing human rights risks related to its programmes and tournaments.**

A long-standing commitment, FIFA has fought for social justice since 1960. The FIFA Congress passed the first anti-discrimination resolution in response to the apartheid regime in South Africa.

Years later, FIFA worked with the International Labour Organization to create a due diligence programme to combat child labour in the ball-manufacturing industry; today, licensees for balls and artificial turf are contractually bound to ensure fair labour practices and prevent child labour in production.

The FIFA Code of Conduct considers social responsibility an integral part of the certification criteria and assures compliance with ethical business practices in terms of child labour, working hours, health and safety requirements, and environmental responsibility.

To advance FIFA's goal to demonstrate best-in-class policies for the protection of human rights, the organisation in 2015 commissioned an independent human rights audit.

Led by Harvard Kennedy School and international human rights expert Professor John Ruggie, *"For the Game, For the World"*: *FIFA and Human Rights* will strengthen FIFA's institutional approach to human rights, and will lead to the ongoing development of the FIFA Human Rights Policy.

FIFA continues to avail itself of the advice of Professor Ruggie to provide counsel on how it can further integrate human rights aspects into its policies and practices.

### **This work has already begun**

During the Extraordinary FIFA Congress in February 2016, Member Associations approved the implementation of a new article (article 3) to the FIFA Statutes that commits the organisation to respecting all internationally recognised human rights and striving to promote the protection of these rights.

FIFA governs and supports a global network of more than 200 national football associations and is connected through its tournaments to thousands of businesses.

As with any international sports organisation, this kind of global footprint brings with it significant responsibilities. And that reality requires a robust and proactive approach.

FIFA is not solely responsible for solving these problems where the actions of others are the primary cause. But it must use its influence to address these human rights risks as determinedly as it does to pursue its commercial interests.

### **FIFA World Cup™ preparations**

FIFA has ongoing, regular engagements with all relevant authorities in hosting countries,

leading NGOs and political institutions to discuss human rights issues related to the preparation and hosting of its major competitions. These include (but are not limited to) matters related to discrimination evidenced during FIFA World Cup™ qualifying matches, to the application of ethical standards on child labour, forced labour and working conditions, as well as matters related to gender equality.

FIFA strives to identify possible synergies and to work on solutions involving all relevant and competent stakeholders and authorities, and works closely with FIFA World Cup™ LOCs – FIFA's contractual partners – and local governments to ensure fair working conditions on FIFA World Cup™ construction sites.

Demonstrating its commitment to these issues, FIFA signed a cooperation agreement to work with trade unions in ensuring decent and safe working conditions for the construction and renovation of world-class stadiums in Russia.

### **Development of human rights advisory board**

FIFA remains fully aware of the situation with regard to construction workers and labour conditions in FIFA World Cup™ host countries, and of the opportunity that FIFA, together with other stakeholders, has to facilitate the improvement of working conditions. FIFA remains convinced that the unique attraction and visibility of the FIFA World Cup™ globally is a strong catalyst for significant, positive change.

**To ensure that FIFA’s showcase competition works to positively impact the region, FIFA in 2016 created an advisory board – featuring independent members – to monitor the systems in place ensuring decent working conditions. Progressing with haste, this new body will include individuals from relevant sectors of civil society and other FIFA stakeholders to oversee all FIFA competitions.**

Qatar’s Supreme Committee has developed and is implementing comprehensive workers’ welfare standards for the FIFA World Cup™ which meet international standards and best practice for working conditions and accommodation. Additional significant measures put in place include compliance checks for all tenderers, regular reporting that is publically available and a four-tier system of auditing which includes monthly self-audits by contractors, ad hoc Supreme Committee audits to validate the self-audits, independent third party audits, and audits by the Ministry of Administrative Development, Labour & Social Affairs.

This is an ongoing process and FIFA will continue working closely with all relevant authorities and stakeholders in order to ensure that such standards become the benchmark for all construction projects in Qatar.

## **IN THE FOOTBALL ECOSYSTEM 7. REIMAGINE THE FIFA NETWORK**

FIFA is an organisation with a global remit, but also one that operates with a relatively small headcount from a single location in Zurich.

Outside of FIFA’s home in Switzerland, FIFA leads a diverse ecosystem of Member Associations with varying cultural and socio-economic contexts, all of which plays a key role in the varying levels of play on the pitch.

In developing football around the world and organising world class competitions, FIFA partners with contractual vendors that support FIFA in building the game worldwide and showcasing the best display of football

The organisation expects that all members of the football ecosystem – Member Associations, Confederations, LOCs, regional development officers, and many more – always act in the best interests of football and serve as agents and ambassadors of FIFA.

**In the future, FIFA will clarify these responsibilities by creating new contracts, MoU’s, guiding principles, and charters designed to govern its relationship with third parties and create common professional standards, established by FIFA.**



FIFA will continue to assess the structure of its operating model, and apply more direct management of its engagement with all outsourced partners, contractors, and agents.

## 8. DEVELOP FIFA REGIONAL OFFICES

The effective implementation of the FIFA Forward Development Programme requires more than modified oversight processes and new obligations.

To ensure that the FIFA Forward Development Programme realises its maximum potential impact, FIFA will strengthen, modernise, and repurpose its development offices worldwide.

FIFA's development efforts rely on regional development offices (RDOs), located around the world, to effectively implement the organisation's efforts to grow the game. RDOs operate as independent, freelance contractors, but serve a dual purpose as ambassadors of FIFA that are vital to FIFA's mission.

FIFA is working to correct this structural challenge by ensuring that all development efforts are housed under one roof and create universal frameworks and standards across all FIFA Development Offices.

While considerable work remains, this much is clear: FIFA will work to ensure ethical, compliant, and transparent implementation of its development programmes around the world.

**By 2018, FIFA will have created a network of fully owned regional FIFA offices tasked with the effective implementation of the FIFA Forward Programme and close oversight of Member Associations in their purview.**

### FIFA REGIONAL OFFICES WILL:

- Coordinate all FIFA related activities in specific regions, provide strategic guidance to regional Member Associations, and provide recommendations to FIFA HQ for development support in the region;
- Implement the FIFA Forward Development programme and be responsible for project execution – including administrative operations – and reporting to the Home of FIFA;
- Support the FIFA administration in all development activities; and,
- Inform the Home of FIFA about any anticipated governance or compliance issues.

## 9. FOSTER GREATER COLLABORATION WITH STAKEHOLDERS

FIFA will shape the future of football – its game and industry – in an inclusive manner and in the best interests of the fans, players and actors across the globe who love the game.

In the past, football governance has suffered from a disconnect among the diverse actors, voices and interests associated with the game and decisions on its future. With the approval of reforms, FIFA has made forceful and ambitious improvements to ensure strengthened dialogue and collaborative decision-making among football stakeholders.

**Most prominent amongst these is the Football Stakeholders Committee, created as a result of the comprehensive reform package.**

The European Club Association, the European Professional Football Leagues Association, World Leagues Forum, FIFPro and other relevant actors will now come together and work with

Member Associations, Confederations and FIFA more regularly and more effectively to ensure actions, decisions and intentions in one area or at one level of the game help strengthen and do not unduly or adversely impact other levels and areas of the game. **Committing to and continually strengthening this collaborative and inclusive approach is imperative to charting the sustainable and successful future of football.**

Leveraging the experience of former coaches and players, the organisation created the FIFA Legends Programme. This new initiative is designed to engage footballers, understand their views on prominent challenges facing the game, and collaborate in a strategic forum that deals directly with great players on football and other socially relevant matters.

In addition, FIFA's Professional Football Department will be well placed to act as a vehicle to break down barriers and provide tools for engagement with the football community.

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In the near future, FIFA will set in motion the Football Stakeholders Committee to evaluate – together – some of the most important aspects for the future of football. Specific topics requiring in-depth discussions with relevant stakeholders (clubs, leagues, players and other relevant stakeholders depending on the subject matter) include:

- **The transfer system:** Based on an agreement with the European Commission dating from 2001 it is now time to seriously revisit the transfer system with all stakeholders;
- **The International Match Calendar:** It is important to find the right balance between national team and club football. The current International Match Calendar is agreed until 2024. It is nevertheless important to continuously discuss how to optimise it with the relevant stakeholders;
- **Potential expansion of the FIFA Club World Cup™:** FIFA will explore the feasibility and benefits of altering the structure and frequency of the FIFA Club World Cup™ for the benefit of club football worldwide;
- **Youth competitions:** The current structure of youth competitions (both for boys and girls) was created decades ago. In striving to be at the forefront of football development, it is crucial for FIFA to analyse whether its youth competitions still correspond to the current needs and/or whether changes are called for;
- **Development of a fair play strategy:** Working together to consider options for an upcoming fair play strategy designed to clarify FIFA's positioning on technical matters related to football, but also including the topics of match-fixing and anti-doping;
- **Futsal and beach soccer:** FIFA will study the future of futsal and beach soccer and its involvement in these disciplines.



# CONCLUSION





## CONCLUSION

**FIFA** will promote the game of football, protect its integrity and bring the game to all.

Launching *FIFA 2.0: a Vision for the Future*, is an honor, but also a responsibility and a challenge. Guided by this vision, FIFA will amplify its efforts to shepherd football, take the game to new heights and develop football in new communities, in new geographies.

Organising world-class competitions, FIFA attracts the resources necessary to fund its work all over the world.

FIFA leads a community of vibrant and diverse actors, all playing a role in the world of football. Member Associations, players, and fans; professional clubs, leagues, and commercial affiliates: all part of a thriving ecosystem that will continue to expand for many years. FIFA's efforts to shape the future of football will take into consideration the needs of all those who make the game what it is.

FIFA will realise ambitious goals to further establish football as the world's most popular and powerful sport. It will do so by working in cooperation with stakeholders **to promote and grow the game, and enhance the football experience.**

FIFA will build more direct and transparent relationships with its community, commit additional resources to funding football development, and will harness the power of technology to improve all aspects of the football experience. And it will do so in ways that reflect and exceed the many expectations of the communities in which football lives.

The quest to achieve this vision begins now.

**Thank you.**