

JFA Mid-Term Plan 2022–2025

January 27, 2022

Japan Football Association



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- 1. Review Mid-Term Plan 2021–2024**
- 2. Mid-Term Plan 2022–2025**

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1. Review Mid-Term Plan 2021–2024:

2. Mid-Term Plan 2022–2025

Overview of Mid-Term Plan 2021–2024

Football



1 Technical [National team and Youth development]

With the aim of “winning the World Cup by 2050”

- Develop and implement a mid- to long-term comprehensive strategy to strengthen national teams and youth development
- Provide quality coaching and a fulfilling environment for playing football (dedicated technical staff, competitions calendar)
- Achieve collaboration between JFA YUME Field, JFA Europe Office, JFA Medical Centre, etc.
- Strengthen technical areas through partnerships (enhancement of intelligence functionality)
- Contribute to development of Asian football, dispatch coaches overseas
- Train referees so that they can be globally competitive and further improve refereeing in the domestic leagues



2 Development [Grass Roots]

With the aim of achieving “10M Football Family members by 2050”

- Reform the registration system
- Launch a new membership system
- Execute direct promotion measures that go one step further through partnership
- Take on new challenges in the health sector
- Promote strategic facility development (collaborate in developing playgrounds for children and town planning)
- Promote diversity (Disability football, Walking Football, esports, etc.)

3 main focus areas

Class 4 category

- Halt the decline in registered members (Registration system reform)
- Improve the environment for playing football, including for the first 3 years of elementary school
- Greater emphasis on approaching preschool children to the first 3 years of elementary school
- Reduce the burden on parents

Women

- Launch of WE League
- Further strengthen NADESHIKO JAPAN
- Improve the value of “U-16 Women” in the National Sports Festival and “High School Girls” in the All Japan High School Women’s Football Championship
- Further initiatives to rollout promotional measures (especially class 3 category)

Seniors

- Enhance environment for seniors to play football
- Plan festivals and many other events
- Collaborate with health-related action plans
- Potential collaboration with membership-related action plans

Digitalisation

National team and Youth development

Technical, physical, medical

Promotion

Registration system reform and membership

Organisation



3 Building a strong and trusted organisation

Building a strong and trusted organisation that can overcome social challenges

- Build a stronger platform for crisis-ready management capable of making strategic investments
- Reinforce governance and compliance standards across Japanese football organisations
- Build a stronger internationalisation strategy to engage in international decision-making processes and to enhance JFA’s global presence
- Promote SDGs and social contribution activities



4 Building a new revenue cycle model

Providing higher added value for national teams and developing new business areas

- Maximise our partnership opportunities underpinned by membership systems
- Create high added value through digital partnership collaborations
- Increase our fan base with our membership system and create new revenue streams
- Create a new framework to enhance our partnership programs

Activities in 2021: Main Topics—Football [National team and Youth development]



1 Technical
[National team and Youth development]



2 Boosting nationwide football participation
[Grass Roots]



3 Building a strong and trusted organisation



4 Building a new revenue cycle model

Topics in activities



- ✓ Participated in **Tokyo Olympics/Paralympics (Men's: Best 4; Women's: Best 8; Five-a-side: Best 5), Futsal World Cup (Best 16) and Beach Soccer World Cup (Runner-up)**.
- ✓ Worked on **visualising "Japan's Way"**. Re-organised the concept that serves as the foundation for the Football Family, by adding an approach for promotion alongside national team and youth development.
- ✓ **Managed domestic and international competitions** in accordance with COVID-19 guidelines. Cooperated in the government's technical verification of the vaccination inspection package, QR codes, etc. Increased the number of teams participating in the JFA U-18 Premier League to 24; realised the concept of the women's U-18 National League and U-15 Regional League.
- ✓ Completed the **deployment of a dedicated technical FA coach at 24FAs**, and promoted the project at multiple prefectures and regions.
- ✓ **Developed a beach pitch** at JFA YUME Field. **Re-opened JFA Medical Centre in March** and collaborated with local residents and neighbouring schools, etc.
- ✓ **Conducted** special training courses for women coaches: **A-Pro, A, B and C**.

Achievements



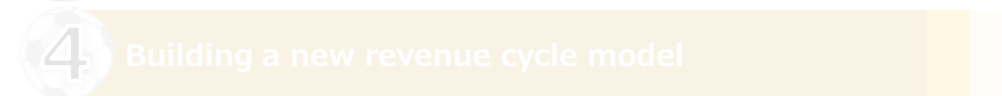
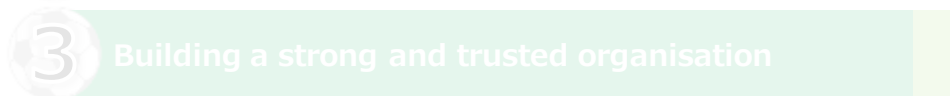
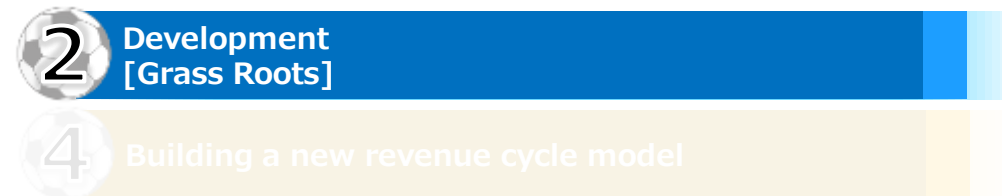
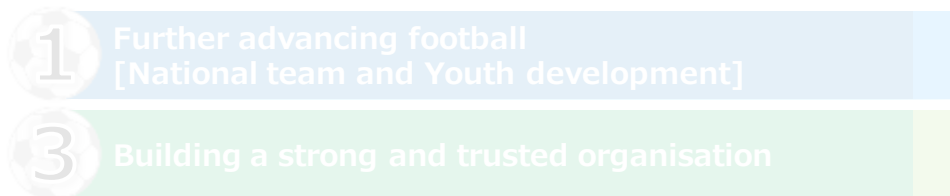
- ✓ All national team categories advanced to the knockout stage.
- ✓ Competitions recovered from the impact of COVID-19. Established a foothold to increase spectators.
- ✓ Decided to regularly hold the National High School Championships in a cool climate location (J-Village). Implemented specific measures against heat.
- ✓ Yoshimi Yamashita refereed J. League match, the first female in the history

Challenges and Opportunities



- ✓ There remain uncertain external factors, such as changes in international calendars and plans to hold the World Cup every other year due to the impact of COVID-19.
- ✓ Failed to win a medal at Tokyo Olympics, which was the goal for both men's and women's teams.
- ✓ Coach education reform, internationalisation of elite coaches and deployment of dedicated technical coaches at 47FAs for the establishment of "Japan's Way" are ongoing issues.

Activities in 2021: Main Topics—Football [Grass Roots]



Topics in activities



- ✓ The Executive Committee passed the resolution to **reform the membership system**. Established the **Registration System Reform Department** to promote business.
- ✓ Considered the **distribution of a starter kit** in cooperation with partners as a promotion measure for people with no experience in playing football in the class 4 category.
- ✓ Formulated **guidelines, etc.** (Mini-Football Guidelines, Heading Guidelines, Safeguarding Policy) for improving the game environment in the class 4 category.
- ✓ Held the **Junior High School Football Club Festival** at JFA YUME Field as a measure to promote the football among women, to stimulate activities among the class 3 category and junior high school clubs.
- ✓ **Appointed senior ambassadors** to conduct a joint research (on the contribution of playing football to the health of seniors and women) in collaboration with Juntendo University.
- ✓ **Promoted exchange** (dispatching personnel, support for business in Japan) with partner club FC Bayern München.
- ✓ **WE League** launched on 12 September 2021. A total of 85,771 supporters visited the games (50 games in total as of 21 Nov 2021).
- ✓ Japan's national esports football team **passed the qualification tournaments in Asia of the FIFAE Nations Cup 2021** to qualify for the final round. Also held an e-international friendly match to promote the spread of esports football.

Achievements



- ✓ The **planning phase is complete** for the new membership and registration system reform. The foundations have been prepared, including the structure for implementation.
- ✓ **Specific actions** have commenced for the mid- to long-term growth of the 3 main focuses (class 4 category, women, seniors), especially the class 4 category.

Challenges and Opportunities



- ✓ **Have not yet created a growing trend** of registration counts. Implementation of measures in the next year onwards is urgently needed.
- ✓ Facility development, including the consideration of a subsidy system for 2023 and later, is a continuing issue that needs tackling. Specific plans are required that also take into account **measures for cold regions**, etc.

Activities in 2021: Main Topics—Organisation

1 Further advancing football
[National team and Youth development]

3 Building a strong and trusted organisation

2 Boosting nationwide football participation
[Grass Roots]

4 Building a new revenue cycle model

Topics in activities



- ✓ As **JFA's centennial anniversary project**, we offered awards to about 7,500 people, held the "children's meeting" of elementary, junior high and high school children and carried out other commemorative events throughout the year. Held the **Centennial Anniversary Celebration** on 10 September, our date of establishment.
- ✓ **Established a Governance and Compliance Director at all 47FAs**, conducted an accounting self-check and provided governance lectures to the 47FAs. Also, enhanced the ability to instruct Japanese football organisations by changing the regulations.
- ✓ **Introduced the headquarters system** to the JFA Secretariat. Operations are being carried out with 3 headquarters—Football, Management and Marketing—according to the Mid-Term Plan.
- ✓ **Worked on restructuring all JFA businesses.** Working to define specific reduction goals, and assign different priorities to each business.
- ✓ Defined 5 focus areas relating to the SDGs and set out targets. Promoted a **sensory room, non-carbon and other initiatives** in accordance with the policy. Also began considerations on fundamental measures regarding the environmental load of artificial turf.
- ✓ Started considerations on **effectively using the JFA House**.
- ✓ Managed the **Tokyo Olympics** football games, as commissioned to us by the Tokyo Organizing Committee.

Achievements



- ✓ Celebrated the centennial anniversary despite COVID-19, and shared the concept of "[Honouring the past, committing to the future](#)" with stakeholders.
- ✓ [Finished building a framework](#) for enhancing governance and compliance.
- ✓ [Managed Tokyo Olympics football games](#) as commissioned to us by the Tokyo Organizing Committee, and contributed to the success of the Olympics in our centennial anniversary milestone year.

Challenges and Opportunities



- ✓ [Compliance incidents occurred](#) among Japanese football organisations and [harassment incidents occurred](#) at the game venues. There is an increasing trend in reports to the consultation hotline for eradicating violence, and measures must be taken urgently.
- ✓ [The burden on human resources within the Secretariat has increased](#) due to the impact of support for national team games and the Olympics and Paralympics held during the fiscal year.
- ✓ [Promotion of the internationalisation strategy](#) must continue to be considered.

Activities in 2021: Main Topics—Business

- 1 Further advancing football
[National team and Youth development]
- 3 Building a strong and trusted organisation

- 2 Boosting nationwide football participation
[Grass Roots]
- 4 Building a new revenue cycle model

Topics in activities



- ✓ Planned and designed a **new value sharing partnership system**. The Executive Committee has resolved to implement the system.
- ✓ Launched the **JFA email newsletter** as a measure to appeal to fans and supporters. This measure aims to improve engagement by distributing the latest news on national teams, detailed information on games in competitions hosted by JFA and ticket information, as well as by providing campaigns.
- ✓ **Renovated the Ticket JFA site**. Convenience has improved through integration with JFAID.
- ✓ Carried out various promotion activities using social networking and other new media, aiming at **growing gaining more young people** as fans for Japan national teams. Also enhanced content on Japan national teams, including **Team Cam**.
- ✓ **Ran Team Football Japan** throughout the Olympics and Paralympics. Men's, women's and five-a-side football teams all played wearing the same uniform.
- ✓ Gradually relaxed entry restrictions and held games with spectators. Also **implemented new trial measures such as JFA Seats** for vaccinated people.
- ✓ Took up the gauntlet in **providing a new viewing experience** using XR and other technologies in collaboration with sponsors.

Achievements



- ✓ Forged alliances with [the new supporting company](#) of Japan national teams.
- ✓ Concluded a basic agreement on the Japan national team official supplier contract.
- ✓ Promoted the [acquisition of approximately 400,000 JFAIDs](#) through the email newsletter, Ticket JFA and other measures.
- ✓ Contributed to [enhancing engagement](#) with higher views in various types of owned media, more followers and increased impressions.

Challenges and Opportunities



- ✓ **Less exposure of SAMURAI BLUE** partly due to no terrestrial broadcast coverage in Japan for the World Cup qualifiers (away game), for which AFC has marketing rights.
- ✓ **Revenue is on a declining trend** due to the impact of COVID-19.

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2. Mid-Term Plan 2022–2025

What we need to do in the 4 years to ensure development in the next century

JFA has and will continue to promote all initiatives with “The JFA Declaration, 2005” as the starting point.





*The category names have been changed in the current mid-term plan.

Areas that require special attention in the external environment

- The spread of COVID-19, and global economic trends
- Appropriate response to changing international environments, such as holding the World Cup every 2 years

Mid-Term Plan 2022–2025: Football Calendar and Goals

	2022	2023	2024	2025
 SAMURAI BLUE	Best 8 FIFA World Cup (Qatar)			
 NADESHIKO JAPAN		Win the Cup FIFA Women's World Cup (Australia/NZ)	Win a medal Olympics/Paralympics (Paris)	—
Olympic Team	—	—	Win a medal Olympics/Paralympics (Paris)	—
Youth Category	Win the Cup FIFA U-20/U-17 Women's World Cup	Win the Cup FIFA U-20/U-17 World Cup	Win the Cup FIFA U-20/U-17 Women's World Cup	Win the Cup FIFA U-20/U-17 World Cup
Futsal/ Beach soccer	—	Win the Cup FIFA Beach Soccer World Cup	Best 8 FIFA Futsal World Cup	Win the Cup FIFA Beach Soccer World Cup

Football



3 main focus areas



Organisation

Marketing

Mid-Term Plan 2022–2025: Overview

Football



1 Technical [National team and Youth development]

With the aim of “winning the World Cup by 2050”

- Promote the 4 key components and pursue Japan’s Way
- Reform coach education, internationalise elite coaches and deploy dedicated technical coaches in 47FAs
- Optimise the competition calendar
- Achieve collaboration between JFA YUME Field, JFA Europe Office, JFA Medical Centre, etc.
- Train referees so that they can be globally competitive and further boost refereeing in the top domestic leagues



2 Development [Grass Roots]

With the aim of achieving “10M Football Family members by 2050”

- Introduce the new membership system and reform the registration system
- Promote Football For All; and promote diversity (Disability Football, Walking Football, esports, etc.)
- Promote strategic facility development (collaborate in developing playgrounds for children and town planning, measures for areas with snowfall)
- Take on new challenges in the health sector
- Introduce standards for the Youth Development Club / Youth Development League and implement club activity measures

3 main focus areas

Children / Class 4 category

- Enhance traveling around for coaching children, including goal and ball distribution
- Introduce small side games for the first 3 years and intermediate years of elementary school
- Enforce the Safeguarding Policy
- Reform registration fees

Women

- Strengthen NADESHIKO JAPAN
- Improve the game environment for “U-16 Women” and others in the National Sports Festival
- Further initiatives to rollout promotional measures, women coach training and integrated measures in the health sector
- National team and youth development, and promotion in collaboration with WE League

Seniors

- Enhance environment for seniors to play football
- Plan festivals and many other events
- Collaborate with health-related action plans
- Potential collaboration with membership-related action plans

Digitalisation

**National team and Youth
development**
Technical, physical, medical

Promotion
Registration system reform and
membership

Organisation



3 Building a strong and trusted organisation

Building a stronger platform during the COVID-19 pandemic and pursuing our social responsibility

- Build a stronger platform for crisis-ready management capable of optimising association businesses
- Reinforce governance and compliance standards across JFA and Japanese football organisations; and promote the SDGs
- Promote digitalisation across the 3 areas of football, organisation and marketing
- Build a stronger internationalisation strategy to engage in international decision-making processes and to enhance JFA’s global presence

Marketing



4 Building a new revenue cycle model

Providing new value through co-creation with partners

- Engage in new forms of appeal for fans and supporters with a focus on digital
- Enhance content and build enthusiasm for Japan national teams
- Form new “hybrid” partnerships



1 Technical
[National team and Youth development]

With the aim of
“winning the World Cup by 2050”
set out in The JFA Declaration, 2005

4-year goals

- 2022	
SAMURAI BLUE: FIFA World Cup (Qatar)	Best 8
Youth Category (Women): FIFA U-20/U-17 Women’s World Cup	
- 2023	Win the Cup
NADESHIKO JAPAN: FIFA Women’s World Cup (Australia/NZ)	
Youth Category (Men): FIFA U-20/U-17 World Cup	Win the Cup
Beach soccer: FIFA Beach Soccer World Cup	Win the Cup
- 2024	
Olympic Team: Olympics/Paralympics (Paris)	Win a medal
NADESHIKO JAPAN: Olympics/Paralympics (Paris)	Win a medal
Youth Category (Women): FIFA U-20/U-17 Women’s World Cup	Win the Cup
Futsal: FIFA Futsal World Cup	Best 8
- 2025	
Youth Category (Men): FIFA U-20/U-17 World Cup	Win the Cup
Beach soccer: FIFA Beach Soccer World Cup	Win the Cup

4-year focused actions

- Promote the 4 key components and pursue Japan’s Way ★★★ (details given later)
- Reform coach education, internationalise elite coaches, deploy dedicated technical coaches in 47FAs
- Optimise the competition calendar
- Achieve collaboration between JFA YUME Field, JFA Europe Office, JFA Medical Centre, etc.
- Train referees so that they can be globally competitive and further boost refereeing in the top domestic leagues

3 main focus areas

Women

- Strengthen NADESHIKO JAPAN
- Improve the game environment for “U-16 Women” and others in the National Sports Festival
- National team and Youth development and promotion in collaboration with WE League

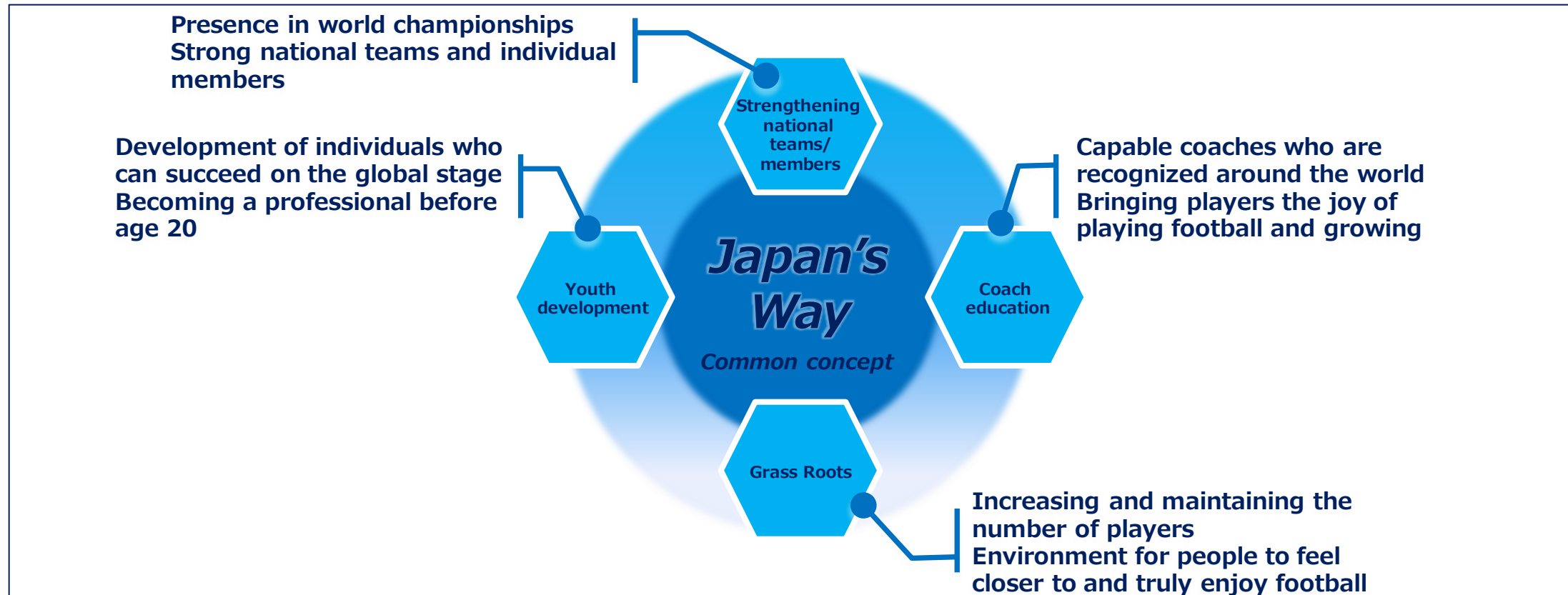
Digitalisation

○ Technical, physical, medical
One important issue is to promote digitalisation in the 3 areas of technical, physical and medical in the football [National team and Youth development] category. We worked on new challenges in many areas, such as installing AI cameras in JFA YUME Field, collecting and analysing technical information and streaming live video to coaches and other people. Another important issue is the digitalisation of the physical and medical information of national team players and other players called up to the training centre.

▶▶▶ Promote the 4 key components and pursue Japan's Way

"The 4 key components" are important for winning the World Cup, competing in the world and developing football in Japan.

We will continue to pursue the 4 key components, with "Japan's Way" at the core that serves as the shared direction and concept that Japan should adopt.



2 Development [Grass Roots]

4-year goals

Number of registered members

2.5 million

(2022) Service launch → (2025) 2.5M



▶ Number of registered players

+17.8%

(2020) 818,418 → (2025) 964,425



▶ Number of registered coaches

+43.4%

(2020) 82,258 → (2025) 117,946



▶ Number of registered referees

+17.0%

(2020) 261,149 → (2025) 305,623

With the aim of achieving

“10M Football Family members by 2050”

set out in The JFA Declaration, 2005

4-year focused actions

- **Introduce the new membership system and reform the registration system** ★★★ (details given later)
- **Promote Football For All; and promote diversity** (Disability football, Walking Football, esports, etc.)
- **Promote strategic facility development** (collaborate in developing playgrounds for children and town planning, measures for areas with snowfall)
- **Take on new challenges in the health sector**
- **Introduce standards for the Youth Development Club / Youth Development League** (currently in the concept phase) **and implement club activity measures**

3 main focus areas

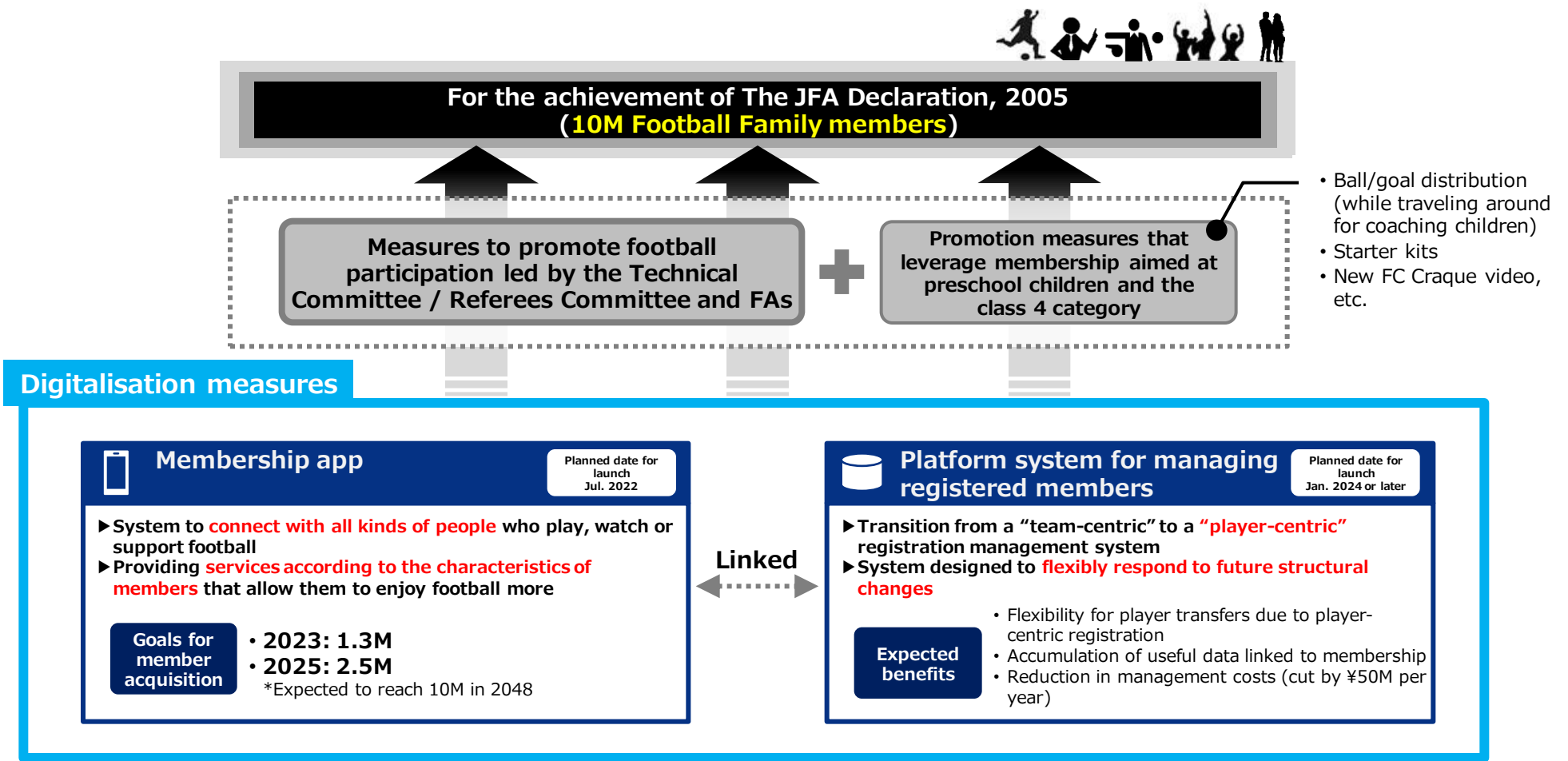
- | | |
|----------------------------------|---|
| Children/
Class 4
category | <ul style="list-style-type: none">○ Reform registration fees○ Enhance kids’ training to distribute goal and ball○ Introduce small side games for the first 3 years and intermediate years of elementary school |
| Women | <ul style="list-style-type: none">○ Further initiatives to rollout promotional measures, to develop women coaches○ Collaboration with WE League |
| Seniors | <ul style="list-style-type: none">○ Enhance environment for seniors to play football○ Plan festivals and many other events○ Collaborate with health-related action plans |

Digitalisation

- **Registration system reform and membership** *** (details given later)

▶▶▶ In 2022, engage in full-scale work to start running the membership system and to reform the system for the registration management platform

- Develop 2 IT platform systems so that Japanese football can achieve the goals
- Use digital to help people engage with football in the real (analogue) world and to experience growth and excitement going forward



▶▶▶ Reliably achieve “10M Football Family members by 2050”

Key factors for achieving “10M Football Family members by 2050” (the world we want to realize by introducing the membership system)

About the Football Family

At JFA, the Football Family does not just refer to a small group of registered individuals including players, coaches, referees. This term also includes children’s guardians, fans and supporters who support Japan national teams, association and club staff members and other people who are involved in and love football.

- 1. Starting operations for a membership system to connect all and each Football Family members**
The membership system (tentative name) planned to be launched in Spring 2022 is a permanent membership service that any Football Family member (i.e., anyone who loves football) can join. Previously, JFA only had direct connections with some registered players, coaches, referees and so on. With the launch of this membership system, we will achieve long-term connections with each and every member of the Football Family.
- 2. Providing direct services to Football Family members and helping enrich their life with football**
By launching the membership system, JFA will provide direct services to new Football Family members with whom it did not previously have a direct connection, as well as to existing registered members, based on each of their characteristics. There are a highly diverse range of ways to enjoy football. For example, children play football in preschool and in the first 3 years of elementary school, and their guardians enjoy the sport too. Adults can also enjoy football and futsal with friends in a casual manner. Using big data collected from members, JFA will meet the needs of Football Family members, provide new services and thereby contribute to enrich their life with football.
- 3. Achieving 10M Football Family members through contributions to about 2M “formerly registered members” as well as to the even larger “fan base”**
We estimate that the number of formerly registered members in Japan—including players who retired after graduating from school or leaving clubs, former coaches who retired due to changes in their living environment and former referees—has reached over 2 million since the start of the registration system. Also, there is a huge group of “fans and supporters” of Japan national teams, J.League, WE League and so on. By starting operations for membership services, JFA will offer formerly registered members and fans new ways of being involved with and enjoying football.



Building a strong and trusted organisation

Building a stronger platform during the COVID-19 pandemic and pursuing our social responsibility

4-year focused actions

- **Build a stronger platform for crisis-ready management capable of optimising association businesses ★★★** (details given later)
- **Reinforce governance and compliance standards across JFA and Japanese football organisations; and promote the SDGs ★★★** (details on the SDGs given later)
- **Promote digitalisation across the 3 areas of football, organisation and marketing**
- **Build a stronger internationalisation strategy** to engage in international decision-making processes and to enhance JFA's global presence

▶▶▶ Build a stronger platform for crisis-ready management capable of optimising association businesses

The spread of COVID-19 has significantly affected Japanese football organisations. To overcome the challenges imposed by COVID-19 together with the “Football Family”, JFA will carry out the following 3 actions from 2022 to 2025 to build a stronger platform for management:

Action 1. Optimise/Evaluate operations and tasks

We launched a review of JFA business (business evaluation), aiming not only to improve the near-term balance sheet, but to optimise businesses with an eye towards the growth of the organisation several years ahead. We are currently aggregating primary information on all of the nearly 470 JFA tasks, including the positioning (importance) of businesses and the potential for reducing costs, as well as the scale of invested resources. We will continue to work towards optimizing association businesses.

Action 2. Reform usage of the JFA House

We will start considerations on effectively using the JFA House in light of: 1) increased maintenance costs of the JFA House due to aging; 2) reduced utilization rate of JFA House space due to changes in working styles; and 3) securing resources for the future growth of Japanese football.

Action 3. Strengthen the function of the JFA Secretariat

We will work to strengthen organisational capabilities to contribute towards developing and promoting football and to take on new challenges despite the rapid changes in the environment surrounding Japanese football as well as society as a whole. We will promote the diversity within the Secretariat and focus our efforts to strengthen its management capabilities as well as to develop human resources that lead the world of Japanese football and foster an organisational culture.

▶▶▶ **SDGs:** With the aim of realising Japanese football organisations that
“Leave No One Behind”

Through activities that are aimed at realising JFA’s philosophy and vision, we will help achieve the SDGs and aim to realise Japanese football organisations that “Leave No One Behind”.



▶▶▶ **SDGs:** With the aim of realising Japanese football organisations that “Leave No One Behind”

Establishing a name and logo for activities

- We have established a name and logo to represent our activities and to serve as tools for communicating our initiatives to others and for accelerating these activities.
- In addition to communicating to people about the implementation of related activities, we will use the name and logo in collaborations with football organisations and external organisations.

Name for activities:
“**Asu-pass!**”

Our concept behind the name:

- “Asu” represents “**tomorrow (the future)**” in Japanese, as well as “**us (what we can do)**” and “**the Earth**” in English.
- It expresses our strong determination to enable all Football Family members to pass the ball across generations and throughout the ages, aiming to realise JFA’s philosophy and vision for football to be enjoyed safely by many more people in a healthy manner in the next 100 years as well.

Logo



Motifs

A football, the Earth, living things on the Earth and the environment, the colour palette for the SDGs
Football was invented on Earth, and we have a deep connection with it. Humanity, animals and the environment all have an inseparable relationship and we work together as a team to build tomorrow.



Building a new revenue cycle model

Providing new value through co-creation with partners

4-year focused actions

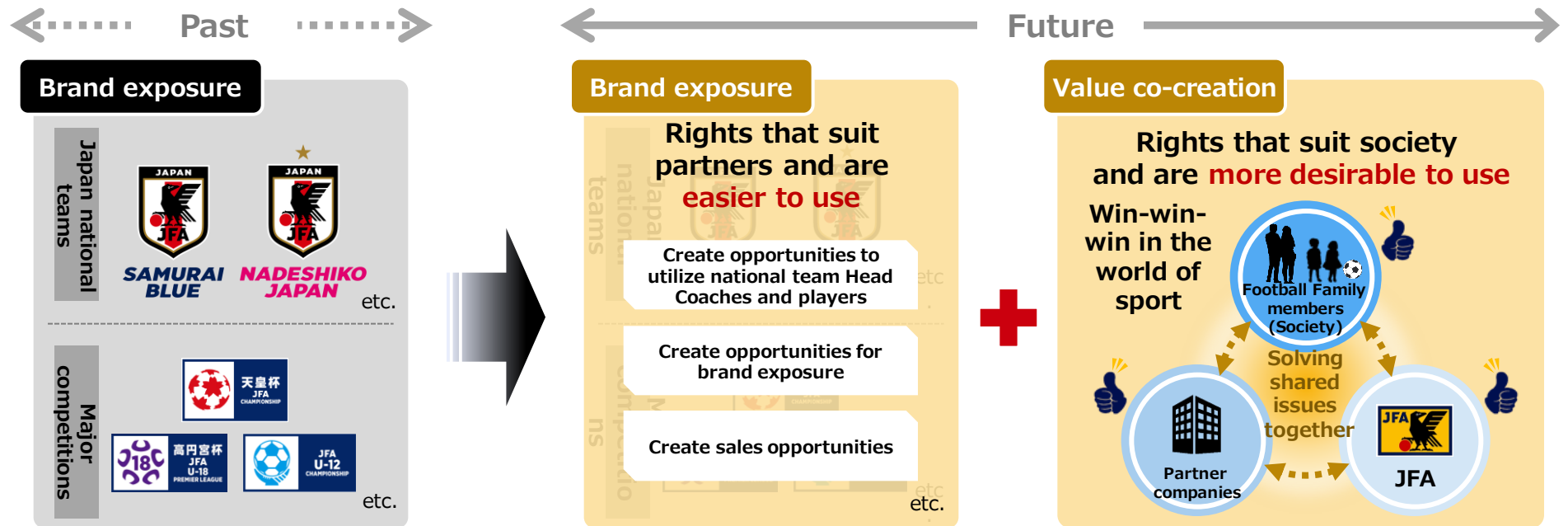
- Engage in new forms of appeal for fans and supporters with a focus on digital
- Enhance content and build enthusiasm for Japan national teams
- Form new “hybrid” partnerships ★★★ (details given later)

Form new “hybrid” partnerships: Concept and direction for new partnerships

Concept

Maximizing the value of sponsorships with a hybrid approach

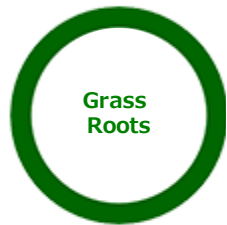
Further boost value by solving social issues through the co-creation of value, in addition to previous boosts to value through brand exposure.



The JFA Philosophy

Through football, we realise the full benefits that sports can bring
to our lives the soundness of our bodies,
the expansion of our minds and the enrichment of our societies

The JFA Vision



By bringing the football experience closer, we bring sport itself closer to all, from this affinity, we will create an environment rich in enjoyment and happiness.



By strengthening the base of football in Japan, we will create world-class National Teams that will move, inspire and encourage the people of Japan.



We will always act in a spirit of fair play, fostering friendships among the people in Japan and beyond, to contribute to the betterment of the international community.

The JFA Pledge for 2050

By 2050, we will realise two key objectives that will allow all to share a special joy:

1. The Football Family of Japan, the fans with a true love for football, will number 10 million strong.
2. We will host the FIFA World Cup in Japan, and the Japan National Team will be the Champion.



Thank you.

