

JFA Mid-Term Plan for 2020-2023

22 December 2019

Japan Football Association



JFA Mid-Term Plan for 2020-2023

AGENDA

- 1. Reflection on 2019**
- 2. Rolling Plan for JFA's Mid-Term Plan**
- 3. Mid-Term Plan 2020-2023**

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1. Reflection on 2019 – Focus areas for JFA Mid-Term Plan 2019-

Football

Task

Demonstrate strong presence at international competitions

Provide an opportunity for “everyone” to enjoy football “anytime” and “anywhere”

Target

Foster Japan National Team identity and evolve “Japan’s Way”

Create an environment that ensures seamless engagement in football activities

Organisation

Task

Create an organisational foundation to ensure sustainable growth

Build a strong management base for 47FA

Target

Optimise resource management

Expand FAs’ independent and self-driven activities

Business

Task

Enable everyone to be involved more deeply in football

Create new revenue model outside the box

Target

Create an environment that provides consistent access to football

Convert football data to customer value

1. Reflection on 2019 – OVERVIEW –

Football

- **International Competition Results**
 - SAMURAI BLUE (Men's National Team)/ AFC Asian Cup UAE 2019 – Result: Runner-up / Goal: Winner
 - [NADESHIKO JAPAN \(Women's National Team\): FIFA Women's World Cup France 2019 – Result: Best 16/](#) Goal: Winner
 - [FIFA Beach Soccer World Cup Paraguay 2019 – Result: Best 4/](#) Goal: Best 4
 - FIFA U-20/U-17 World Cup - Result: Best 16
 - AFC U-19/U-16 Women's Championship – Result: Winner
- **Efforts towards improving playing environment**
 - [Fall in registration numbers closely analysed but fundamental solution yet to be found.](#)
 - Made organisational changes to appoint dedicated technical personnel in the 47 FAs
 - Kicked off project to take measures against heat issues
 - Decided to establish a professional women's football league in Japan

Organisation

- **Steady progress towards a stronger organisation**
 - [Recruited professionals with high expertise / HR resource exchange with partner companies](#)
 - Implemented e-learning based compliance training
 - Review of internal rules in line with Sports Governance Code
 - Restructured 47FA subsidy system / Provided support to increase revenue

Business

- **Laid out foundations to improve Business area through digital/information based initiatives**
 - Developed VR experience in stadia and other [projects in cooperation with JFA's partners](#)
 - Executed new promotional initiatives in collaboration with J.League
 - Integrated various data into a single marketing database
 - Enhanced PR-related activities based on communications strategy

Key observations for Next Year

- Preliminary steps are in place based on Mid to Long-Term Targets.



- Must deliver tangible results next year and beyond.



- Review goals that failed to meet targets.
- Plan projects in line with challenges imposed by/expectations from stakeholders

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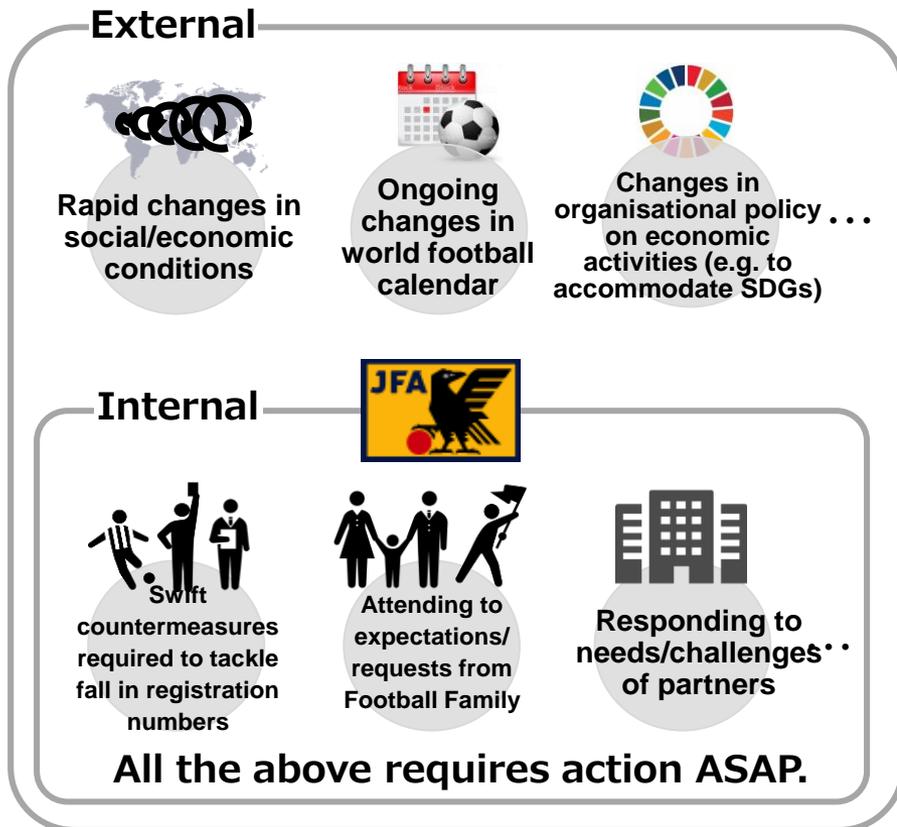
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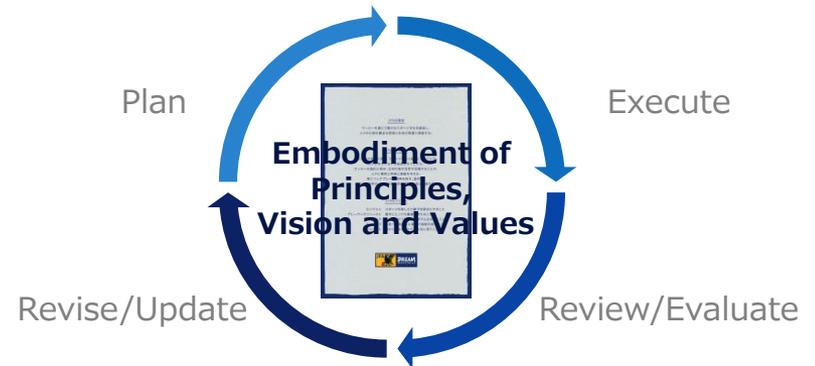
2. Rolling Plan for JFA's Mid-Term Plan – Background –

In order to quickly adapt to fast changing external and internal environment, JFA's Mid-Term plan and projects will be subject to annual review.

JFA Environment and Circumstances



What we intend to achieve from the Rolling Plan



- Develop a flexible management style based on objective/factual judgement and timely analysis of external environment and trends
- Make appropriate business decisions and resource allocations in Football and other Operational Areas
- Develop an organisational culture where everyone actively takes part in tackling football-related issues with an innovative spirit / Improve sense of identity and awareness

2. Rolling Plan for JFA's Mid-Term Plan – Concept behind updates–

Mid-Term Plan Structure and Scope for Updating

Updating Policy



- Follow basic concepts of 2019-2022 Mid-Term Plan, and retain existing 'Operational Areas' and 'Tasks/Targets'
- Incorporate new projects which increased in importance in 2019 (such as establishing a professional women's football league)
- Actively update or discontinue projects which (1) achieved (or are expected to achieve) results in 2019 or (2) are deemed difficult to implement upon review

2. Rolling Plan for JFA's Mid-Term Plan – Key Updates based on Current Challenges –

The Rolling Plan was updated by incorporating newly identified issues under the existing plan.

Issues identified under the current Mid-Term Plan

i. Unclear Status Targets (Goals) / Milestones

- Some of the goals were not defined precisely enough for each group to know what action to take.
- Lack of annual milestones was an obstacle in progress management and business evaluation.

Resulting in ...

Incomplete or insufficient projects, difficulties in monitoring and managing progress

ii. Plan lacked in consistency in terms of details

- Parts of the plan was difficult to understand, as it lacked in consistency and overall coherence in terms of level of detail.
- The relationship between the terms 'Task', 'Target', 'Focus' and 'KPI' lacked clarity, and made it difficult to understand the precise 'reason for taking an action'.

Resulting in ...

Lack of full understanding and consensus

Key changes made in the Updated Plan

- **More clearly defined Goals**
- **Set Annual KPIs** in addition to 4-Year Goals
- **Better-structured, easy-to-understand plan** with improved consistency and coherence
- **Clearly define the relationship** between tasks and targets

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3. Mid-Term Plan 2020-2023 – Restructuring the Framework –

Having considered the necessary improvements above, the framework for Mid-Term Plan 2020-2023 was restructured as follows:

What are the targets?

テーマ・目指す方向性	状態目標（2023年まで）
各種国際大会での強い存在感の発揮 → 日本代表アイデンティの醸成と 「サポーター文化の進化」	男子カテゴリ ・サムライノールードカップベスト8 女子カテゴリ ・なでしこジャパンノールードカップ優勝 アンダーカテゴリ ・東京リトルック男女メダル獲得 フットサルカテゴリ ・フットサル代表ノールードカップベスト4 ビーチサッカーカテゴリ ・ビーチサッカー代表ノールードカップベスト4
「誰もが」「いつでも」「どこでも」の フットボールの実現 → 活動の谷間を作らない環境整備	サッカーファミリー ・選手登録 xx万人（4種xx人：うち女子xx人） ・指導者登録 xx万人（B級指導者10,000人） ・審判員登録 xx万人（xx級審判員xx人） プレー環境 ・暴力・暴言の根絶「ゼロ・トランス」の実現 ・サッカー好意度 xx以上 ・NEC連携フットボールセンター数 XX箇所(XX%)?

Clearer Goals

Plan to be structured according to how detailed each item shall be

What are the actions?

事業内容・取り組み事項		中間目標・進捗指標			
方針・戦略	具体施策	2020	2021	2022	2023
		策定	運用開始	修正版策定	修正版運用開始
強化	・リーグと協働したプレー環境の整備・拡充	構想整合	発足	育成プログラム実	規模拡大
	・トップカテゴリへのカレンダー最適化	投資プラン策定	資金調達	実施	効果測定
	・JFA/リーグ合同の審判強化組織立ち上げ	etc...	-	-	-
育成	・各クラブへの設備投資予算の給付（グラスルーツハード支援と協議）	期間xx	交渉開	-	-
	・トップチームの強化フォーマット改革	xx回	-	-	-
	・ヨーロッパ遠征の規模拡大	-	-	-	-
etc...	-	-	-	-	
育成	・指導の質向上による競技レベルの底上げ	10FA	20FA	33FA	47FA
	・全ての47FAでの技術担当者専任化	8000人	8500人	9000人	10000人
	・B級ライセンス保持者拡大（10,000人）	配信開始	PV数xx	PV数xx	PV数xx
etc...	-	-	-	-	
育成	・指導用資材の電子化・普及	移行完了	-	-	-
	・U15女子選手権の冬移行	創設	-	-	-
	・U18女子CSの創設	委員会設置	関係者整合	開催	-
etc...	-	-	-	-	
育成	・女子トップリーグのプロ化	構想定義	関係者整合	xxクラブ必須化	xxクラブ必須化
	・クラブの女子カテゴリ保有必須化	-	-	-	-
	etc...	-	-	-	-
育成	・コンプライアンス教育の強化	関係者整合	規則改定	教育資材改定	効果測定
	・協会職員向けのE-learningの実施	実施	-	-	-

Annual KPIs

Clearly defined relationships

Low level of details

Level of Detailed information

High level of details

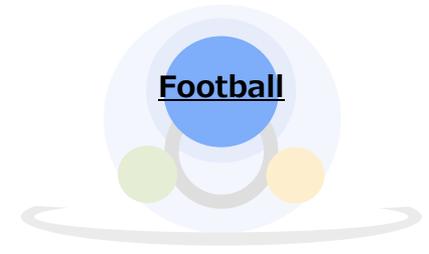
3. Mid-Term Plan 2020-2023 – Overview and Goals –

“Football” is identified as the most important business area, supported by “Organisation” and “Business”.

Further development of the individual areas and their contribution to sports and society will lay the foundations for a ‘true sports culture’.



3. Mid-Term Plan 2020-2023 – Football –



Task/Target

Demonstrate strong presence at international competitions

➔ Foster Japan National Team identity and evolve “Japan’s Way”

Provide an opportunity for “everyone” to enjoy football “anytime” and “anywhere”

➔ Create an environment that ensures seamless engagement in football activities

Strategies for Achieving Targets

Stronger National Team: Greater support and actions within and outside Japan

Dual Strategy: Structural review in line with increase in players in European clubs. Raise domestic competitive standards, via greater collaboration with J. League, F. League, and others.



- Proposed Specific Actions)
- Reform/optimize schedule for domestic Top Category events (KCC, Emperor’s Cup, J. League, Levain Cup, ACL, etc.) aligned to international competitions calendar
 - Implement rules to encourage U-21 players to participate in J. League

Youth Development: Structural reforms

Restructure the entire Youth Development upon review of past strategies to better identify talent, and provide high-intensity development experience.



- Proposed Specific Actions)
- Reflect on past projects and determine Youth Development plan across all regions
 - Reform youth competition calendar for Class 2, 3 and 4 categories
 - Maximise usage of YUME Field and other venues

Promotion: Reach out to a diverse group of grassroots players

Provide opportunities/environment for grassroots regardless of registration status, disability or nationality.



- Proposed Specific Actions)
- Set up a membership system (name TBD)
 - Create rules and competition designed for football players of all abilities (Walking Soccer, Futsal events for people who play for fun, etc.).
 - Countermeasure for hot weather conditions

Coach: More highly skilled coaches and opportunities for coaching

Make various improvements required to reach the target of 10,000 B-license coaches and to make further progress in the development of GK & female coaches.



- Proposed Specific Actions)
- Appoint dedicated technical personnel at all FAs
 - Mandatory compliance training for all coaches and referee instructors
 - Set up new GK Top Licence and organise training seminars
 - Increase female instructors

Referee: Improve refereeing standard based on J. League/ international competitions

Focus on increasing top referees such as international and professional referees, and improve regional referee training structures and referee training centres.



- Proposed Specific Actions)
- Establish and promote new Class 1 Referee Certification System
 - Execute Referee Development Programme (including Assessors)/Support stable operation of VAR
 - Develop and promote referee instruction model case

Women: Better playing environment for all age categories

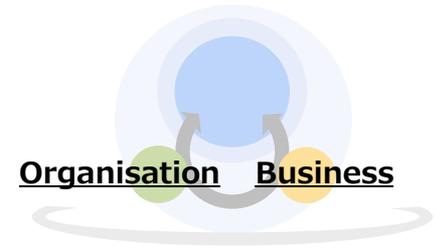
National team development and promotion of women’s football in line with NADESHIKO vision / master plan. Improve playing environment for all ages, with a focus on the professionalisation of women’s football league.



- Proposed Specific Actions)
- Professionalise Women’s Top League
 - Host FIFA Women’s World Cup 2023
 - Improve game environment for U-15 and U-18 girls
 - Increase playing opportunities for girls in class 4 category

3. Mid-Term Plan 2020-2023

- Organisation and Business -



Task/Target

Strategies for Achieving Targets

Create an organisational foundation to ensure sustainable growth

➔ Optimise resource management

Build a strong management base for 47FAs

➔ Extend FAs' independent and self-driven activities

Internal: Aim to be the leading organisation in Asia and Japan

Form a strong organisational foundation through optimum recruitment, allocations and refinement of resources based on a clear policy in order to elevate JFA's international presence.



Proposed Specific Actions)

- Centralised-management of business evaluation, finance and human resources
- Improve organisational operation in line with Code of Governance
- Continually second personnel to external and international organisations, in order to elevate JFA's international presence

External/Associated Organisations: Provide hands-on support to tackle existing challenges

Support 47FAs and other organisations deal with potential risks and help increase their revenue and improve operational efficiency.



Proposed Specific Actions)

- Analyse financial status and support 47FAs' business operation to realise their financial self-sufficiency. Help revamp facilities to generate new revenue sources.
- Identify potential governance issues in 9 regions and 47FAs and help with risk management / Implement pilot work-sharing schemes.

Enable everyone to be involved more deeply in football

➔ Create an environment that provides consistent access to football

Create new revenue model outside the box

➔ Convert football data to customer value

Football Family: Develop services tailored to individual preferences

Foster enthusiasm for football throughout Japan, by connecting with various Family segments, such as registered and non-registered members and players, fans and supporters.



Proposed Specific Actions)

- Integrate all JFA service IDs
- Develop digital services tailored to the respective needs of grassroots / fans and supporters
- Manage and operate a database for 3 million individuals

Partnership: Launch new sports businesses that captures current trends and needs

In addition to improving existing schemes, analyse data and explore possibilities for creating new values and collaborate with partner companies.



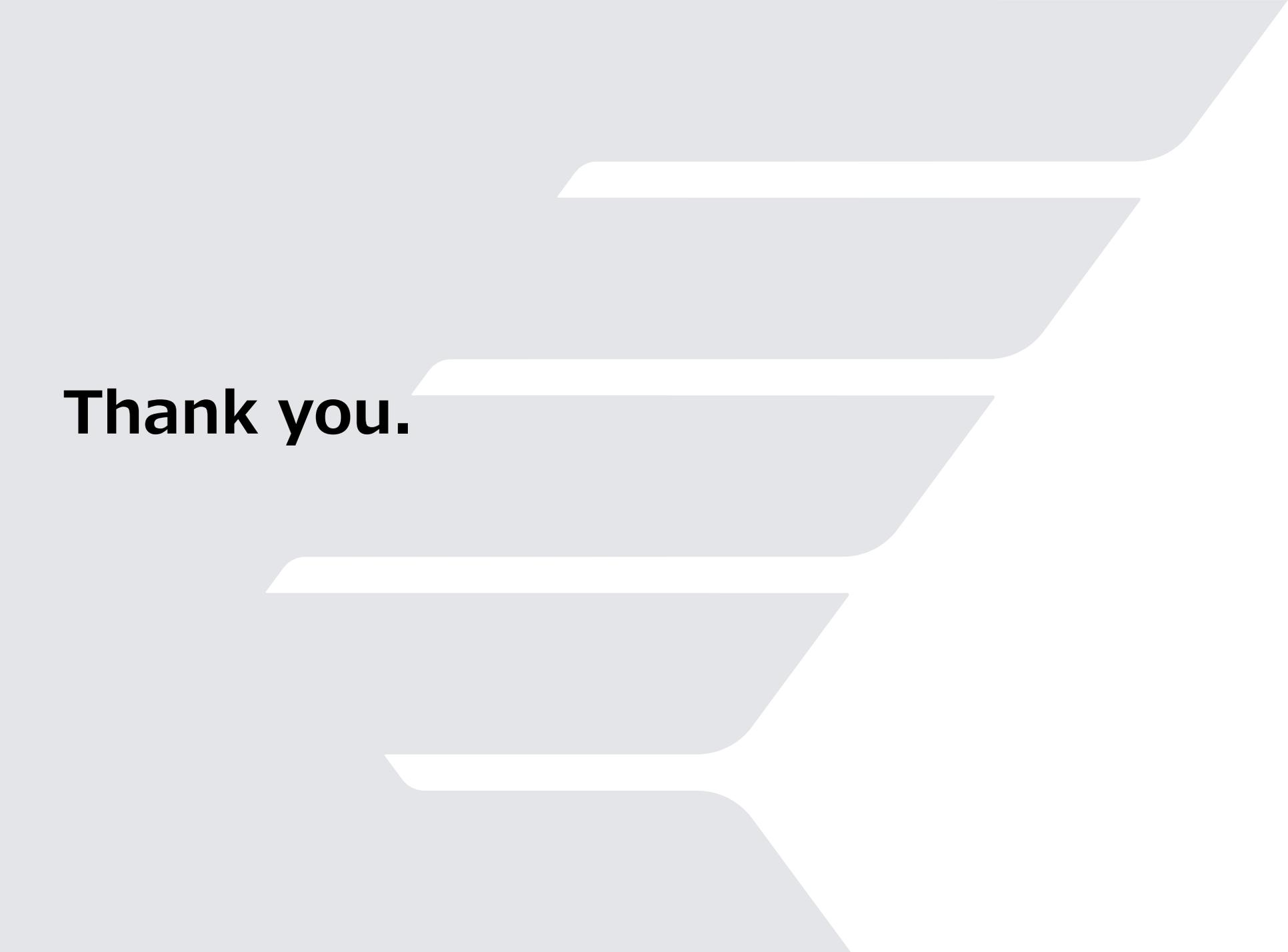
Proposed Specific Actions)

- Develop a new sponsorship scheme
- Offer solutions to social issues in line with SDGs and CSVs (ex: develop football themed health promotion programme with a partner organisation.)

3. Mid-Term Plan 2020-2023 – Budget Planning for 2020 –

Key elements incorporated into 2020 budget planning:

- ① **Full support towards stronger National Teams**
 - Results of Olympics and World Cup Asian Qualifiers (Final Round), performance of all age groups in Asia and in the world –
- ② **Professionalisation of women’s football league and grassroots development**
 - Development of women’s football in terms of national team development and promotion of the game –
- ③ **Internationalisation of referees and improvement of refereeing standards**
 - Introduction of VAR –
- ④ **Take full advantage of National Training Centres**
 - With JFA YUME Field as the primary hub, take full advantage of all resources including J Village, J Green Sakai and J Step (Shimizu) –
- ⑤ **Strict Compliance with Governance requirements**
 - Promotion of actions to eradicate violence, complying with Governance Code for Sports Organisations –
- ⑥ **Support for 47FAs**
 - Reinforcing organisational foundation and providing financial support, appointment of technical personnel, revamping facilities –
- ⑦ **Promotion of Grassroots (Football for All) and growing JFA’s Football Family**
 - Promote the game of football through the use of digital services –
- ⑧ **Establishing a solid financial foundation for 2022 and beyond, and further development of JFA**
 - Revenue optimisation, in line with latest initiatives taken by FIFA and AFC–
- ⑨ **Contribution to society in line with SDGs initiatives**
 - Promotion of projects that offer possible solutions to social issues –



Thank you.