

JFA Mid-Term Plan 2021-2024

26 December 2020

JFA





CONTENTS

1. Reflection on 2020
2. Mid-Term Plan Points of Revision
3. Mid-Term Plan 2021-2024



1. Reflection on 2020

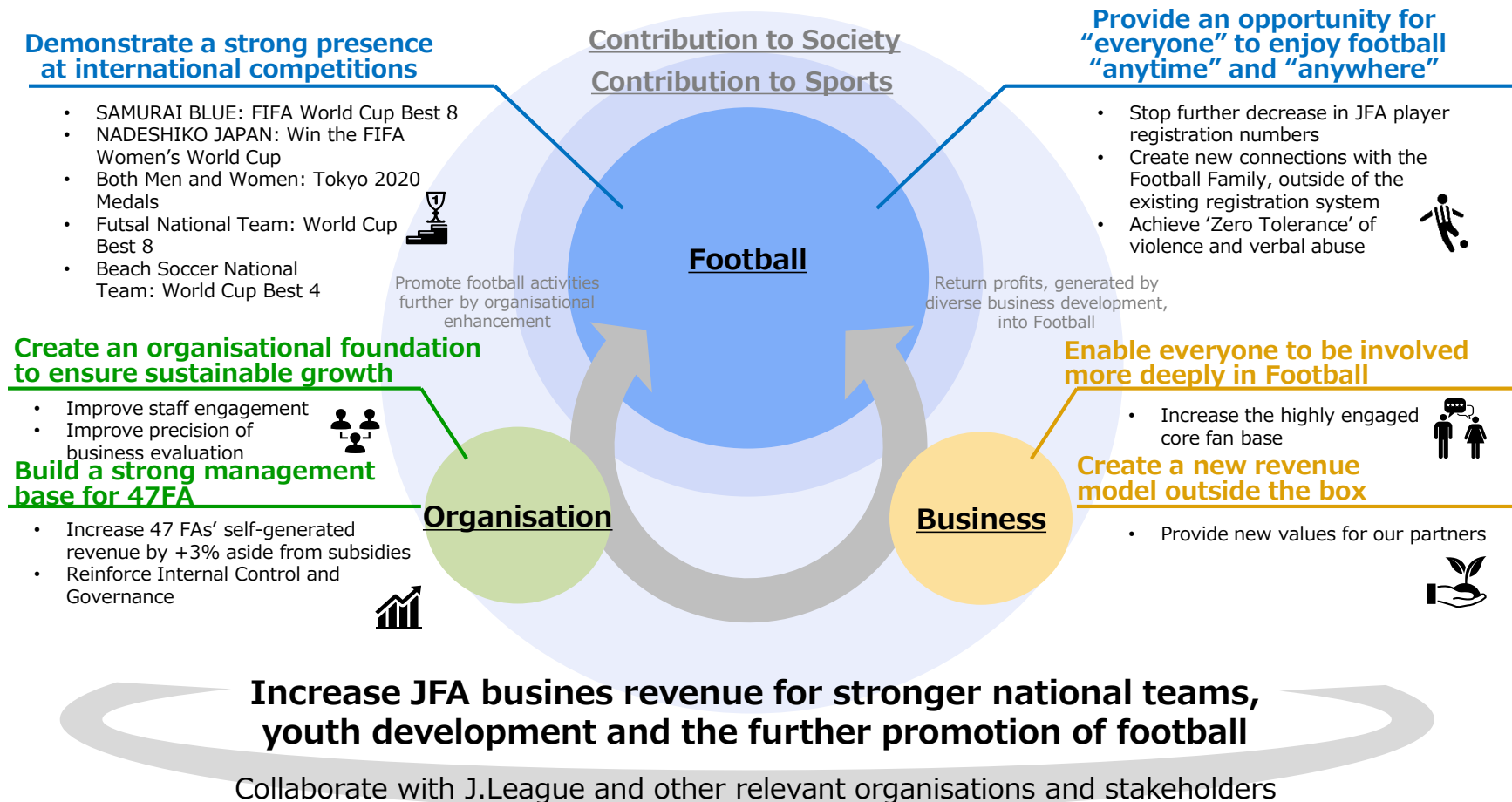
- **Mid-Term Plan 2020-2023**
- **Summary of Activities**

Mid-Term Plan 2020-2023

JFA Mid-Term Plan
for 2021-2024

□ Current Mid-Term Plan (JFA Mid-Term Plan for 2020-2023)

“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’.



Summary of Activities

JFA Mid-Term Plan
for 2021-2024

While JFA continues to be greatly impacted by COVID-19, we will bring changes and initiate reforms that we are able to undertake under the current circumstances.

Football (National Team and Youth Development)

■ Many activities and competitions were suspended or postponed

<Main topics>

- Tokyo Olympics postponed; activities of national teams restricted
- **National teams played friendly matches in Europe**
- **JFA YUME Field and JFA Europe Office opened**
- Introduction of VAR for domestic competitions postponed

<Summary and suggestions for next year>

Although our activities were forced to undergo significant changes such as the postponement of the Olympics, declining the for hosting the women's world cup, and so on, the national teams engaged in activities in Europe, and we opened our JFA Europe office and promoted digitalisation in some areas. On the other hand, we again reaffirmed the importance of a mid- to long-term strategy for the strengthening of teams and the development of players.



Football (Promotion)

■ Accelerated decline in registered members due to COVID-19

<Main topics>

- Decline of nearly 80,000 registered members anticipated
- Wide restrictions on grassroots activities including traveling around for coaching of kids
- **Registration System Reform Headquarters established**

<Summary and suggestions for next year>

There was a large decline in registered members due to COVID-19. Through COVID-19 related countermeasures and relief projects, we identified various issues in the member registration system, as well as the need for a fundamental reform of the system as a whole and promote further digitalisation.



Organisation

■ Reviewing operations of the organisation according to changes in the surrounding environment

<Main topics>

- **Revised budget developed in the middle of term**
- **COVID-19 countermeasure projects**
- **Organisational structure implemented to prepare for launch of WE LEAGUE**
- Compliance incidents in Japanese football

<Summary and suggestions for next year>

We quickly shifted the work environment to "work-from-home" initiative to prevent the spread of COVID-19 as our top priority. While the operations of our organisation have been streamlined, we need to improve compliance efforts as discriminatory remarks and fraudulent accounting posed organisational challenges.



Business

■ Diversification of revenue model urgently need

<Main topics>

- Business size reduced by approx. 5 bn (JPY) from beginning of term
- Restrictions on events with large audiences affected the business
- **New initiatives such as "TeamCam" to further grow the popularity of national teams**

<Summary and suggestions for the next year>

The restrictions on various activities greatly impacted our financial foundation, which led to an urgent need to build a diverse revenue stream model in addition to existing businesses. Establishment of a new value proposition scheme including a revamped membership system is required.





2. Mid-Term Plan: Summary of Key Revisions

- 2021-2024 Football Calendar and Goals
- Underlying Concept of Mid-Term Plan
- Factors considered in revising the previous Mid-Term Plan

2021-2024 Football Calendar and Goals

JFA Mid-Term Plan
for 2021-2024

JFA's 100th anniversary

2021

Dealing with impact of COVID-19/
Commitment for the future in light of
JFA's 100th anniversary

2022

Renewal of next sponsorship in
order to grow JFA's Football Family

2023

Reforming and updating the
post-World Cup competition
environment and business scheme

2024

Year 2 of World Cup cycle



SAMURAI
BLUE

FIFA World Cup
Qualification
(Round 2/Final Round)

Goal: Best 8

FIFA World Cup
(Qatar)

AFC Asian Cup
FIFA World Cup
Qualification

*Note

FIFA World Cup
Qualification

*Note



NADESHIKO
JAPAN

Goal: Win a medal

Olympics/Paralympics
(Tokyo)

AFC Women's
Asian Cup

Goal: Win the Cup

FIFA Women's World Cup
(Australia / NZ)

Goal: Win a medal

Olympics/Paralympics
(Paris)

Olympic
Team
(U-24)

Goal: Win a medal

Olympics/Paralympics
(Tokyo)

—

—

Goal: Win a medal

Olympics/Paralympics
(Paris)

Youth
Category

FIFA U-20 / U-17
World Cup

FIFA U-20 / U-17
Women's World Cup

FIFA U-20 / U-17
World Cup

FIFA U-20 / U-17
Women's World Cup

Futsal /
Beach soccer

Goal: Best 8

- FIFA Futsal World Cup
- FIFA Beach Soccer World Cup

—

Goal: Best 4

FIFA Beach Soccer World Cup

FIFA Futsal World Cup

Goal: Best 4

*Note: The concept of "Global Nations League", which is currently under development, to be reflected as soon as it is determined

Inspiring hopes and dreams through the power of football.

Creating excitement to a broader community through the many roles that football plays.

Celebrating JFA's 100th anniversary and identifying the true value of football.

In face of challenges imposed by COVID-19, we believe that football has the power to bridge gaps and differences, and inspire hopes and dreams for all, in line with the "JFA Ideal".

We hope to overcome this pandemic, and present "a whole new perspective" to our fans through the Olympic and Paralympic Games Tokyo 2020, FIFA World Cup Qatar 2022™, and FIFA Women's World Cup Australia-New Zealand 2023™.

The year 2021 marks the 100th anniversary of JFA and it also marks 10 years since the Great East Japan Earthquake. Going forward, JFA will continue to fulfill its responsibilities as the sole governing body of football in Japan, including SDGs, social responsibilities as well as adhering to governance and compliance. JFA will also redefine the various roles that football plays in our society and the values it represents.

The impact of COVID-19 was factored into the revision process of the Mid-Term Plan.

◆ **Achieve goals set out in the “The JFA Declaration, 2005”**

- We will aim to achieve the “promises” set out in the declaration and will make comprehensive efforts in the area of football.

◆ **Establishment of a foundation for membership**

- Importance of connecting with each member of the Football Family.

◆ **Focused approach on the areas of the class 4 category, women and seniors**

- Halting the decline in registered members to achieve a V-shaped recovery. Strategic investment for sustainable growth.



We will fully utilise our human resources and other resources in Japanese football, as well as secure strategic and reserve funds to achieve the above targets. We will overcome this crisis with entire Japanese football family and maintain an environment in which football can be enjoyed.



3. Mid-Term Plan 2021-2024

- **Overview of Mid-Term Plan
2021-2024**
- **Action plans – Breakdown by
Category**
 - **Football**
 - **Organisation**
 - **Business**

Overview of Mid-Term Plan 2021-2024

JFA Mid-Term Plan
for 2021-2024

Football

Further advancement of football
[National Team and Youth Development]

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

Boost nationwide
football participation
[Promotion]

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

Key missions

- Registration System reform
- Introduction of membership system

3 main focuses

Class 4
category



Women



Seniors



Building a strong
and trusted
organisation

Building a strong and
trusted organisation that
can overcome social
challenges

Promotion of
digitalisation



Building a new
revenue cycle
model

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

Organisation

Business

Overview of Mid-Term Plan 2021-2024

JFA Mid-Term Plan
for 2021-2024

Football

1 Further advancement of football [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 Boost nationwide football participation [Promotion]

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 a new challenge in the health area
- Promote strategic facility development (collaborate in developing playgrounds for children and town planning)
- Promote diversity (Disability football, Walking Football, e-sports, etc.)

3 main focuses

Class 4 category

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

Women

- Launch of WE LEAGUE
- Further strengthen NADESHIKO JAPAN
- Improve the value of “U-16 Girls” and “High School Girls” in the National Sports Festival
- 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

Promotion of
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
- Reinforcing 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

Business

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

With the aim of “winning the World Cup by 2050”**Further advancement of football [National Team and Youth Development]****Develop and implement a mid-to-long-term comprehensive strategy to strengthen national teams and youth development**

Develop a strategy that focuses on four key components: national team development, youth development, coach education and promotion of football participation as our step forward to achieving our goal of winning the World Cup.

**Strengthen technical areas through partnerships
(enhancement of intelligence functionality)**

In collaboration with partner companies, we will develop a system for data collection and analysis that will contribute to improving our global competitiveness.

**Provide quality coaching and a fulfilling environment for playing football**

(dedicated technical staff, competition calendar)

We will build a foundation (environment for playing football) that should be developed by the entire football world in collaboration with related organisations, including the J.League, based on the “Mid-to-Long-Term Comprehensive Strategy”.

**Contributing to the development of Asian football,
dispatching coaches overseas**

We will continue to cooperate with Asian member associations, particularly through dispatching JFA licensed coaches, not only for the further development of Asian football but also for the benefit of providing global learning experiences for Japanese coaches.

**Collaboration between JFA YUME Field, JFA Europe Office,
JFA Medical Centre, etc.**

We will develop a data and knowledge collaborative model, with JFA YUME Field serving as the headquarters in football intelligence and working with JFA Europe Office, JFA Medical Centre, JFA Academy, etc.

**Invest in referee education and further improve refereeing
in domestic leagues**

We will strengthen the training of Japanese referees targeting all categories including Women's/Girls, Futsal and Beach Soccer so that they will be consistently appointed at international competitions, including FIFA World Cup.



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

2 Boost nationwide football participation [Promotion]

Reform the registration system

We will launch a new registration system that will fundamentally solve important issues in the existing registration system (unregistered members in teams, unable to reach individuals, etc.) along with its management system.



Identify new opportunities in the health sector

In conjunction with the reopening of JFA Medical Centre in 2021, we will execute plans that focus on opportunities in the health sector through possible partnerships and will also look into ways to grow football participation among older age groups.



Launching a new membership system

In connection with the above reform of the registration system, we will develop various services by introducing a membership system as a lighter membership registration/management service centered around JFAID.



Promote strategic facility development (collaborate through developing playgrounds for children and town planning)

We will develop facilities that are not only for playing football, but that also lead to communities centered around football and commercial areas, in collaboration with local, municipal development initiatives.



Implement direct promotion measures that go one step further through partnership

We will widen connections with new grassroots, by creating opportunities to join the class 4 category as the first stage to begin football and implementing retention measures for youths in the shifting period after graduating from high school.



Promote diversity (disability football, Walking Football, e-sports, etc.)

We will develop a registration system, as well as a sports meeting system, that goes beyond the conventional style so that each and every member of the diverse Football Family can enjoy football according to his/her style.



3 main focuses in the football category

Class 4 category



Football for primary school children is important in the sense that they form the foundation for further development of Japanese football. Ensuring that football appeals to the class 4 category, especially kids who are beginning to play the sport for the first time, is an important issue in terms of aiming to increase membership numbers for the future of football in Japan.

□ Framework for executing plan:

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

Women



NADESHIKO JAPAN won the 2011 FIFA Women's World Cup. In 2021, WE LEAGUE will be launched. We will further work to strengthen, develop and promote women's football to achieve the goals set out in Nadeshiko Vision.

□ Framework for executing plan:

- Launch of WE LEAGUE
- Further strengthen NADESHIKO JAPAN
- Improve the value of "U-16 Girls" and "High School Girls" in the National Sports Festival
- Further initiatives to rollout promotional measures (especially class 3 category)

Seniors



Seniors is a category with plenty of room for growth, especially for increasing Football Family members. The number of registered members has been increasing over the last several years and in conjunction with potential health-sector related opportunities, we will place further focus on approaching this particular age group.

□ Framework for executing plan:

- 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

Promote digitalisation

Promoting digitalisation in football is an important issue. Although case studies of data collection and analysis utilising digital technologies from a technical, physical and medical viewpoint are found overseas, Japan has yet to develop a foundation for such work and digital technology is not yet fully utilised. In addition, the introduction of a membership system in the promotion area requires development in conjunction with the promotion of digitalisation. We will work to promote digitalisation while searching for collaborative partners, including J.League.

(1) Digital strategy in national team and youth development (technical, physical, medical); (2) Digital strategy for boosting football participation (registration system reform and membership)

Registration System Reform/Introduction of Membership

JFA Mid-Term Plan
for 2021-2024

Achieving goals set out in the “The JFA Declaration, 2005”

With the aim of achieving “10M Football Family members”, sharing the joy of playing football with a broader community

Action Plan for ensuring direct connections

1. Reform toward a permanent registration system focused on each member of the Football Family (individuals)

Develop a mechanism to directly connect with each member of the Football Family (individuals), including players, coaches, referees, and fans, instead of connecting through teams.

Action plan to encourage more people to choose football

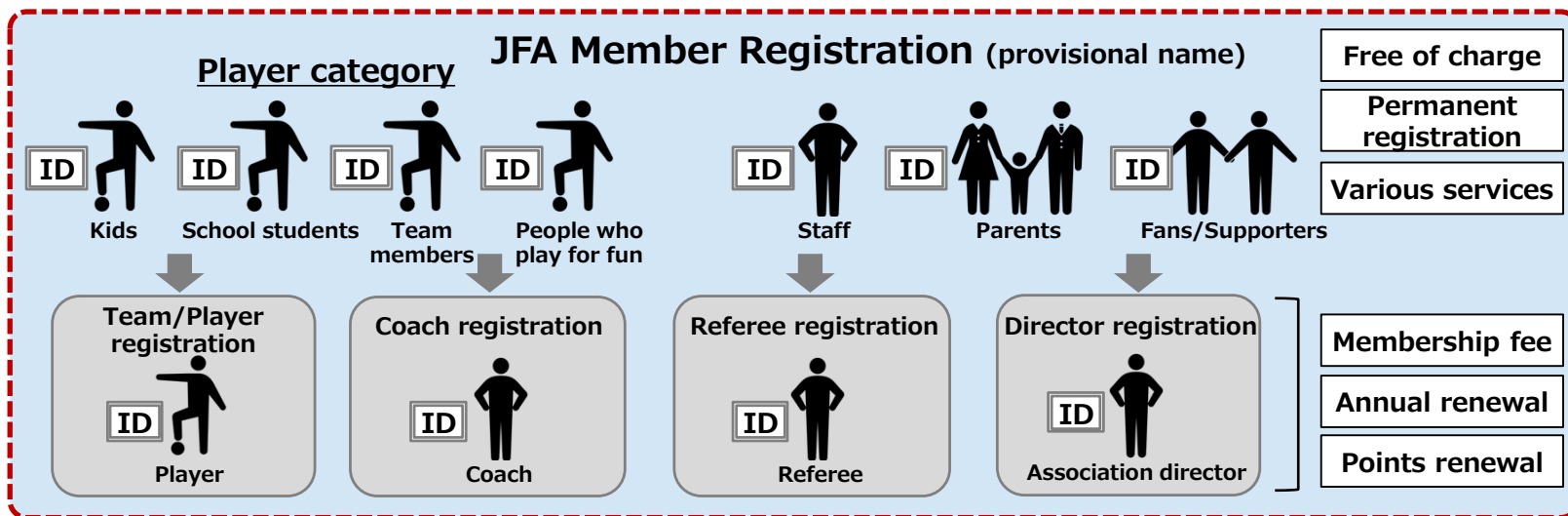
2. Develop a more effective approach to target individual registered members; reform of class 4 category

Focus on connecting with individuals and develop multifaceted approach in order for them to choose football over other sports.



Provide various services to enhance each member's engagement in football
Create new partnerships and reinvesting in the football world

□ Conceptual diagram of the new registration system (Membership)



Building a strong and trusted organisation that can overcome social challenges

3 Building a strong and trusted organisation

Build a stronger foundation for crisis-ready management capable of making strategic investments

Over the next several years in which the impact of COVID-19 is expected to persist, in addition to strategic investment that brings growth to the organisation, responses such as support for member organisations on the assumption of emergency will be required, for which a financial foundation and management system for realising flexible management decisions will be essential.



Build a stronger internationalisation strategy to engage in decision-making processes and to enhance JFA's global presence

To build a better future for JFA and Japanese football, strengthening relationships with member associations across the globe remain an integral part of our international strategy. Having a vocal presence in the world of international football is imperative for JFA to achieve organisational agility in order to keep up with the latest trends in global football.



Reinforce governance and compliance standards across Japanese football organisations

As the sole governing body of football, JFA has always emphasised its zero-tolerance policy towards violence and abuse in football. JFA and all related organisations will continue our strong commitment towards complying with strict governance.



Promote SDGs and social contribution activities

Solving social issues and contributing to the realisation of SDGs are important responsibilities for the operation of our organisation. JFA will not only create value and develop culture in the entire football world, but it will also aim to maximise their effects in collaboration with stakeholders, by taking the lead in initiatives and disseminating information.



Providing higher added-value for the national teams and developing new business areas**4 Building a new revenue cycle model****Maximise our partnership opportunities underpinned by membership systems**

In addition to cultivating our existing competition-related partnerships, JFA will look into new revenue streams arising from membership systems as well as through analytics derived from membership data.

**Increase our fan base with our membership system and create new revenue streams**

Execute 1on1, direct marketing strategies through our new membership system in order to reach out to individual fans and supporters. Build stronger relationship with fans by providing added-value stadium experiences.

**Create high added-value through digital-partnership collaborations**

Investment in the digital area is an important factor in creating a new business model. In addition to the context of the membership foundation, we will search for diverse measures, including issuing e-tickets, improving convenience for viewing at stadium, and device linkage for viewing on TV.

**Create a new framework to enhance our partnership program**

We will design a new partnership framework to cater to comprehensive and diverse needs, by reorganising and developing the way we should provide value to supporter companies based on our existing partnerships and latest social trends as well as in global football.



SDGs

JFA will continue to serve the game to achieve a better and more sustainable society through football, in line with the pledge to “**Leave No One Behind**” under the SDGs.



“The 2030 Agenda for Sustainable Development” (United Nations)

Sport is also an important enabler of sustainable development. We recognise the growing contribution of sport to the realisation of development and peace through its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities, as well as to health, education and social-inclusion objectives.



Founded in September 1921, Japan Football Association (JFA) will celebrate its centennial anniversary in 2021 .

In embracing our centennial celebrations with the entire Japanese football family, JFA has chosen the concept entitled "Honouring the past, committing to the future". JFA will be celebrating its anniversary throughout the year 2021, kicking off our celebrations with the Emperor's Cup JFA 100th Japan Football Championship final on New Year's Day 2021, and ending our memorable year with the Emperor's Cup JFA 101st Japan Football Championship final scheduled on New Year's Day 2022.

We have also decided to call 10 September "THE DAY", i.e. the day on which JFA was founded. On 10 September 2021, we will be hosting a ceremony to commemorate the special day to offer recognition to those who have paved the way for JFA as well as those who have made special contributions to JFA. We also plan to make a pledge for our strong commitment as we embark on the next 100 years.

Our memorial logo "MUSUBI"

The "100" logo design symbolises strong solidarity, which captures the link between the two components of our celebratory concept, "honouring the past" and "committing to the future". Using the motif of a traditional Japanese double tassel knot, the logo reflects our strong commitment in moving Japanese football forward. The colour white represents appreciation and sincerity, red shows our determination and eagerness, and gold is incorporated as an auspicious colour of special celebrations.