

# The JFA Mid-Term Plan for 2019-2022

Japan Football Association

**JFA**



- 1. Positioning of The JFA Mid-Term Plan for 2019-2022**
  
- 2. Review of The JFA Mid-Term Plan for 2015-2022  
(Term 2015-2018)**
  
- 3. The JFA Mid-Term Plan for 2019-2022**
  - Concept of the Plan**
  - Framework of 3 Business Areas & Key Success Factors**
  - Focus Areas towards 2022**

# 1 . Positioning of The JFA Mid-Term Plan for 2019-2022

## The JFA Ideal

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**

Football Family will number 10 million

Host the FIFA World Cup in Japan, and the Japan National Team will be the Champion

## **The JFA Objective for 2030**

Increase the Football Family members to 8 million

The Japan National Team will be among the Best 4 teams in the FIFA World Cup

Become one of the top 3 Football Associations in the world

### **[Popularisation]**

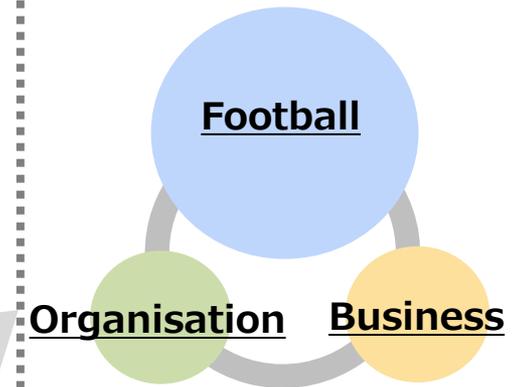
**Target for 2022 : 6.4 million football family members**

### **[Development]**

**Target for 2022 : Among the top 10 in the FIFA World Ranking**

## **The JFA Mid-Term Plan 2019-2022**

## **3 Business Areas identified in this Plan**



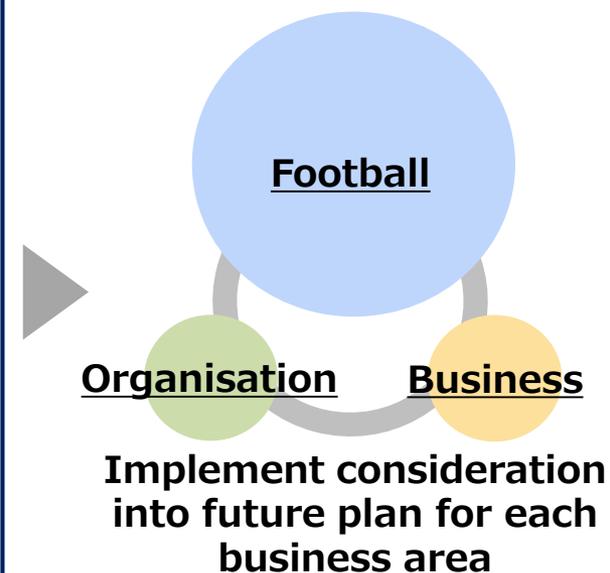
**Work collectively with entire  
football industry, including  
the J.League**

- Clarify focus points to achieve each target for 2022
- Allocate resources flexibly according to annual business review/plan

## 2. Review of The JFA Mid-Term Plan for 2015-2022 (Term 2015-2018)

- **JFA Mid-Term Plan 2015-2022 was reviewed by evaluating 11 business areas of “The JFA Action Plan 2022”**
- **According to this review, the next Mid-Term Plan was examined and developed by identifying “Football” as the most important business area, along with two other areas - “Organisation” and “Business”**

Contrast chart of “The JFA Mission for 2015-2022” and “The JFA Action Plan 2022”



## 2. Review of The JFA Mid-Term Plan 2015-2022 (with insights for future)

The items listed below should be prioritised to achieve sustainable development of football

### Football

- Pursue the Japanese style of football that takes full advantage of Japanese players' strength, and promote youth development
- Redesign playing environment in response to domestic and international football trends/calendar
- "Zero tolerance" of violence and rant
- Further improve the playing environment to increase the number of women players
- Lead kids to keep playing from the day when they first kick a football by the age group of class 4 (U-12)
- Respond promptly to changes in the environment surrounding school activities
- Provide opportunities for everyone to enjoy football (playing, watching, supporting) anytime and anywhere

### Organisation

- Appropriate business evaluation and resource allocation
- Strengthen governance and improve profitability to reinforce JFA's management base

### Business

- Deepen engagement with individual football family
- Establish a business model that does not rely on exposure of Japan National Team contents and advertisements

## **Make sports a part of daily life through football**

Create a "true sports culture" where sports enrich people's lives by engaging in all activities centered around football, always from the view point of "players first" and "respect".



### The JFA Ideal

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.

# 3. Business Areas and Key Success Factors

We identify football as the most important business area, supported by organisation and business areas.

Our aim is to further accelerate the development of football by strengthening our organisation and business areas, **with a focus on football at our core. Football will then become a platform to create "true sports culture"** through contributions to sports and society.



### 3 . Focus Areas towards 2022 (Summary)

#### Football

The national teams' performances including futsal, beach soccer and youth categories are essential to football development. In order to be the top 10 in the world, we will aim to reclaim Nadeshiko's title at the 2019 FIFA Women's World Cup France, win medals at the 2020 Tokyo Olympics, and achieve our best ever record in the 2022 FIFA World Cup Qatar.

#### <Task>

Demonstrate a 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

Build a solid organisation for the promotion of football development in Japan

#### <Task>

Create an organisational foundation to realise sustainable growth

Build a strong management base for 47FA

#### <Target>

Optimisation of resource management

Expand FA's independent activities

#### Business

Convert enrichment of personal football life into business value

#### <Task>

Provide opportunities for everyone to engage in football on a deeper level

Create a new revenue model outside the box

#### <Target>

Create an environment that provides consistent access to football

Convert football data to customer value

# 3 . Focus Points towards 2022 (Football)

<Task>	<Target>	<Action>	<KPI towards 2022>
<p>Demonstrate a strong presence at international competitions</p>	<p>Foster Japan National Team Identity and evolve "Japan's Way"</p>	<ul style="list-style-type: none"> <li>• Reform football calendars according to the changes in global frameworks and climate</li> <li>• Cooperate with the J.League</li> <li>• Achieve "Zero Tolerance" of violence and rant</li> <li>• Promote upper-level license acquisition for coaches</li> <li>• Enhance the Referee Training Center</li> <li>• Improve the football environment for girls category</li> <li>• Approach grassroots football family regardless of official registration, disability, nationality etc.</li> <li>• Promote resolution of social issues through football and sports</li> </ul>	<ul style="list-style-type: none"> <li>• World Cup Best 8 (SAMURAI BLUE)</li> <li>• Win the World Cup (NADESHIKO JAPAN)</li> <li>• Tokyo 2020 Medals (Both men and women)</li> <li>• Futsal World Cup Best 4</li> <li>• Beach Soccer World Cup Best 4</li> <li>• All coaches and referees to be certificated in compliance education as a requirement for qualification and renewal of licenses</li> </ul>
<p>Provide an opportunity for "everyone" to enjoy football "anytime" and "anywhere"</p>	<p>Create an environment that ensures seamless engagement in football activities</p>		<ul style="list-style-type: none"> <li>• Appoint dedicated technical personnel in all 47 FAs</li> <li>• 10,000 B-class licensed coaches</li> <li>• Transition of the U-15 Women's Championship to winter and launch the U-18 Women's Championship</li> <li>• Develop a football-themed health promotion programme in collaboration with external organisations</li> </ul>

# 3 . Focus Points towards 2022 (Organisation)

<Task>	<Target>	<Action>	<KPI towards 2022>
<p>Create an organisational foundation to realise sustainable growth</p>	<p>Optimisation of resource management</p>	<ul style="list-style-type: none"> <li>• Identify JFA's organisational and structural goals, and assign appropriate officers and staff</li> <li>• Make the most of JFA Dream Field as center of football intelligence</li> <li>• Complete the planning, budgeting, action and evaluation cycle in business and personnel</li> <li>• Strengthen governance through input from experts</li> <li>• Identify high-potential employees and nurture their growth through exchanges with stakeholders</li> <li>• Establish a revenue base that does not rely solely on subsidy and official registration fee income</li> </ul>	<ul style="list-style-type: none"> <li>• Become a leader in Asian football and the Japanese sports industry, and become the top five organisation in the world</li> <li>• With the JFA Dream Field at the core, develop a platform to connect various sites, including J-Village.</li> <li>• Create an organisation that enables centralised management of business evaluation, finance and human resources</li> <li>• Develop an organisation that actively recruits personnel with expert knowledge</li> <li>• Increase the FA's average business income generated through their self-sustaining activities by 3%</li> </ul>
<p>Build a strong management base for 47FA</p>	<p>Expand FA's independent activities</p>		

### 3 . Focus Points towards 2022 (Business)

<Task>	<Target>	<Action>	<KPI towards 2022>
Provide opportunities for everyone to engage in football on a deeper level	Create an environment that provides consistent access to football	<ul style="list-style-type: none"><li>• Carry out various approaches to “light” segment football families</li><li>• Design a platform that provides access to football where the entire football families can participate</li><li>• Enhance services tailored to the needs of each family member</li><li>• Promote collaboration with partners through football</li></ul>	<ul style="list-style-type: none"><li>• Integrate all JFA service IDs</li><li>• Produce and operate marketing tools (platforms) related to “light” segment football families</li><li>• Manage a database of 3 million football families</li><li>• Develop a new sponsorship scheme</li><li>• Renew sponsorship contracts after 2023 and optimise revenue scheme according to FIFA/AFC trends</li></ul>
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Create a new revenue model outside the box	Convert football data to customer value		