

SWEDISH FLOORBALL FOR TOMORROW

POLICY COURSE ADOPTED AT 2009 SWEDISH FLOORBALL
FEDERATION AGM



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INTRODUCTION

At the 2009 AGM, Swedish Floorball decided on a new focus of activities. In order to set a good course and focus on choosing the right way ahead, Swedish Floorball devoted the winter and spring of 2009 to working through a process aimed at drafting a proposal for consideration by the Federation AGM. The aim has been for the new focus of activities to be a platform for a new marketing strategy and to interconnect with the ongoing process of devising a new trademark platform for Swedish Floorball.

Work has been headed by the Federation's Director of Marketing, Jonas Carlberg, assisted by Lars-Gunnar Tjärnqvist. For assistance with the practical side of the process and with looking further ahead, the Federation turned to Kairos Future, whose consultants Erik Herngren and Jessica Wallner directed the process and principally authored this report.

The process began with two main topics of enquiry:

1. What does the future world environment for Swedish Floorball look like?
2. How, in the light of the future indicated by the business environment analysis, must Swedish Floorball act in order to be successful?

Work was conducted by an analytical group and at two broad-based meetings, namely the conference of SDF Chairmen in Malmö on 21st-22nd February and at a seminar of staff from the Secretariat and district offices of the Swedish Floorball Federation on 17th February. The outcome was discussed at a follow-up meeting of a reference group comprising a selection of SDF Chairmen and on two occasions with the Federation Executive.

SWEDISH FLOORBALL AND THE WORLD AT LARGE

A business environment analysis means looking further ahead and further afield. At the preparatory stage this was done by mapping a number of trends affecting the possibilities of floorball becoming still more successful in future. The trends identified stem from Kairos Future's continuous business environment observation coupled with the outcome of the trend reconnaissances undertaken at the broad-based seminars and within the analytical group. Our identification of trends envisages three levels:

The inner world comprises our own organisation, which in the present case means all the changes occurring internally within Swedish Floorball.

The immediate world is the pitch/arena which floorball and other closely connected agents act on. Here changes occur impact more or less directly on the inner world. The actions of the various agents here affect the organisation's preconditions and prospects.

The outside world is more peripheral in relation to the organisation and is the arena where changes take place in society, the economy, politics, lifestyles etc. These changes or trends alter the preconditions and prospects of our own organisation, its members, citizens, rivals and so on. Generally speaking, an individual agent has little possibility of influencing trends in the outside world. This is perhaps the most interesting context for observing trends, because in all essential respects they are beyond the control of our own organisation, at the same time as they can impact on the conditions for our continuing activity.

APPROACH TO STUDYING THE WORLD AT LARGE

Basically, all organisations are dependent on their ability to attract the right resources for the future. As a voluntary movement with one foot in the commercial world, perhaps the most critical resources for Swedish Floorball are:

1. *Financial resources.*
2. *Dedicated people.*

Where floorball is concerned, this implies two main challenges for the future:

1. AUGMENTING FINANCIAL RESOURCES

One of the main challenges confronting Swedish Floorball is that of securing the financial basis of activities. In the light of the overarching trends we see that this can be summarised in two main challenges:

- a. **Increasing total turnover** (the amount of money). If floorball is to cope with both growth and professionalisation, it will have to generate more financial resources in total terms.
- b. **Establishing other channels of finance.** There is very little to suggest that the traditional revenue channels, with a large proportion of income from the public sector, will suffice in future. Floorball's market power therefore needs to be increased, so as to ensure the long-term sustainability of other channels of finance.

These challenges can be summed up by saying that the total kitty needs to grow larger, which in turn will probably call for a different breakdown of income sources, with a smaller proportion of grants and more commercially based revenue.

2. INCREASING THE NUMBER OF PEOPLE IN FLOORBALL

Floorball is a young sport. Many people’s self-image in floorball, as we perceive it, is of floorball as a cocky teenager beside the other RF (Swedish Sports Confederation) associations (which as a rule are looked on as upper middle-aged). As things now stand, however, we feel that floorball is more like a 25-year-old with an ambivalent attitude to the adult world. On the one hand the rest of the RF family feel that floorball is grown-up and the same as everyone else. On the other hand there is an internal fear of this meaning the loss of floorball’s charm and distinctiveness.

Due very much to pioneering spirit and enthusiasm, floorball has succeeded in recruiting dedicated people. The question is who those people will be in future when floorball as a movement “enters early middle age”, especially with more and more of the incentives for voluntary involvement shifting from duty to inclination and from participating member to paying consumer.

FLOORBALL’S MAP OF THE OUTSIDE WORLD

On the strength of the above argument, we decided to divide up the immediate world of floorball into four sub-arenas in which some of the most important agents connected with floorball are also present. The arena of economic attraction, as we see it, is concerned with advertising/sponsoring and products/services (i.e. merchandise). The portion of the immediate world concerned with attracting people we divide into voluntary workers (leaders of different kinds) and the player arena. The following diagram illustrates floorball’s map of the outside world as we see it.

	Media & culture	OUTSIDE WORLD	Finance & marketing	
Law and crime	Advertising/sponsorship arena	CLOSE WORLD	Voluntary arena	Politics & opinion
Ecology, environment & health	Product/service arena		Player arena	Institutions & structures
	Technology & science		Social development, lifestyles and values	

CHANGES IN THE OUTSIDE WORLD OF CONSEQUENCE TO SWEDISH FLOORBALL

Below we have chosen to describe, very briefly, a number of trends which, during our introductory work, we found to have the most pivotal bearing on the future. They comprise both general trends and trends associated with the various sub-arenas.

GENERAL TRENDS IN THE WORLD AT LARGE

There are several general trends/changes in the world at large which impact on a big movement like Swedish Floorball. We have chosen to highlight a selection of those which we judge to have the

heaviest impact on floorball's immediate world, i.e. its possibilities of attracting human and financial resources in future.

GREATER INTERNATIONALISATION

People are looking for experiences, social contacts and employment outside their national boundaries. Travel is on the increase and air travel to every corner of the world is growing progressively cheaper. Companies are becoming more closely integrated with the global economy and are localising the production of goods and services, research and development where the advantages are greatest. Competition is growing, but so is access to bigger markets. Technology is fuelling development, and people can communicate, exchange ideas and make contact with each other in real time at any time of the day or night. This is also leading to a shift in the Swedish people's points of reference. In times past one would measure oneself against the neighbouring village and district championships were a major event. Today it is the big championships in the big sports that count and the contest with the next village is losing importance.

BIG DEMOGRAPHIC SWINGS

Demography is frequently underrated as a force in society. The fact of one generation numbering many or not quite so many individuals makes a tremendous difference to consumption, decision-making on public spending and so forth. During the next ten years we are going to see a couple of big demographic swings which will impact heavily on society. The very large group of young persons born in about 1990 will be entering adult life, which will lead to considerable stresses and strains and probably a high level of youth unemployment. They will be followed by the smallest young generation Sweden has had for over 70 years. (We must go back to the 1930s to find birth rates as low as we had in the closing years of the 90s.) This will lead to greater competition between all those wishing to reach teenagers with their activities. At the other end of the life span, people born in the 1940s will be leaving working life. This is a group numbering close on 1.7 million people, and they are the healthiest and financially best-situated pensioner generation hitherto. This can generate the possibility of numerous hale and hearty pensioners being prepared to work on a voluntary basis.

THE POST-INDUSTRIAL DILEMMA

Production of man hours is getting more and more expensive in proportion to commodity production, not least because labour-intensive service sectors often have difficulty in raising their productivity and efficiency in the same way as industry. This is often referred to as Baumol's Law, and for this reason the relative price of manpower-intensive products and services, such as nursing and care, is rising. This is a challenge to practically the whole of the public sector's service output, especially where human-responsive activities (nursing, schools, caring services) are concerned. It also means that many public agencies are looking for new solutions to facilitate production at lower cost. One path which is being taken, not least, by local authorities, is that of putting some activities out to contract, e.g. outsourcing them from voluntary organisations which take charge of the running of municipal sports facilities, youth centres etc.

GREATER INDIVIDUALISATION

For a long time now we have been witnessing a shift from collective to individual values. Individual needs are being ascribed greater importance in all aspects of life and people are tending less and less to fall in with predetermined structures and roles. More and more attention is being focused on the individual life project. This trend has also brought about a change in family structures. It is not uncommon today for children to grow up with many adults (parents' new partners) in their immediate vicinity, at the same time as others are growing up with no adults at all. Many people are fully occupied with their own lives and their own self-realisation and are devoting less time to helping others or to involving themselves in voluntary work. Political parties, trade unions and NGOs are

losing members and it is getting more and more difficult to recruit new members for many of Sweden's old-time voluntary organisations.

KEENER COMPETITION FOR SOCIETY'S RESOURCES

The State is prioritising more and more rigorously. "More for every penny of taxpayers' money and less taxation pressure," as Fredrik Reinfeldt puts it. Demands for cost-effectiveness are growing and with them competition for the communal kitty. State and citizens are insisting on efficient use of taxation revenue. The State is increasing its control and demanding that decisions be put into effect and their implementation continuously monitored and evaluated. State grants are being lumped together in one purse and different municipal (local government) activities are having to compete for funding, which in turn affects the amount of money that can be set aside for sporting activities and voluntary movements. NGOs are also having to compete more for grants and for public donations. This can lead to certain organisations amalgamating in order to streamline their activities and pack more punch.

GREATER CULTURAL DIVERSITY

Not so very long ago, Sweden was one of the world's most homogeneous countries, with one people, one language, a nation state with an established Church and a high level of willingness to fall in with national, communal projects. Today we have a diversity of population in more ways than one. The growing ethnic diversity is the most obvious of all. Immigration has increased the proportion of Swedes of foreign origin. Sweden today comes third in Europe in terms of the percentage of population born abroad. Together with growing internationalisation, this has augmented foreign influences in Swedish society.

Sweden has been an immigration country more or less since the 1920s, and this is also mirrored by the change in the country's population structure. Between the end of WW2 and the 1970s, labour immigration predominated. Since then refugee immigration has come to the fore. As a result of this development, one out of every six Swedes is of foreign descent, meaning that either they were born abroad or else they have at least one parent who was. Sweden used to be relatively homogeneous from a cultural viewpoint, but the influences of other cultures are growing ever stronger and becoming an increasingly noticeable element in society.

INCREASED MEDIA OUTPUT AND NEW MEDIA HABITS

The past few years have witnessed a veritable explosion where media are concerned, The choice of channels is bigger than ever and is growing all the time. More and more people are using the Internet as a channel of information and communication, a means of being seen and heard. Various groups are making places for themselves in the public space. This implies a challenge of Swedish Floorball when it comes to being seen and taking one's place as much as possible among the great number of other players who are already more visible and audible.

GREATER PERCEIVED SHORTAGE OF TIME

Career and work are taking up an increasing share of time for people who are tending more to prioritise their time use. At the same time the selection and possibilities of things to do are growing all the time, as manifested by what we sometimes call the 24-hour society. For this reason, many people are experiencing an increased shortage of time: "So many possibilities – so little time." Many people are trying, quite simply, to pack more activities into their waking hours. For households with children, time appears to be the commodity in shortest supply, with the result that leisure becomes precious and priorities are defined at the expense, for example, of voluntary work.

CHILDREN ARE GETTING MORE AND MORE INFLUENTIAL

Children are exerting more and more influence on the family's choices and decision-making. Advertising is tending more and more to target the tweenies, i.e. those aged between 8 and 12, in their homes. In many families it is the children who decide consumption, be it the food the family eats or the car the parents drive. Most players who have not previously targeted children can now see that in order to reach the families the children have to be included. But, since advertising directly targeting children is ethically dubious, many players are looking at other ways of reaching families through their children. For example, through their leisure activities.

GREATER FOCUS ON HEALTH

People generally are tending to focus more and more on health issues. Good health is important and people today want to stay healthy as long as is humanly possible. Exercise can be prescribed instead of traditional medication of different kinds, i.e. health and exercise are closely interconnected in present-day society. Nowadays we want to feel more than just well, and this means much more than just feeling well – the scope of what makes us feel more than well can have far more to do with lifestyle issues than used to be the case with health generally. The pursuit of health and wellbeing is concerned, not only with the absence of disease, with feeling well socially and mentally, but also with a sense of fulfilling one's potential, of having the chance of developing in life and – to many people – succeeding in what one has set out to accomplish. Aspiration, then, has shifted from staying healthy to “feeling more than well”. Moreover, the range of exercise opportunities keeps growing, adding to the Chinese menu for tomorrow's consumers but by the same token intensifying competition for individuals.

GENDER EQUALITY BECOMES THE NORM

During the second half of the 20th century, major value shifts took place which led both men and women to alter their roles. We are seeing more and more diversity with regard to both family structure and sexuality. The self-evident roles of the man as breadwinner and the woman as home-maker are heading for dissolution. Some would say that these developments are not moving fast enough, but the long-term trend is unmistakable – women's power and influence are distinctly growing. This is leading to a society in which the sexes are more and more equal, even though much remains to be done. But above all this is impacting on both political and public expectations for boys and girls to have the same opportunities in life. Sport is no exception.

SOCIAL MEETING POINTS INCREASINGLY IMPORTANT

Man is a social animal with a genuine need for meeting other human beings. Despite this social need, more and more people are feeling lonely. Networks which used to exist, comprising family and friends, look different today, given the perceived shortage of time which permeates the whole of society. There is today a great need for meeting points. We can also see how new meeting points – both physical and virtual – are emerging.

ATTRACTING FINANCIAL RESOURCES

There are many trends now at work which are transforming the commercial arena. Several of them are affecting both the advertising and sponsorship arena and the arena for products and services (merchandise). We have chosen, however, to present them under the heading referring to the heaviest impact.

TRENDS IN THE ADVERTISING AND SPONSORSHIP ARENA

For a long time now, people have been saying that the entire advertising and marketing landscape is on the verge of a paradigm shift. Today we can see plenty of signs of this happening here and now, and so we would like to point out a number of changes indicative of the new situation that is emerging. Most

of the trends presented below illustrate this new landscape of market communication, but there are also a number of other trends with a bearing on the development of Swedish Floorball.

HALF THE MONEY DOWN THE DRAIN

In the immortal (late 19th century) words of John Wannamaker, “Half the money I spend on advertising is wasted; the trouble is I don't know which half.” Modern surveys have shown there is something in this. Out of a hundred public companies in Sweden today, exactly half feel that their marketing does not significantly boost their sales. So half the MSEK 60,000 that Swedish companies invest in marketing measures is money down the drain.

AN ADVERT-DODGING CITIZENRY

Four out of every ten Swedes feel that advertising has become more and more obtrusive and intrusive. Half of them agree with the statement “I'm deluged with advertising”. 47% find advertising irritating. British media professor Richard Elliot claims that consumers have never been so sick of advertising as they are today, and he also maintains that they have never been so sure of not being influenced by it. So in addition to being unwanted and experienced as obtrusive by consumers, advertising is also ineffective. And numerous technical aids are now emerging for the avoidance of advertising. With TIVO boxes you can avoid TV commercials, with a pop-catcher you can listen to commercial radio without the commercials, adblocker cuts out a large proportion of Internet advertising, and so on. Consequently many advertisers are looking for new communication models for broadcasting their messages in the future.

INCREASINGLY SITUATIONAL ADVERTISING

A glut of products and smart packaging are making people more finicky and situation-oriented, with the result that in recent years the situation has come to mean more and more for the purchasing decision. With such an incredible number of choices available, well-founded decisions are becoming a rarity in everyday life. The superabundance of information forces us to minimise our real decisions – the number of situations and occasions when we actually make an active choice is growing smaller while unplanned purchases are multiplying all the time. Up to 80 per cent of purchasing decisions are made in the store and the average time devoted to purchasing decisions is 12 seconds (for everyday products), With so many decisions having to be made so quickly, customers naturally have no possibility of – or interest in – making entirely rational comparisons or judgements. Thus there is scope for influence right up to the last moment, and it is important for the trademark to be present as far as possible up to the purchasing decision.

TOTAL COMMUNICATION IS GETTING STRONGER

It is not only through the increased array of media channels that trademarks are being shaped. The management's charisma, the response from customer service, the quality of products and services are fields supremely influencing the firm's trademark and sales. For the avoidance of discord, the promises made in communication must be honoured in the delivery. This is known today as total communication, a concept which is growing steadily stronger in communication circles. This is based on the old truism that “diversity has to be met with diversity”. When the recipients are faced with a diversity of information and channels of communication, the senders must be no less focused on diversity in their planned communication, Colours, fragrances, sounds, moods and cultural manifestations are instances of fields which were formerly neglected in a communication perspective but are now emerging as new foundations of successful communication and marketing. It is in this context that forms are pondering their sponsorship and communication strategies and the way in which the sports movement fits in with them.

A NEW COMMUNICATIONS LANDSCAPE – THE MOUNTING BATTLE FOR VIEWERS

We are acquiring more and more media channels and tools which users are employing for their communication: national radio broadcasting, local radio, TV, daily papers, specialised journals, freesheets, supplements, DR, the cinema, trade fairs, hoardings, shelf talkers, floor advertising, text TV, postcards, train TV, bar TV, mobile TV, arts sponsorship, tickets, SMS, e-mail, banners, web TV, RSS, computer games, in-store TV, holographs, aircraft seat trays, petrol pumps, cash dispensers, virtual worlds, communities, product placement, GPS, beaming, e-fairs, concept stores, RDS in-car radio, web kiosks, bar codes, guerrilla marketing etc. Technological advances have made possible the creation of more media contacts. Youngsters today watch TV by downloading favourite programmes rather than by watching them in compliance with a programme schedule. The big television companies have already recast their output by offering a host of niche channels which, between them, reach large numbers of people in the right target groups. They are more concerned with trying to catch “all” viewers at once, which in practice will be an impossible task for the future. And so they must be able to offer sufficiently interesting live moments, i.e. programmes which you have to view live, because this guarantees advertiser exposure. In this connection we may note that the so-called attitude sports are intent on being seen more and more in different connections. Swedish media have moved from showing Swedish elite matches in different sports to showing matches from the best international leagues in the big sports. On YouTube, on the other hand, people can find clips from different matches and interviews with profiles, and despite the pretty awful quality, many people, younger persons especially, watch Zorro feints and goals after the event on channels like these. The gaming companies, however, have entered the field and through Asian (streamed) channels today one can see most matches in real time without needing to pay for it, if only one can find one’s way through the jungle. It is the free-riding generation’s way of watching TV that is emerging.

ADVERTISING IS MIGRATING TO VIRTUAL ARENAS AND SOCIAL MEDIA

With the Internet, blogs, Facebook and other social sites becoming an integral part of peoples lives, advertisers’ interests are also changing. Internet-based is the form of market communication which has grown most in recent years. At the same time advertising and conditioning through social media (blogs etc.) are becoming increasingly subtle and hard to understand. what is emerging, however, is a clear shift of mass communication from traditional to web-based channels.

PEOPLE INFLUENCING PEOPLE

Young people tend to a great extent to turn to their friends for the truth. Authenticity is something personal. In a networking society it is easier to trust those who are socially or culturally close. One can get quite a long way by looking at young consumers’ interests, what shapes their identity and which people they trust. The chart on the right shows the top listing for young Swedes aged between 16 and 29. The importance of this to advertisers becomes clear when many big advertisers choose niche communication with individual lifestyle groups, often through social meeting points on the web (see the trend described previously).

Interests	Identity	Confidence
Friends	Family	Family
Music	Friends	Friends
Family	Education	Radio
Films	Occupation	Daily papers

FROM “IN CONTROL” TO “IN CONTACT”

A paradigm shift is in progress concerning the view which commercial enterprises take of consumers, a shift away from convincing and selling to building relations with consumers. In all essential respects, companies are ceasing to view the customer relation as a transaction and are instead finding more meaningful relations, and traditional mass media communication is not necessarily, by definition, the tool for this purpose. Procter & Gamble’s CEO A. G. Lafley maintains that “Marketers must achieve

the right balance of being in touch and in control,” the paradox being that “the more we are in control, the more out of touch we are. The more we give up control, the more we become in touch. So let go.” Companies must let the customer take over and help to build the enterprise and trademark. This leads to a completely new situation for those able to offer large quantities of relations in one go, a point which floorball should be capable of utilising.

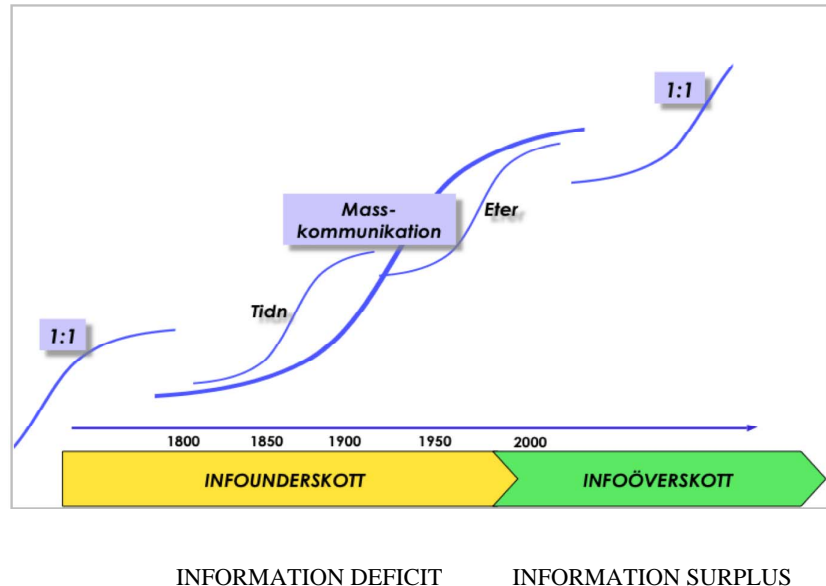
FROM MASS COMMUNICATION TO 1:1

All this can be summed up by saying that we are moving from mass communication to one-to-one communication. Historically speaking, in agrarian society marketing and conversation were one and the same thing. People listened to what neighbours and others had to say about different institutions and traders. Marketing was one-to-one. During the emergence of industrialisation, mass media became the big way of getting through to the masses. Upscaling and low contact costs per person made mass media an effective channel. But what we are now seeing is a reversion to a 1:1 relationship. The Internet offers better possibilities of customising offers in the light of previous history or demographic variables.

In the long term this means that being able to map the individual customer is going to be more and more important. A focal group interview concerning six people’s opinions of one’s product will not be enough. Companies will need to map each and every one of their customers in order to learn more about people and what really works. Advertisers will always follow the public, and so it is important to know where they are going to be next time. Here, of course, the privacy issue can become a pivotal concern.

This also spells a fundamental change in the sponsorship market. Qualified sponsoring is going to be built on true interactivity, something for which floorball as a widespread popular movement should be able to utilise.

Broadcasting
 Mass communication
 Newspapers



DE-REGULATION OF THE GAMING MARKET?

The Swedish gaming monopoly has been partly de-regulated and further changes are pending, to a great extent in response to EU criticism concerning the lack of competition. At the same time the revenue from Svenska Spel remains huge, and so the Riksdag (parliament) and Government have shown themselves to be of two minds on the subject. In the spring of 2009 the Government’s

investigator put forward a proposal concerning the Swedish gaming market of the future, a proposal which has been so fiercely criticised in certain quarters that at the time of writing (May 2009) it is anyone's guess whether or not it will become law. And whatever the order prevailing in future, a change will have far-reaching consequences for the Swedish sports movement.

TAX-DEDUCTIBILITY FOR DONATIONS?

One political change now being mooted is the possibility of making donations to NGOs with a clearly and universally beneficial purpose tax deductible. This at present is a joker in the pack, but if it comes true there will be a big change above all in corporate thinking on the subject of support to individual organisations. Purely social organisations (such as Fryshuset and Swedish Save the Children) will probably benefit, since donations to them can underpin a corporate image of good citizenship. Whether the sports movement can augment its income through corporate largesse remains to be seen. Probably a case will have to be made for sport making a difference in society, and not only to children of the middle class!

CHANGED DONOR DEMANDS FOR QUID PRO QUO

Today we can see a trend whereby society or enterprise are requiring more and more of a quid pro quo for their financial support to the non-profit sector. Instead of supporting an activity in a purely general sense, the donors expect the recipients to give something tangible in return. In the spring of 2009, for example, the sports movement in the Municipality of Sundbyberg promised to work far more actively than before in combating the growth of drug abuse among children and young persons, in return for heavy expenditure on the local sports grounds. To take another example, the Stockholm City Commissioner for Sport is hinting at a system whereby more money will go to clubs succeeding in recruiting large numbers of teenagers rather than younger children. Companies today are tending more and more to regard sponsoring as a business relationship rather than just giving away a small amount of money to get their names printed on football shirts.

MORE PEOPLE IN POWER WITH A FLOORBALL BACKGROUND

From time immemorial, men and women in positions of power have had their favourites when distributing crumbs of munificence. Floorball being a relatively young sport, not all that many decision-makers in business or public life hitherto have had a genuine relation to the sport, but today we can see several signs of this changing, so that in future we can count on there being a fair number of people in leading positions who have either played floorball themselves or have children who play, which should augur very well for Swedish Floorball in times to come.

TRENDS CONCERNING THE MERCHANDISE ARENA

One arena where floorball can boost its revenue is through sales of different kinds. We have picked out a number of trends connected with sales, in order to explore the possibilities of floorball increasing its revenue this way, either through products and services of its own or as a "dealer" in the goods and services of others.

GREATER SIZE POLARISATION

Today we see a situation where the big companies are getting still bigger and the small ones ever more numerous. Those in between are either merging, growing or being knocked out. Some say: "Get niched or get out." The background is that globalisation and economies of scale are inflating the importance of increased size in the market, as regards not only production but marketing and distribution as well, driving companies to form ever larger units. Strong trademarks like Coca-Cola, Nike and Harley Davidson are expanding into new product segments and strong distributors like Wal-Mart, ICA, H&M and Fed Ex are reaping successes. To succeed you have to be either really big or

extremely niched. Being half-sized with a wide offering is a very tough proposition. In that case it is better to find partners who dovetail with one's own output.

KEENER COMPETITION

The growth of free trade and the de-regulation of various markets have resulted in most enterprises having to face an increasingly competitive situation. This means faster demands for return on investments and greater importance for intangible values as a means of distinguishing one's product from the competitors'. Accordingly it is becoming more important to create strong trademarks, to come up quickly with new solutions and offers ("time-to-market" is the term for it) and create clear offers/products for the customers. The same is very much true of floorball as a "product".

DECLINING CUSTOMER LOYALTY – THE CUSTOMERS TAKE OVER THE BUSINESSES

Today's consumer, unlike yesterday's, has grown up with diversity and freedom of choice, added to which many customers work every day with, or in some way are professional purveyors of, services. The experience gained in working life is then carried over into private life. The services one buys must be of high quality and one has no hesitation about making complaints or replacing suppliers who fall short of one's expectations. So anyone delivering a private person's services has to do so professionally and competitively and no enterprise today can really take loyalty for granted.

Today we see consumers picking and choosing with ever greater awareness among the alternatives available. Dangerous additives, child labour and unethical advertising are punished by being boycotted by large numbers of consumers, women especially. As choices grow freer, together with the possibilities of comparing companies and offerings of different kinds, so the cost of "rational" customer behaviour diminishes. Customers' freedom of choice is here to stay, which will mean diminishing brand loyalty and greater "rationality". A customer whose needs are not accommodated will not stay on for historical or nostalgic reasons. This trend can be summed up in three points:

- Customers have understood that they have power and they are making heavier demands (they know that, due to the customer deficit, they are sought after).
- Customers are more professional and better-educated.
- Customers are less loyal: they want immediate gratification, otherwise they change suppliers.

GREATER FOCUS ON CUSTOMER-INVOLVING SOLUTIONS

In order to increase (or at least avoid losing) customers' loyalty, many firms have for a couple of years now been working to create genuine interaction with them. The customers play a part in creating advertising, new products and offers and otherwise shaping the company's offers and solutions. Lego, for example, have appointed a *Community Development Manager*. They use communities to communicate with their most devoted customers and to manufacture and market products matching their expectations. Thus 250 enthusiasts were enabled to influence the design of the next Lego train model, a model which then sold over 10,000 units in a fortnight without any marketing whatsoever. "We are working to change the company's approach from marketing *to* the consumer to marketing *with* the consumers," as Lego puts it.

INCREASED COMMODIFICATION OF SERVICES

Many industries are going through a process of "commodification" in the sense that their service are becoming staple products. This is the case, for example, in banking and finance, where business logic was formerly based on selling products (payments, loans etc.). The services attending these products were free of charge. With growing competition on the product side (the offers from different banks are

becoming increasingly similar, at the same time as customers' cost awareness is growing), the margins for the products which formerly yielded an acceptable surplus and fiancé the peripheral services are shrinking. For this reason, transactions are being "commodified", partly through more efficient markets using new technology and partly as a consequence of laws and regulations, e.g. concerning pay services. Information which used to be in short supply is now superabundantly available at the touch of a button. The banks no longer have the information superiority they used to, and this is leading to a standardisation of the information itself. Interpretation of economically related information on a general level is also becoming more and more of a staple commodity, e.g. concerning the effects of new tax legislation or investment analyses in the stock market. There are any number of players distributing information of this kind to their customers.

Élite sports are being similarly affected by this. People's time consumption is up for grabs – in front of the TV or as arena spectators. This being so, just having an interesting product is not enough, because many competitors have the same. Instead one has to see what one can offer which alternative experiential services cannot.

LIFESTYLE-BASED IDENTITY MARKERS GROWING IN IMPORTANCE

Whatever lifestyle people identify with, marking one's lifestyle in the presence of others around one is becoming more and more important. For those who identify with their sport, various clothing labels are emerging which young people in particular associate with the sport, regardless of whether they do so out of interest or as active players. This can be instanced with sport-related team and streetwear. Zone training gear, for example, is classed as floorball wear which can be purchased from the on-line store, Klubbhuset.eu. Nor does clothing always have to be sports wear. It can, for example, be a particular jeans label or suchlike.

GROWING DEMANDS FOR EXPERIENCE

With many products and services looking increasingly identical in the eye of the consumer, many companies are endeavouring to stand out from their rivals by creating a holistic experience surrounding their product. Having a reasonably attractive basic offer (for which read: floorball match) is not enough if the peripherals are not up to scratch. This means more exacting demands on arenas arrangements and professional settings.

PLACE-SHARING – THE GROWING IMPORTANCE OF ARENAS

Consumers are becoming increasingly fickle, as regards both *what* they buy and *where* they buy it. This in turn is intensifying the contest for control of the place where goods and services are bought and sold. We can see signs of this today in the fact of more and more agents wanting to own their arena so as to be able to use for different kinds of relation-building. The relations thus built can be turned into business transactions and earnings. And so more and more are perceiving the profit inherent in owning the venue. Those who already have important meeting points speak today in terms of "place-sharing" – the possibility of sharing their place with others in order to create a situation of benefit to both parties.

This highlights the question of sports arenas. Should a team own its arena so as to be able in this way to create opportunities for finding other sources of income? At the same time, for just over a decade now, we have been experiencing a spate of new multi-purpose sports buildings, ice hockey and football arenas. It is hard to see how the Swedish market can accommodate all these new ventures, not least with all concerned apparently counting on non-sporting arrangements footing the bill. There is much to suggest that in the years ahead quite a number of municipalities will be forced to use their suretyship commitments to purchase a loss-making multi-purpose sports building.

ELITE SPORTS CLUBS ARE BECOMING EXPERIENCE AND EVENT ENTERPRISES

In a bid to accumulate financial resources, the elite clubs, especially in football and ice hockey, have for several years now opted for greater commercialisation, through companies of their own managing professional elite commitments, with an attendant broadening of income. Leading clubs in other arena sports, e.g. handball, basketball and parts of floorball, are also trying to follow the same path, the aim being to create holistic experiences, the feasibility of which is very often based on having an arena of one's own (see previous trend description). In the light of these developments, the discussion within the RF family concerning the rule whereby the majority of a club cannot be constituted as a company is likely to continue.

ATTRACTING HUMAN RESOURCES

TRENDS IN THE VOLUNTARY ARENA

VOLUNTARY ACTIVITY BECOMES SOCIAL ECONOMY

One of the clearest trends in the voluntary sector today is that community agencies are redefining the work done by the non-profit sector and instead are calling it social economy. The social economy is much bigger in other parts of Europe than it is in Sweden, and as a consequence of Sweden joining the EU, Swedish authorities have felt a need to find similar nomenclature on their home ground. This has been endorsed by growing numbers of voices calling for new ways of financing their activity by describing it in terms of production of welfare services. It has also created scope for social entrepreneurs who, within the framework of a movement or organisation, endeavour to find solutions which both society and the association will profit by.

GREATER DEMANDS ON PROFESSIONALISM – THE DEATH OF AMATEURISM

Simultaneously with vesting more responsibility in clubs and associations and increasing their funding allocations, municipalities and the public sector are demanding more professional management. The growing imperative of more professional management of voluntary organisations stems partly from increased funding by municipalities and the public. Demands for leaders of guaranteed quality are more insistent today than before. The same developments underpinned as a rule by the educational zeal of the movements' own central powers and their fear of substandard leaders being exposed by the media. The central powers, the bid by their own popular education organisations (for which read: folk high schools/people's colleges and certain adult education associations) to be allowed to share their knowledge with others, are further fuelling this development. As a result, the cheerful amateur is being increasingly sidelined in traditional club activities. Another driving factor is the demand for perfection in every aspect of life, which also deters people from volunteering if they see the risk of doing a bad job half-heartedly.

Professionalisation calls for conscious leadership – management – which is still more time-consuming for those who volunteer for a position of responsibility. This in turn is compounding the difficulty of recruiting people for committees and other “invisible” appointments which are above all expected to measure up to people's conceptual needs.

THE EXPLOSION OF POSSIBILITIES AND THE NEW COMPETITION FOR TIME

The revolution of possibilities which has sprung forth in recent decades is confronting clubs and associations with a completely new competitive situation. Most people view commitment to clubs and associations in relation to other opportunities they miss during the time involved. Many today are also showing more consideration for their own families' expectations concerning time and commitment than used to be the case a couple of decades ago.

ALTERNATIVE RELATION CHANNELLING – FROM SEWING PARTY TO PUBS AND CHAT ROOMS

The social dimension which clubs and associations once possessed is now being channelled more and more into other arenas. People meet in cafés to discuss ideas or just chat together, they watch hockey together in front of big screens at the pub and they make new friends through Facebook and other social sites.

VOLUNTARISATION – COMMERCIAL PLAYERS TAKING OVER THE ASSOCIATION CONCEPT

The commercial players, trading enterprises especially, are trying in various ways to achieve deeper relations with consumers. One method which exploded during the 90s was the customer club. This is not a traditional club but offers club-like benefits. McDonalds, Åhléns and Metro, for example, offer their customers all manner of experience-oriented activities, not unlike the meeting points of traditional clubs and associations, in order to maintain good relations with them. But this is divorced from the expectation of clubs and associations that members will actively involve themselves in the running of activities. A variant of this occurs when a company bases the whole of its idea on a membership concept and at first sight resembles a traditional club or association, as for example in the case of Weight Watchers.

GREATER DEMANDS FOR EXPERIENCE

People's expectations of life have grown considerably in the past few decades. A growing choice leads us to expect more and more of the activities to which we choose to devote our time. Demands for "kicks per unit of time" are rising. Experience consumption also demands two different stimuli in order to be truly viable. Firstly, it must provide inward satisfaction, but it must also provide good outward satisfaction, convey the right signals to people at large. Arguably, clubs and associations are to a greater extent changing from social or ideological platforms to attraction platforms based primarily on experiences. From the individual member's point of view, the club's fundamental task is to offer experiences and emotional values, at the same time as demands in these respects are steadily rising as members become increasingly professional "experience consumers". The experience dimension is also becoming more and more pivotal to elected officers – an elected appointment today must be an experience, offering opportunities for personal development.

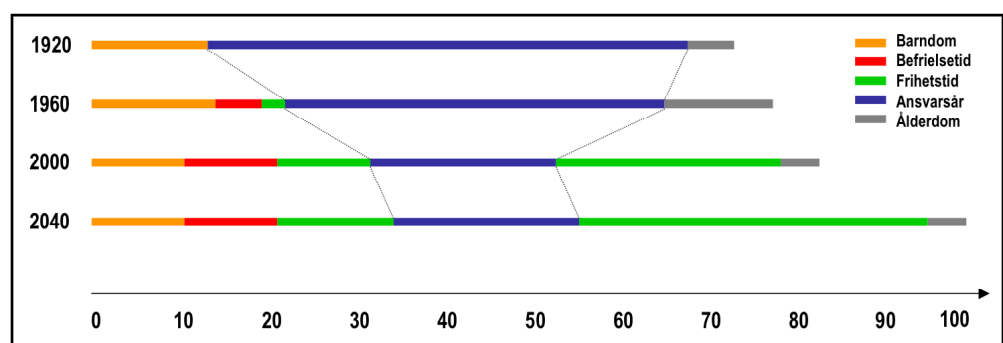
THE PURSUIT OF LEISURE – THE GROWING IMPORTANCE OF PHASES OF LIFE

Time was when people lived their lives in three phases: childhood, age of responsibility and retirement. Pensioners were marginalised with one foot in the grave. Things are different today. The phases of life have shifted and acquired new meaning. Instead of becoming more or less adult through confirmation, people are now entering a more responsible adult life somewhere past the age of 30. Freedom takes pride of place. The overarching strategy for most youngsters of 20 or thereabouts is to try different things with the maturity of the adult world but without its full assumption of responsibility. This also means that long-term commitments are marginalised, whereas more short-term projects can gain approval more easily. Unlike what used to be the case, young people, during their time of liberty, do not endeavour to obtain confirmation of their identity through the traditional adult-world institutions which office-holding in a club or association could amount to.

When people acquire children and a family they enter a new phase. The focus of attention shifts from their own persons to the new member of the family, at the same time as the timetable grows more and more congested. Long-term measurements of Swedes' values and lifestyles have shown that today's parental generation is far more involved with its children than previous generations. They help the children with their homework to a greater extent and they drive them to different places and take an active interest in their leisure. We can generalise by saying that all focus is on the children, and in a club perspective we need functional club services. Quite a number of people can also consider volunteering as floorball coaches in the children's best interests, but perhaps not to the same extent as

before. Many clubs base their entire leadership idea on parental involvement, and this is a cause of some concern to the clubs. Where most people are concerned, however, sitting on a club committee comes even further down on their list of priorities.

The period following the age of responsibility has also changed. In the past few decades a distinct second age of liberty has begun to emerge. Now that large numbers of people born in the 1940s are entering this phase of life, they are bringing new ideals to it. Historically this has been a period during which people have had plenty of time to be active in their clubs and associations. Nowadays, though, people aged 55 and over are less disposed than earlier generations to assume long-term responsibilities. They don't mind babysitting, but they won't have their hands tied. Now that other burdens have been lightened, they want to have time to themselves. But the 1940s generation are still relatively active in clubs and associations. In many occupations they occupy a dominant position and there is a risk of another 15 years having to pass before they have grown old enough to step down, without feeling any loss of prestige, in favour of a young generation (those born in the 90s and 2000s). On the whole, though, people today between the ages of 55 and 64 are less active in clubs and associations than the same generation at the beginning of the 1990s. There is much to suggest that we will not be seeing any massive mobilisation of the record generation during the coming decade.



Childhood
Emancipation time
Time of liberty
Years of responsibility
Old age

The chart above shows schematically how life's phases changed during the 20th century and how they may possibly develop in the future.

TRENDS SURROUNDING THE PERFORMANCE ARENA

Attracting children, young people and adults may seem easy where sport is concerned. For a long time children and juveniles have been finding their way to sports clubs, but many sports are now up against competition from fields which they never had to compete with before. Individuals are moving more and more from "being a natural part of their club" to "being a member but on my own terms", to "not needing to be a member to engage in a sport". This new situation leaves sport facing both problems and possibilities for the future. Basically there are two main target groups.

1. Children and juveniles

The National Athletics Board was formed as early as 1929 in response to the demands and need of the expanding sports movement for long-term planning. Instead of idling their time away, young people were to engage in activities of various kinds. Sport became a public health issue and young people were to have priority. For this reason, children and juveniles today have a strong tradition of club membership, a tradition which grew steadily stronger from the 1960s onwards. Parents still see the benefit and simplicity of involving children in club activities and club sports. The analytical group's work also revealed that there is no problem involved in attracting players in the lowest age groups. If anything the problem for certain club is the contrary, the pressure being so heavy in certain age

groups. The problems are concerned with attracting children and juveniles who are not already involved with exercise and sport, not least because so many are going in for elite performance further down the age scale that older children wishing to take up a sport find few opportunities of entering as beginners.

2. Adults

Adults going in for physical exercise nowadays tend to opt for non-competitive exercise which is becoming less and less organised. Forms of exercise based on people being able to indulge in them at any time and in any place are gaining ground. A recently published study commissioned by the City of Stockholm shows that Stockholmers consider the commitment to new buildings for ball games less important than investment in jogging routes, adventure baths, open-air recreation areas and outdoor bathing points.

In addition, rival activities such as SIL (the Swedish Floorball League) and Korpen are now offering good opportunities for playing floorball higher up the age scale without Swedish Floorball's rigorous rules of competition and membership stipulations. They offer both more flexible forms of competition (three against three) and a simplification of the commitment surrounding the playing of the game itself. So there now exist rival agents offering team sport at fitness level, moving in the direction which individuals are tending more and more to ask for – a more spontaneous and individualised form of team sport.

INCREASING HEALTH FOCUS AMONG PLAYERS

Health is one of the most important concepts of our time. Young people want to shape their bodies to look attractive, strong and healthy. Older persons want to recover the strength, slimness and beauty of their youth and to be spared both inhibiting ill-health and natural age-related physical changes. They even hope to be able to postpone the inevitable, namely death. In addition, both young and old want to feel well in themselves, to be spared feeling down and instead to be at the peak of their mental form. As described with reference to general trends in the world at large, individuals today are more in the nature of health consumers – they are a great deal fussier and make demands on the arenas in which they are interested or in which they practise different kinds of sport. Moreover, they are a lot more knowledgeable and the information society gives them access to knowledge in the fields which interest them.

INCREASING DEMANDS FOR INDIVIDUALISATION

In some sports, special forms have evolved which are adapted to different circumstances of different players. Quite a number of these are practised today by large numbers of people, with the result that more people want to have different alternatives or specially adapted solutions within one and the same field. This can be instanced with different forms of playing – 3 against 3 – or variants of games, such as freebandy.

FAMILY TRAINING ON THE INCREASE

In an age when less and less time is being spent with the family, there is a growing demand for the creation of an arena where everyone can train on their individual terms but still together. Gyms are now offering activities for progressively lower ages, which never used to be the case. They have realised the importance of offering an alternative which will attract juveniles and young adults to the gym for the long term. Arenas where families can work out together in different ways in order to create quality time are destined to become more and more important as time goes on, one such instance being SATS's offers of family workouts, children's activities, workouts for ages 11-15 etc.

INCREASED FOCUS ON EXERCISE ON ONE'S OWN TERMS

More and more individuals are starting to practise sports where there is no set time for performance. Running has been and remains one such example, and the focus today is seldom, as it used to be, on

the individual's running time but on the act of running itself. Events are fully booked far in advance and competition between them is growing too. Others who have identified individual preferences on this point include a number of gyms which are not staffed round the clock but issue their members with keys to enable them to come for a workout exactly when it suits them, whatever the time of day or night.

CONSUMER SPORT ON THE INCREASE

To a growing extent, the majority of people want to consume sport but without being tied down by firm commitments. Besides, the majority of parents are not in the least prepared to shoulder the task of coaching other people's children, or perhaps even their own. Baking and organising the coffee while the children are playing is not something which parents with a perceived shortage of time are willing to prioritise. More people want to be active without doing the hard graft in the club. They are ready to pay for someone else doing it. SIL, Korpen and all the new gyms are cases in point.

INCREASED EXPECTATION OF PROFESSIONAL SERVICE EVEN IN CLUBS AND ASSOCIATIONS

As mentioned earlier under the heading "Trends in the voluntary arena", municipalities and the general public are now more insistent on clubs being run professionally. The same demands are coming from parents who entrust their children to a particular club. The club has to show them that it has coaches of guaranteed quality and so on. This is leading to an increasing marginalisation of the cheerful amateur in traditional clubs and associations. But it is not only the training that has to be professional. The whole gamut of activity is expected to be permeated by a professional approach. All the way from the volunteer workers in the cafeteria being smilingly service-minded to the club's website being modern and updated.

INCREASED EVENT ORIENTATION

This trend too has been partly described already, but we find it important enough to be repeated. Demand for experience is now spreading far beyond the confines of the traditional world of entertainment. More and more people are interested in experiences rather than just material things. This means a heavier focus on feelings, experiences, adventure, spirituality and dreams. We are beginning to see an ever greater proportion of the value added in our economy coming from the production of experiences rather than of goods or services. We can see a shift from material to mental quality of life. This being so, we could say that clubs are to an increasing extent changing from social or ideological platforms to attraction platforms building primarily on experiences. Then the club's main task from the individual member's point of view is to offer experiences and emotional values, at the same time as demands on these qualities are becoming progressively more exacting as members become increasingly professional "experience consumers". To an ever greater extent, people are looking for holistic experiences. Activities during the activity and for more target groups. With all respect to decisive matches, cups and the Swedish Cup Final, demands are growing with regard to packaged experience solutions appealing to individual taste during intermissions, before and after and round about.

INCREASED FOCUS ON REACHING NON-INVOLVED TARGET GROUPS

Community representatives have shown in the past few years that they are becoming more and more eager to devote resources to groups which do not benefit from the traditional inputs. Handshake money for reaching immigrants and increasing gender equality in sport, special carrots for clubs succeeding in retaining youngsters all through their teens so that they do not drift away at the age of 12 are two such instances. There are many indications of this new trend continuing in future, i.e. of grants from the public sector being increasingly aimed at reaching particularly chosen target groups rather than a broad general public.

SUMMARY OF DEVELOPMENTS IN THE WORLD AT LARGE

The outcome of the analytical group's deliberations and the broad-based Malmö and Bosön seminars points to the following as being the most vital trends for Swedish Floorball to face up to for the future.

THE MAIN TRENDS AFFECTING THE POSSIBILITY OF ECONOMIC ATTRACTION

- **New channels of communication and the battle for TV audiences.**
- **From mass marketing to 1:1 communication.**
- **The importance of social meeting points.**
- **Place-sharing – the growing importance of arenas.**
- **More people in power with a floorball background.**
- **A de-regulated gaming market?**
- **Changed quid pro quo demands from funding sources.**
- **Increased demands on experiences.**

THE MAIN TRENDS AFFECTING THE POSSIBILITY OF ATTRACTING PEOPLE

- **Growing demands for individualisation – increased demands for simplicity, accessibility and space for self-realisation.**
- **Growth of consumer sport.**
- **Increased expectations concerning professional service in clubs and associations as well.**
- **The pursuit of leisure – the growing importance of life's different phases.**
- **Heavier focus on reaching non-involved target groups.**
- **Greater difficulty recruiting officers/coaches/enthusiasts.**
- **Growing demands for simplicity.**

SETTING A NEW COURSE FOR ACTIVITIES

This chapter describes the new focus of Swedish Floorball activities. It begins with a brief description of the background, both the main challenges emerging during the preparatory process and the nature of a desirable position for the future. This is followed by a description of the new policy course itself, including its underlying principles.

BACKGROUND TO THE PROPOSAL

CHALLENGES FACING SWEDISH FLOORBALL

The trends described in the world-at-large section imply a number of consequences and engender a number of challenges for the future. So too do a number of internal conditions which in various ways are causing frustration within the movement today. From the preparatory work done during the winter and spring we have tried to draw conclusions concerning the implications of the aggregate picture for the future of Swedish Floorball.

1. Floorball is going through various phases of life.

As we see it, floorball is going through two different phases of life, depending on whether we are talking about broad-based activity or focusing our attention on commercial activity.

Broad-based activity has entered early middle age.

Floorball today is an established part of the sports movement. One of the challenges will be to retain the number of young people. Another will be to give enthusiasts and the actively involved scope and feedback despite part of the youthful enthusiasm declining in the movement as a whole.

Commercial activity is in its teens.

Teenagers develop very unevenly and are very often quite puppyish, and this is exactly how we find floorball activities at elite level. Some are very mature, others are much more like novices in their working approach. Throughout, however, there is a teenage enthusiasm with a high level of activity.

2. Floorball has a good potential for increasing its commercial attraction

In its preparatory work the analytical group summed up how floorball can probably come to develop compared with other sports. This resulted in that floorball is probably one of the sports with the best chances of augmenting its financial base in future, in step with growing maturity. But considered marketing strategies will have to be devised in order to succeed in this.

3. Floorball must get better at charging for its assets

In order to succeed better in the commercial arena, we maintain that one challenge concerns increasing capacity to charge for the assets which floorball possesses, e.g. its capacity for

- Professionalising its own (physical) meeting points/events.
- Using and charging for its big social structure/relations.

4. Floorball must have the courage to choose direction – to make a number of awkward decisions

The floorball movement is going through an interesting period. Many of the trends in the world at large indicate that far more focus will have to be put on understanding the financial reconditions of club activities in future. In that case, courage will be needed to take decisions when floorball is faced with difficult choices of direction.

5. Floorball must cut down on its internal bureaucracy and administration

During the Malmö and Bosön seminars, a desire emerged for creating a more efficient and appropriate organisation. The following expressions, not least, were heard as representing threats to the future: “Bogged down in red tape/navel-gazing”, “hidebound regulations”, “administration”, “awkward, choose something else – other organisations taking over.”

DESIRABLE POSITION FOR SWEDISH FLOORBALL

At both the Malmö and the Bosön meetings and during the work of the analytical group, we tried in the preparatory phase to find a number of foundation or cornerstones for a vision for Swedish Floorball during the years ahead. Foundations which in various ways express a desirable future position for Swedish Floorball. The aim was to find articulations of a desirable future position which are barrier-breaching rather than comfort-zone-based, i.e. a future position which is highly desirable but sufficiently challenging to generate plenty of energy for floorball in Sweden.

The outcome of that work can be summed up in the following points:

- **Easy for everyone to join in.**
- **More forms of play and games in more arenas (e.g. school activities).**
- **A strong meeting point (communication, web etc.).**
- **Full ownership of our sport.**
- **Positive international development.**
- **A cutting-edge media strategy.**
- **Gender equality/diversity (equal treatment).**
- **Market-oriented attitude.**

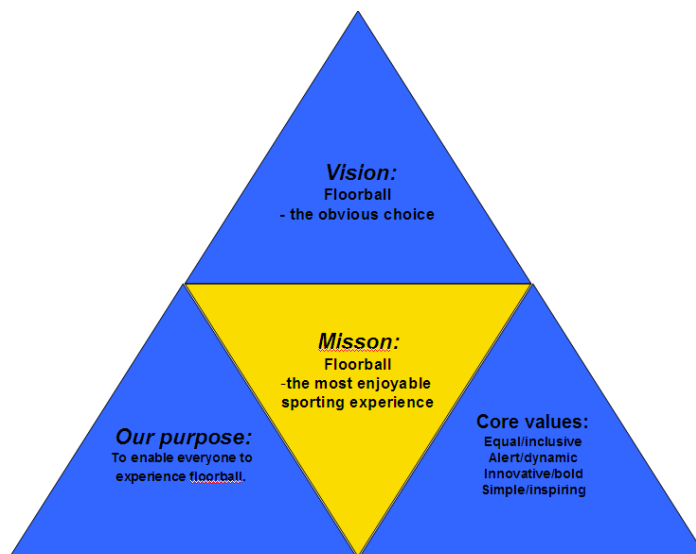
These points then formed the basis of the analytical group’s work of searching for a common, pithy formulation of a vision and objectives for Swedish Floorball towards 2015.

NEW DIRECTION OF ACTIVITIES

NEW DIRECTION OF ACTIVITIES

The new direction of activities is based on the endeavour to find a plain, concise picture which will be easily and clearly communicable. This picture consists of four headings:

- **Vision** (long-term target picture for Swedish floorball).
- **Mission** (the creator of meaning – Swedish Floorball’s *raison d’être*).
- **Purpose** (the remit – what the Swedish Floorball organisation is to achieve).
- **Core values** (what Swedish Floorball is to be characterised by and associated with).



The vision shows floorball as the obvious choice within the not too distant future – for children and juveniles, for those wishing to do voluntary work, for companies in search of good associates in the world of sport. The proposal also shows that the aim for everyone involved in floorball should be to make sure of achieving the most enjoyable sporting experience – whether as player, spectator or coach. Swedish Floorball must make it possible for everyone to experience floorball – as player (at fitness, broad-based or elite level), spectator or coach. The wording of the proposed core values comes from work during the year on a new trademark platform.

By summarising the direction of activities in one concentrated picture, the Federation Executive believes the picture will be able to serve as a clear pointer for Sweden’s floorball movement in the years ahead. The picture is simple enough to be communicated. It must also be possible for every club or district authority in Sweden to use together with the questions:

- “What are we contributing towards the direction of activities?”
- “In what way are we working for floorball to be the obvious choice and the most enjoyable sporting experience?”
- “How are we making it possible for everyone to experience floorball?”

If Sweden’s floorball community takes these questions seriously, greater deeds than hitherto will be achieved all over the country.

GOALS AND STRATEGIES, 2009-2015

In our work of drafting goals and strategies we had a number of guiding principles and points of departure during the preparatory phase in order for the new direction of activities to be a living document and not just another file on the shelf.

(1) The importance of focus

As we see it, the key to successfully achieving vital changes lies in having the courage to focus. It is easy to draw up goals and strategies which are so generally worded as to accommodate everything, which in turn means that they are liable next thing to become promises without substance. In our preparatory work we have therefore tried to focus on:

- A few bold objectives.
- Areas of change which do not come automatically, i.e. areas where success demands extra effort.
- Defining 3-5 overarching strategies for Swedish Floorball to achieve the overarching objectives.

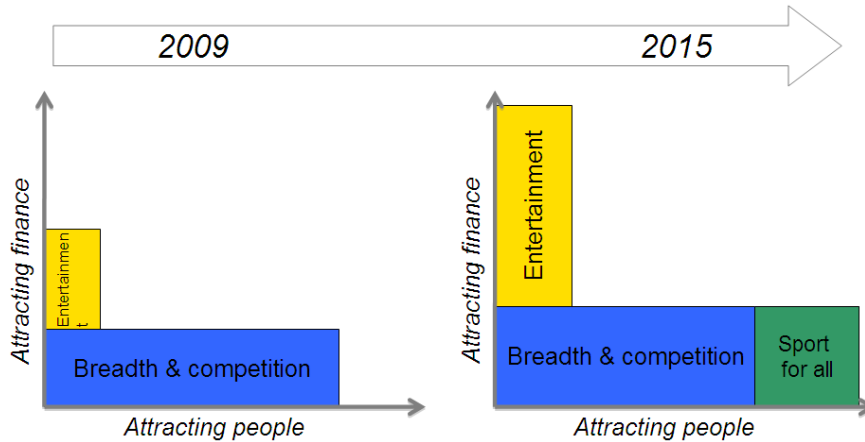
(2) Affirming the logical difference between different target groups

Another initial concern was to devise goals and strategies based on three distinct principal target groups, all of which Swedish Floorball needs to succeed with if it is to “own” all floorball in future.

- Broad-based and competitive floorball.
- Entertainment floorball (élite and national team).
- Fitness floorball (unorganised competitive activity).

TARGET PICTURE FOR SWEDISH FLOORBALL FOR THE PERIOD ENDING IN 2015

On the basis of the above stated argument, the Federation Executive wishes to present the following proposed target picture for the period 2009-2015.



This diagram shows Swedish Floorball's objective for the period ending in 2015 as being to:

- **Increase the number of people active in floorball.**
Both more people taking part in broad-based and competitive activities but above all by taking steps to organise a growing proportion of those who at present are fitness players only.
- **Substantially increase the financial strength of floorball.**
This will be done by increasing turnover per player/coach in broad-based activity, while inclusion of fitness players ought similarly to yield a bigger financial return per player than traditional broad-based/competitive activity. The big challenge, however, lies in achieving a substantial growth of financial turnover on the entertainment side of Swedish Floorball (élite and national team).

These aims ought eventually to be broken down into a number of concrete partial objectives. A discussion concerning partial objectives will be inaugurated at the Federation AGM and will proceed on a dialogue basis within Swedish Floorball during the coming year.

OVERARCHING STRATEGIES FOR ACHIEVING THE TARGETS

Just as with the objectives, we have drafted strategies based on the principle of focus, hence the proposed focus strategies set forth below. These must also be possible to summarise in an easily memorised general picture. There are three main fields involved:



In concrete terms this means Swedish Floorball focusing in coming years on

(1) Advancing floorball's positions through deliberate marketing.

- Making active use of floorball's network of contacts in society at large and the business community.
- Making active use of the new media landscape and keeping on the cutting edge by means of new technology.
- Inspiring everyone to be an ambassador marketing floorball both horizontally and vertically.

(2) Developing the offering on all fronts.

- Giving professional service.
- Offering dynamic meeting points to different target groups.
- Ensuring that elite and national teams offer Sweden's most enjoyable sporting experience.

(3) Inspiring action with a minimum of red tape.

- having an efficient and thoroughly professional organisation.
- Instead of getting bogged down in details, always making sure to keep floorball moving forward.

FROM WORDS TO ACTION

Lastly we would like to point out that many of our discussions during the latter phase of our preparatory work centred round the importance of the findings not just ending up on a shelf somewhere. We have tried to avoid this by ensuring that the proposal is brief and concise, but energy and focus will still be required of the leadership in coming years to ensure realisation of the new direction of activities. The Federation Executive has therefore planned a process of change during the autumn, aimed at ensuring that the direction of activities does not stop short at a collection of fine words.