

FINNISH FOOTBALL AND FUTSAL STRATEGY



MISSION

FOOTBALL FOR EVERYONE

Strategic objectives

GROWTH AS AN ATHLETE AS THE
STARTING POINT FOR ACTIVITIES

GOAL-ORIENTED LEADERSHIP OF
NETWORKED CLUBS

THE GREATEST SPORT ON AND OFF
THE FIELD

A PROGRESSIVE FOOTBALL
ASSOCIATION OF CLUBS

Strategy options and objectives

A trained and competent coach for
every player

Competent club leadership

Increasing number of players

User-friendly digital services

Supportive operating environments in the
clubs to enhance quality of everyday-life

Quality player paths through cooperation
with clubs

Communication strengthening the football
community

Analysis and research data to support
decision-making

National team activities to promote the
development of top-class football

Valued role of clubs in their local
communities

A commercially interesting sport with
attractive conditions

An organisation that meets the needs of
the clubs

Competitions to serve player development
needs

Indicators

Number of competent coaches in
relation to the number of teams

International rankings of clubs
and national teams

Number of full-time employees in
the clubs

Number of players

Satisfaction of the clubs with the
services of the Football
Association

VISION 2030

A SUCCESSFUL FOOTBALL NATION - A PROMOTER OF WELL-BEING

A man with grey hair and glasses, wearing a dark suit, white shirt, and a pink tie with small blue dots, is speaking at a podium. He is looking slightly to his left. The background is a blurred indoor setting.

President's greeting

Valued members of our Finnish football family,

The dream of generations came true when the Huuhkajat team qualified for the European Championship finals in front of full stands. We also achieved several encouraging results in the games of the women's and youth national teams. Towards the end of the strategy season, the men's national futsal team advanced to the qualifying play-offs for a place in the World Cup finals tournament in a very tough group.

Although success in international football is one of our prime goals, our focus must be on the development of the core work done in the clubs. This is why the common thread of the Finnish football and futsal strategy is to support the clubs towards success in fulfilling their tasks. In particular, we will provide our support to developing the clubs' competence, with coaches and club leadership as our main focus.

Our strategy crystallizes into four objectives. Firstly, we will further increase our efforts to ensure that player receives the support they need for their growth as athletes. Growth as an athlete from one's own starting equips the athletes for both the field as well as for life. High-quality football and futsal activities implementing sporting ideals provide a framework for this. At the heart of growing as an athlete is the competence of the coaches which we seek to develop in a variety of ways.

Secondly, we will aspire towards increasingly better club leadership. An active, viable club is skillfully networked and led in goal-oriented manner. In order to prosper, a club should create a fitting profile and a suitable cooperation network for itself.

We support clubs, for example, by improving the competence of club leadership and by promoting the establishment of club communities. We also help clubs to find fruitful ways of engaging in cooperation with municipalities and communities.

Thirdly, we will strive for growth. An effort must be made to increase the participation of women and girls in particular, and at all levels. Increasing the attractiveness of top-class football is also a key to the growth of the sport. During the strategy season, we will place great emphasis on this, for example, by developing spectator and fan experiences.

Fourthly, we will seek to ensure the quality and effectiveness of the Football Association's activities. This will take place especially through the utilization of technology. During the major organisational reform, The Football Association of Clubs, our football family demonstrated a fine spirit of unity even in the face of situations demanding difficult decisions. It is important that the clubs continue to be active in the various decision-making bodies of the Football Association.

I believe we have a strategy that will effectively support the realization of our vision *A successful football nation - A promoter of well-being*. However, success will ultimately crystallize in the implementation, and the deciding factor is cooperation within the Finnish football family. The dream of generations also came true through cooperation. Now is the time to look forward together towards new dreams.

- Football Association of Finland President Ari Lahti

"I believe we have a strategy that will effectively support the realization of our vision *A successful football nation - A promoter of well-being*."

The General Secretary's introduction to strategy

Dear readers,

You are holding the most important guiding document of the Finnish Football Association, mapping out the next years of Finnish Football.

The Finnish Football Association's strategy 2020-2024 has been prepared in the spirit of The Football Association of Clubs in collaboration with an exceptionally broad range of different football actors. Clubs in particular have had their say, but other interest groups have also had the opportunity to contribute to the work via different forums. The themes of the strategy have been developed in groups consisting of the Football Association's personnel as well as club representatives and outside experts. Over the course of the spring and summer, comments on the different draft versions of the strategy have been collected on several occasions. I would like to thank all of you for the invaluable work you have done for Finnish football and futsal.

This collaborative effort of strategy work generated an immense amount of valuable material - this document only contains the most essential parts of that material. Our field of activities is exceptionally wide, which this document aims to show, by elaborating on the roles of the various actors of Finnish football.

The four major objectives presented in the strategy are our key objectives. They deal with areas we most particularly wish to develop, in addition to continuing essential everyday work. In order to achieve results, we must prioritize work within the major objectives of the strategy. Additionally, the governing board will generate a precise plan of action annually in which the human and financial resources available for use will be determined, prioritized and scheduled accordingly. In order to be effective, we will increase cooperation with clubs and resourcing in various projects.

A good long-term plan is vital, but the contents of a strategy should be updated throughout the lifetime of the strategy in order to take into consideration the constant change in the operating environment. For example, the coronavirus may force us to reconsider where we direct our resources and when they should be utilized.

In this document, we use the word football as an umbrella term for the various sports included in the football family. In our mission and vision statements in particular, we speak of football in this broader sense. It is nonetheless clear that in the mission, vision and objectives of the strategy there are variations in emphasis between different sports.

During this strategy season we will be working on a more precise strategy for futsal on the basis of the steps identified in the annexes.

We will also review the development and status of eFootball and beach football. Football as a women's and girls' sport springs in part from a different foundation than football as a men's and boys' sport. As supported by the UEFA, a strategy has been prepared for women's and girls' football, the main points of which are described in the annexes.

It is important to emphasize, however, that we only have one strategy, despite the emphases on developing football as a women's and girls' sport as well as futsal. The majority of our everyday work both in the Association and in the clubs supports the entire football family regardless of gender or sport.

I am sure that with the help of this strategy and by focusing on leading with information, we will achieve significant results in the next four years. This is our journey - let's make it the best it can be.

- Football Association of Finland General Secretary Marco Casagrande

"A good long-term plan is vital, but the contents of a strategy should be updated throughout the lifetime of the strategy in order to take into consideration the constant change in the operational environment."

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THE JOURNEY 2016-2020



Journey 2016-2020



04/2016 ASSOCIATION MEETING IN TAMPERE

THE STRATEGY FOR 2016-2020 IS APPROVED, INCLUDING THE DEVELOPMENT PROGRAM "THE FOOTBALL ASSOCIATION OF CLUBS". PRESIDENT PERTTI ALAJA IS CHOSEN UNANIMOUSLY FOR A FURTHER TERM. MARKKU LEHTOLA AND KAARLO KANKKUNEN ARE CHOSEN AS VICE-PRESIDENTS BY LOT AFTER A TIE.



12/2016 MARKKU KANERVA TAKES OVER

AS THE HUUEHKAJA HEAD COACH. PRESIDENT ALAJA GOES ON SICK LEAVE AND V.P. LEHTOLA TAKES OVER AS ACTING PRESIDENT.



03/2017 UEFA CONGRESS IN HELSINKI

THE 41ST CONGRESS IN HISTORY IS ARRANGED AT THE HELSINKI MESSUKESKUS.



08/2017 PRESIDENT PERTTI ALAJA DIES

AFTER A LONG-TERM ILLNESS. AMONG OTHERS, FIFA PRESIDENT GIANNI INFANTINO AND UEFA PRESIDENT ALEXANDER CEFERIN ATTEND THE FUNERAL AT ST. JOHN'S CHURCH IN HELSINKI.



11/2017 THE CENTRAL COUNCIL APPROVES

THE EXECUTIVE COMMITTEE'S PROPOSAL FOR THE OPERATIONAL AND GOVERNANCE MODEL FOR 2020. AN EXTRAORDINARY MEETING OF THE ASSOCIATION IS CONVENED. V.P. LEHTOLA RETIRES IN FAVOUR OF THE YOUNGER GENERATION AND DOES NOT SEEK RE-ELECTION AS VICE-PRESIDENT.

2017

2016

11/2016 THE FOOTBALL ASSOCIATION IS RECOGNIZED IN THE UEFA MARKETING AWARDS

THE AWARD IS GRANTED FOR EXCEPTIONALLY SUCCESSFUL GRASSROOTS ACTIVITIES.



01/2017 ANNA SIGNEUL IS NAMED HELMARIT HEAD COACH WITH A THREE-YEAR CONTRACT.



05/2017 OLLI REHN IS ELECTED TO JOIN THE FIFA GOVERNING COMMITTEE

EU COMMISSIONER REHN IS ELECTED AS VICE-PRESIDENT OF THE GOVERNING COMMITTEE AND THUS FINLAND IS ABLE FOR ITS PART TO INFLUENCE THE REFORM PROCESS OF FIFA'S GOVERNANCE.



09/2017 CEO OF HJK AND EX-HUUEHKAJA PLAYER AKI RIIHILAHTI

IS NAMED TO A VERY SIGNIFICANT POSITION AS VICE-PRESIDENT OF THE EUROPEAN CLUB ASSOCIATION (ECA) AND WILL BE ABLE TO PARTICIPATE IN IMPORTANT DECISION-MAKING.



Journey 2016-2020



01/2018 YEARLY TALENT COACHING AND TUTOR CLUB SUPPORT RISES TO A TOTAL OF 1,000,000 EUROS.



01/2018 THE ASSOCIATION MEETING
CHAIRD BY PRESIDENT HEIKKI HALILA APPROVES "THE FOOTBALL ASSOCIATION OF CLUBS" PROJECT AND ELECTS ARI LAHTI AS THE NEW PRESIDENT. KATRI MATTSSON IS ELECTED AS VICE-PRESIDENT.



03/2018 BRAVELY FINNISH
THE FIRST STAGE OF THE COMMON PLAYING STYLE PROCESS IS COMPLETED.



05/2018 GIRLS U17 NATIONAL TEAM
DEFEATS ENGLAND AND RANKS EXCELLENTLY AS THIRD IN THE EURO CHAMPIONSHIP AND SECURES A PLACE IN THE WORLD CUP CHAMPIONSHIP PLAYED IN URUGUAY AT THE END OF THE YEAR.



09/2018 UEFA AWARDS HJK RECOGNITION AS GRASSROOTS CLUB OF THE YEAR
SINCE 2010, THE UEFA HAS AWARDED CLUBS NOMINATED BY NATIONAL FOOTBALL ASSOCIATIONS FOR EXCELLENT GRASSROOT ACTIVITIES.

2018

2018

01/2018 KAARINAN POJAT (KAAPO) IS NAMED THE SPORTS CLUB OF THE YEAR FOR 2017

THE AWARD PRESENTED AT THE SPORTS GALA IS RECEIVED BY PRESIDENT OLLI TUOMINEN AND EXECUTIVE DIRECTOR KIM EKROOS.



01/2018 THE MINISTRY OF EDUCATION AND CULTURE

HOLDS THE FIRST ROUND TABLE DISCUSSIONS FOR TOP-CLASS FINNISH FOOTBALL LED BY MINISTER SAMPO TERHO.



04/2018 "DREAM OF GENERATIONS" PROJECT

PREPARATIONS BEGIN. THE GOAL OF THE PROJECT IS, TOGETHER WITH OUR PRIMARY PARTNERS IN COOPERATION, TO REALIZE THE MEN'S NATIONAL TEAM'S DREAM OF EUROPEAN CHAMPIONSHIP OR WORLD CUP QUALIFICATION AND TO INCREASE THE TOTAL RESOURCES OF FINNISH FOOTBALL.



07/2018 BOYS U19 EURO CHAMPIONSHIP

CHAMPIONSHIP IS ARRANGED IN FINLAND IN THE NEW GRASS FOOTBALL STADIUMS IN VAASA AND SEINÄJOKI. THE U19 NATIONAL TEAM PLAYS ENTERTAINING FOOTBALL MATCHES IN FRONT OF A LARGE HOME CROWD BUT IS LEFT WITHOUT A WIN. PORTUGAL DEFEATS ITALY IN THE FINAL.



Journey 2016-2020



09/2018 A MASTERS DEGREE PROGRAM FOR COACHING BEGINS
THE UNIVERSITY OF JYVÄSKYLÄ AND THE LAPLAND UNIVERSITY OF APPLIED SCIENCES ARE INTEGRATED INTO THE FOOTBALL ASSOCIATION'S COACH LICENSING SYSTEM.



09-11/2018 MATTIAS GESTRANIUS' TEAM
REFEREES WITH STYLE BOTH IN THE UEFA CHAMPIONS LEAGUE AND IN THE HEATED GREEK SUPER LEAGUE DERBY.



01/2019 MEN'S NATIONAL TEAM QATAR CAMP
AND THE NORDIC TEAMS' CHAIRMEN'S SECOND FOOTBALL-POLITICAL VISIT TO QATAR CREATE HEADLINES IN FINLAND AND ABROAD DUE, AMONG OTHER THINGS, TO RIKU RISKI'S REFUSAL.



04/2019 LAPPENRANTA CLUB PARLIAMENT
APPROVES THE TRANSFER AGREEMENTS BETWEEN THE ASSOCIATION AND THE DISTRICTS. THE FOOTBALL ASSOCIATION OF CLUBS RECEIVES ITS FINAL APPROVAL.



06/2019 TAMPERE SKY EXPLODES INTO RAIN AFTER TEEMU PUKKI'S GOALS.
FINLAND WIN THE GAME AGAINST BOSNIA AND HERZEGOVINA 2-0.

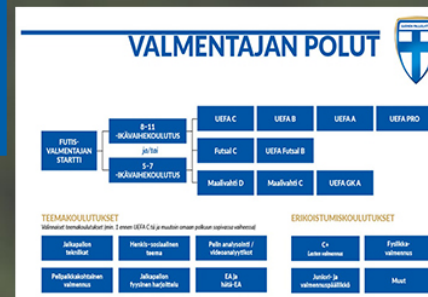
2019

2018

09-11/2018 MEN'S NATIONAL TEAM WINS ITS UEFA NATIONS LEAGUE GROUP AND ACHIEVES PROMOTION TO THE UNL LEAGUE B FOR THE SEASON 2020-2021.



01/2019 A SIGNIFICANT REFORM IN COACH TRAINING IS COMPLETED.



03/2019 MARKKU KANERVA WITH HIS TEAM BEGIN EURO QUALIFICATIONS WITH A DEFEAT TO ITALY AND AN AWAY WIN AGAINST ARMENIA IN YEREVAN.



05/2019 THE FOOTBALL ASSOCIATION HIRES THE FIRST HEAD OF WOMEN'S FOOTBALL DEVELOPMENT AND WOMEN'S LEAGUE EXECUTIVE DIRECTOR (HEIDI PIHLAJA).



Journey 2016-2020



07/2019 PRESIDENT ARI LAHTI IS ELECTED TO JOIN THE UEFA FINANCE COMMITTEE.



09/2019 THE WOMEN'S NATIONAL TEAM'S NEW PLAYER CONTRACT RECEIVES NATIONAL AND INTERNATIONAL MEDIA VISIBILITY.



10/2019 VEIKKAUSLIIGA'S NEW SERIES SYSTEM REACHES ITS PEAK WIHT KUPS' CHAMPIONSHIP CELEBRATION IN THE DECIDING FINAL ROUND MATCH AT THE SOLD-OUT VERITAS STADIUM IN TURKU.



12/2019 THE MEN'S FUTSAL NATIONAL TEAM WINS ITS FIFTH CONSECUTIVE NORDIC CHAMPIONSHIP.



01/2020 SPORTS GALA'S UNO AWARDS SHOWER ON FOOTBALL
AWARDS ARE RECEIVED IN SEVERAL CATEGORIES, SUCH AS ATHLETE OF THE YEAR (TEEMU PUKKI), COACH OF THE YEAR (MARKKU KANERVA), TEAM OF THE YEAR (HUUKAJAT), FINNISH SPORTS EMBASSADOR (SAMI HYYPIÄ) AS WELL AS MOST THRILLING SPORTS MOMENT (HUUKAJAT QUALIFY FOR THE EURO CHAMPIONSHIP).

2019

07/2019 FINLAND HAS A STRONG ROLE IN THE UEFA

ON IMPORTANT COMMITTEES CONTINUE, AMONG OTHERS, GENERAL SECRETARY MARCO CASAGRANDE (GOVERNANCE & COMPLIANCE, PLAYER STATUS), V.P. KATRI MATTSSON (FOOTBALL) AND KAARLO KANKKUNEN (HATTRICK) AS WELL AS SPORTS DIRECTOR HANNU TIHINEN (DEVELOPMENT).



10/2019 THE FOOTBALL ASSOCIATION PUBLISHES

ITS SROI MODEL CREATED TOGETHER WITH THE UEFA, ACCORDING TO WHICH FOOTBALL'S SOCIETAL IMPACT IS OVER 770 MILLION EUROS PER YEAR.



11/2019 THE DREAM OF GENERATIONS COMES TRUE

FINLAND DEFEATS LIECHTENSTEIN IN HELSINKI WITH JASSE TUOMINEN'S AND TEEMU PUKKI'S GOALS BY A OF SCORE 3-0 AND ENSURES ITS PLACE IN THE 2020 UEFA EURO CHAMPIONSHIP.



01/2020 ONE AND UNITED

THE FOOTBALL ASSOCIATION BEGINS ITS OPERATIONS ON 1.1.2020. AT THE SAME TIME, THE DISTRICT WORKERS TRANSFER TO THE EMPLOYMENT OF THE FOOTBALL ASSOCIATION.



01/2020 THE MEMBER CLUBS OF THE FOOTBALL ASSOCIATION HAVE 660 FULL-TIME EMPLOYEES, 410 OF WHOM ARE INVOLVED IN SPORTS ACTIVITIES. OVER THE COURSE OF THE ONGOING STRATEGY SEASON THIS NUMBER HAS INCREASED BY MORE THAN 30 PERCENT.



2020

Journey 2016-2020



02/2020 THE MEN'S FUTSAL NATIONAL TEAM

STRETCHES TO AMAZING RESULTS IN PORTUGAL AND ADVANCES TO THE WORLD CUP QUALIFYING PLAY-OFFS AND SIMULTANEOUSLY TO ONE OF THE TOP EIGHT TEAMS IN EUROPE.



03/2020 FINLAND IS CHOSEN TO HOST THE 2022 SUPER CUP

AT THE NEWLY REMODELLED OLYMPIC STADIUM IN HELSINKI. IN THE SUPER CUP PREVIOUS YEARS CHAMPIONS LEAGUE AND EUROPA LEAGUE WINNERS FACES EACH OTHER.



04/2020 REMODELLING OF THE FOOTBALL ASSOCIATION'S OFFICE AT URHEILUKATU

IS COMPLETED AS A SYMBOL OF THE BLENDING OF THE DISTRICTS AND THE ASSOCIATION - THE EMPLOYEES FROM THE KORSO AND PASILA OFFICES MOVE TO THE SAME OFFICE.



08/2020 THE FIRST FINNISH FOOTBALL PROFESSORSHIP BEGINS

THE DUTIES OF THE PROFESSOR PRACTICE ARE TO LEAD THE FOOTBALL ASSOCIATIONS RESEARCH WORK AS WELL AS TO BUILD A RESEARCH PROGRAM AND NETWORK THAT WILL ASSIST FOOTBALL AND FUTSAL DEVELOPMENT WORK.

2020

02/2020 THE WOMEN'S LEAGUE BECOMES THE SUBWAY NATIONAL LEAGUE

THE NEW NAME IS INTENDED TO SHAKE UP CURRENT ATTITUDES IN SPORTS AND BE AN EXAMPLE OF A NEW DIRECTION.



03/2020 CORONAVIRUS

THE WORLDWIDE PANDEMIC DELAYS THE 2020 FOOTBALL SEASON. THE CORONAVIRUS POSTPONES, AMONG OTHER EVENTS, THE UEFA EURO 2020 UNTIL THE SUMMER OF 2021 AND THE HISTORIC CLUBS MEETING FROM MAY TO AUGUST. THE MENS FINNISH CUP FINAL IS ALSO POSTPONED.



05/2020 FOOTBALL ASSOCIATIONS HEAD OF EVENTS AND LOGISTICS JEANNETTE GOOD

MOVES TO A NEW JOB WITH FIFA. HIGHLY RESPECTED OPERATIONAL COMPETENCY IS ALSO REPRESENTED INTERNATIONALLY BY SAMI TERÄVÄ (MEDIA), WHO MOVED TO EMPLOYMENT AT THE UEFA EARLIER AND JUHA KARJALAINEN (SECURITY) AS WELL AS KALLE MARTTINEN (EURO 2020).



08/2020 THE CLUBS MEETING

IS ARRANGED FOR THE FIRST TIME. THE HISTORIC MEETING, WHICH AS ALREADY RESCHEDULED ONCE, IS HELD AT THE LOGOMO IN TURKU.



2020

FINNISH FOOTBALL AND FUTSAL IN NUMBERS IN 2020



FINNISH FOOTBALL IN NUMBERS



136 055
REGISTERED PLAYERS



27 304 GIRL PLAYERS
5 100 WOMAN PLAYERS



81 159 BOY PLAYERS
22 488 MAN PLAYERS



2 719
REFEREES



~11 000
COACHES



878
MEMBER CLUBS



66 066
OFFICIAL MATCHES



~375 000
RECREATIONAL PLAYERS



~99 000
VOLUNTEERS



298/310
REGISTERED PLAYERS
IN 298 FINNISH
MUNICIPALITIES



661
FULL-TIME EMPLOYEES
IN THE MEMBER CLUBS OF
THE FOOTBALL ASSOCIATION,
OF WHOM 411 ARE COACHES
OR JUNIOR AND COACHING
HEADS.



1,2 BILLION
EUROS
FOOTBALL'S SROI*

*THE VALUE OF PARTICIPATION IN FINNISH
FOOTBALL ACTIVITIES AS HEALTH, SOCIAL
AND FINANCIAL BENEFITS TO OUR SOCIETY
ON A YEARLY LEVEL.

THE OPERATING ENVIRONMENT



The operating field for Finnish football and futsal



Changes in the everyday workings of the clubs

JUNIOR SPORTS BECOME MORE PROFESSIONAL. On the one hand, the numbers of part- and full-time employees are constantly increasing on the other hand, parents are increasingly more like customers, demanding a return for the money they have invested. Increased professionalism contributes in part to the judicialization of sports. It is the Football Association's task to create a network of experts and other required services for the clubs, instead of being the sole provider of support. Keeping the cost of playing football under control requires that the clubs have more sources of income than just the bank of mum and dad.

THE DEMOGRAPHIC STRUCTURE and expectations change. The appeal of sports and other physical activity is decreasing among children, an already shrinking age group. Children expect more from sports - accountability, experiences, a low threshold for participation and the right to do sports on their own terms. At the other end of spectrum, active retired persons are a possible target group as recreational participants and volunteers, due in part to their large numbers. Changes in the demographic structure challenges clubs to update their model for engaging in football activities. Smaller localities dealing with population outflow should seek to diversify sports activities and place emphasis on futsal.

OUR SENSE OF COMMUNITY is also changing. There is now an increasing number of alternatives to the more traditional communities built around one's hometown, family and religion, including those built online. There is still a need for volunteer work, but instead of working together on joint projects, volunteers prefer bespoke, meaningful activities which match their interests in exchange for giving up their free time. Clubs can rise to meet the challenges of these changes, but this requires building a sense of togetherness within the club and investing in the effective management of volunteers.

Impact of broader changes in society

DIGITALIZATION AND TECHNOLOGY change the way things are done. Activities can be spread out and interaction can occur both remotely and in different virtual environments, changes which are already taking place in a big way, at least temporarily, due to the coronavirus. The production, collection and processing of information has become much easier. Utilising new technologies and data should be increased within the football family, particularly in game analysis and in aiding the comprehensive development of the player.

ACCOUNTABILITY is growing in importance. As the bar is continually raised and media attention is growing, organisations are increasingly expected to use their influence to impact matters beyond their own activities. In the context of football family, even minor changes in the way things are done can have a big impact, for example, on the environment. Through its core activities, the football family already has a significant responsibility for supporting the growth of youths and children.

GENDER EQUALITY continues to be discussed more and more both in Finland and abroad. Impression and attitudes on women's sports are also changing. The turning point in football was the Women's 2019 World Cup, in which FIFA's efforts were rewarded with significant media, audience and partner interest. Football as a women's sports is developing rapidly as big international clubs invest in their women's teams and thus seek to increase their market value in women's football. This visibility also creates role models for girl players for whom a career as a professional player is continuing to become a more realistic dream.

Changes impacting sports finances

THE EFFECTS OF THE CORONAVIRUS on society will be felt for many years to come, and some things, such as attitudes towards working remotely, have most likely been changed forever. Sports were among the activities which took the biggest hit during the crisis, as meeting people is at core of all sports, from training to major events. The football family finances are hit hard not only by the restrictions put in place for meeting people, but also by the possible decrease in income on the European level. Ensuring that our key functions are protected will be our top priority for the foreseeable future.

PUBLIC FUNDING FOR SPORT IN FINLAND is based almost entirely on profits from Veikkaus which are distributed by the Ministry of Education and Culture to the beneficiaries. For some time already, on duty of sports community has been to secure funding directly from budgetary resources. With the state of emergency caused by the coronavirus, this goal is clearly more important than ever. Should the public discussion regarding Veikkaus's monopoly bring about changes to the gambling system in the future, the effects on the sports community would be significant.

FINLAND AS A PART OF THE INTERNATIONAL FOOTBALL AND FUTSAL COMMUNITY



The significance of the UEFA and FIFA to Finnish football and futsal

The Football Association is connected to the worldwide football and futsal community through the UEFA and FIFA. The community has extensive resources at its disposal for promoting the sports. This is a competitive advantage for football and futsal in comparison to other sports, as more than one third of the Football Association's resources come from the UEFA and FIFA.

1. The UEFA and FIFA grant large amounts of **direct financial support** to the Football Association which the Football Association distributes to clubs. Various forms of support must be discovered and each asset utilised in the best possible way.
2. Finnish club teams have an opportunity for substantial additional income through **UEFA club competitions and international player trades**. Finland uses its influence to seek a level playing field on the international level as well as a fair compensation system for the club where the player received youth training.
3. Both the UEFA and FIFA pay the national associations **from the significant revenues they receive from national team competitions**. At best, investments made in a high-quality national team will, therefore, pay for themselves many times over through bonuses for success.
4. The UEFA and FIFA also provide **a wide range of expert help and indirect assistance** in other areas. These include, for example, various training and pilot programs, international events and the organising of international events in Finland. It has been the Football Association's policy to actively volunteer to be involved in various activities. One of the inputs to the strategy is the UEFA Grow programme, which outlines the Football Association's desired future state (see the summary in the annexes).

→ The Football Association seeks to secure representations and to be active in various representative bodies in the UEFA and FIFA. The Football Association's emphasis is supported by close cooperation and joint agenda with the associations of the other Nordic countries.
→ The strategy of Finnish football and futsal should be tied to the strategies of the UEFA and FIFA.

The UEFA's financial significance and strategy



3,1 billion €

Annual turnover on average 2015-2018

4,0 million €

Direct financial support to the Football Association in 2019

The UEFA's strategic priorities 2019-2024

WOMEN'S FOOTBALL

Secure the long-term growth and sustainability of women's football with programs that seek to develop competitions and double the number of women players

GOOD GOVERNANCE

Enhance the transparency of information, decision-making and procedures to secure the football ecosystem and the European sports system

COMPETITIVE BALANCE

Develop and implement regulations aimed at improving the competitive balance incentivising investment and promoting the growth of European football

FAN BASE

Strengthen the ties to the fans, expand the fan base and personalize fan experiences by creating a digital platform providing a direct channel to consumers

Additional information: www.uefa.com

FIFA's financial significance and strategy

FIFA

1,6 billion \$

Annual turnover on average 2015-2018

1,1 million €

Direct financial support to the Football Association in 2019.

FIFA's 11 strategic objectives 2020-2023

Modernize the regulations relating to football

Sustainably increase the annual turnover from football and invest in football

Develop the efficiency and effectiveness of the organisation

Ensure the prosperity of iconic football competitions

Make football competitions global

Increase the competitiveness of football globally

Maximize the effect on the global development of football

Increase the growth rate of women's football

Utilize technology in football

Secure footballs' positive values

Influence societies through football

Additional information:
www.fifa.com

Themes:

Regulations

Governance

Competitions

Development and accountability

A young boy with blonde hair, wearing a blue soccer jersey and shorts, is captured in a moment of intense celebration. He has his mouth wide open in a shout and his fists are clenched. He is positioned in front of a green soccer goal net. The background is slightly blurred, showing other people in the distance.

MISSION AND VALUES

MISSION
FOOTBALL
FOR EVERYONE

VALUES
CHEERFULNESS
RELIABILITY
SUCESS
A SENSE OF COMMUNITY

Our mission is **football for everyone**

Football in its different forms...

**is possible
for
everyone**

Participation in activities both on and off the field is possible for everyone regardless of income level, age, gender, physical impairments or place of residence. There are different kinds of paths available, and from Finland it is always possible to leap to the absolute top of a sport.

**is good for
everyone**

FOOTBALL MOVES. Every week football makes hundreds of thousands of people move and engage in sport together. A wide range of club activities, diverse opportunities for participation and constantly developing coaching attract people to a lifelong relationship with sports.

FOOTBALL BUILDS CHARACTER by practising and playing. By winning and losing. Through success and failure. Always together. From the ideals of sport arise values such as courage, persistence, perseverance and respect for others - values that will serve on well in life off the playing field as well.

FOOTBALL CONNECTS. On teams, in clubs and in the stands among fans meaningful communities are born. From these develop lifelong friendships and networks. Football communities prevent exclusion and loneliness.

**is safe for
everyone**

On the playing field, everyone is equal, and being different gives strength. Football is a game for everyone, and it must be safe for everyone. The football family promotes equality and respectful behaviour both on and off the field.

Our values are cheerfulness, reliability, success and a sense of community

Cheerfulness

Cheerfulness is primarily achieved through a good atmosphere and the enjoyment of football. In everyday life, cheerfulness also manifests itself as satisfaction, personal or shared success and development as well as playfulness and good manners.

Reliability

Reliability is primarily achieved by keeping promises and taking care of matters as agreed. In everyday life, reliability also stands for fair play, fairness, integrity and equal adherence to commonly agreed rules. Reliability is also demonstrated by the transparency and openness of activities.

Success

In everyday life, success means achieving common goals and striving towards one's very best. Success also means outdoing oneself as a player, a referee or any other member of the sport family. Sustainable success requires hard work, planning and perseverance.

The spirit of community

The sense of community is at its best about the team spirit of the football family, learning together and taking care of each other. Emphasis is also laid on cooperation between the various actors of different ages in the football family and on equality for all.



VISION 2030

VISION
A SUCCESSFUL
FOOTBALL NATION
AND A PROMOTER
OF WELL-BEING

Our vision 2030 is to be a successful football nation and a promoter of well-being

A successful football nation

A high-quality player path is offered to all players regardless of club or gender. Finland is a top country for football training with highly competent coaches and club actors. Finland's top-quality operating environments compare well with the other Nordic countries.

Finnish national teams, club teams and top players are successful. Football professionals enjoy social recognition both on and off the field. Sport, club and fan cultures are strong and growing.

Conditions are inviting for watching and participating in football.

A promoter of well-being

Active, viable clubs form a firm foundation for the development and well-being of the sport. Football is an attractive activity, one which can be played in many ways throughout life. For every child or youth there is a competent coach supporting his or her growth and development. Clubs provide a meaningful community that strengthens one's well-being throughout life. Children and youth grow up in a sports environment, one in which it is safe to challenge oneself and others. The well-being generated by football in society is significant and widely recognised. Accountability is inbuilt in the activities of the clubs and the Association.



FINNISH FOOTBALL AND FUTSAL PROCESSES



Finnish football and futsal processes

Main processes

Player development

Training of coaches and the development of competencies

Arranging of competitive activities

Arranging of refereeing activities

Recruiting and retaining of players

Recruiting of club actors and development of competencies

Construction and maintenance of conditions

Stakeholder cooperation and engagement

Sales and marketing

The processes listed are ongoing and always in existence, regardless of strategy. The clubs and Football Association have specific tasks in all these processes (see the following page).

Thus:

→ During the upcoming strategy season, the Football Association will carry out its main duties as before (training of coaches, arranging competitions, supporting the development of conditions, national team activities etc.)

→ The strategy defines more precisely which matters will be given special emphasis with regard to *their development* during the strategy season.

Support processes cross-cutting the main process

Communication

Leading, development and general management of activities

Development of IT tools and promotion of digitalization

Provision of information to support decision making

The roles of clubs and the Football Association

Clubs' most important roles

Quality everyday life in club environments 99.9% of the time	Player development	Player development events, talent development support, area and national team
Lower level training, development of daily routines	Coach training	Upper level and professional training
Arranging tournaments	Competition activities	Arranging series, regulations and discipline
Recruiting and training game directors	Refereeing activities	Training and placement of referees
Integration of new players, retention of current players	Player recruitment	Concepts, campaigns
Recruiting, training and support in everyday life	Actor recruitment	Team leader, attendant and other training, campaigns
Building, maintenance, development	Conditions	HatTrick and expert support
Teamwork with municipal and other interest groups	Exercising influence	Regional support, exercising national and international influence
S&M of clubs' own activities	Sales and marketing	S&M of national teams and cups

Communication within club and club's own area	Communication	Football family's common communication, training
Leading the everyday life of the club	Leading activities	Quality control system, forums, training
Tool acquisition and utilization	IT and digitalization	Development of primary tools (i.a. Taso, Pelipaikka)
Utilizing information gained from activities	Producing information	Promoting leading the football family with information

OBJECTIVES AND GOALS FOR THE STRATEGY SEASON 2020-2024



Strategic objectives and goals

Objective

Goals

**GROWTH AS AN ATHLETE
AS THE STARTING POINT
FOR ACTIVITIES**

A trained and competent coach for every player

Supportive operating environments in the clubs to enhance quality of everyday life

National team activities to promote the development of top-class football

Competitions to serve player development needs

**GOAL-ORIENTED
LEADERSHIP OF
NETWORKED CLUBS**

Competent club leadership

Quality player paths through cooperation between clubs

Valued role of clubs in their local communities

**THE GREATEST SPORT
ON AND OFF THE FIELD**

Increasing number of players

Communication strengthening the football community

A commercially interesting sport with attractive conditions

**A PROGRESSIVE
FOOTBALL ASSOCIATION
OF CLUBS**

User-friendly digital services

Analysis and research data to support decision-making

An organisation that meets to the needs of the clubs

Objective 1: Growth as an athlete as the starting point for activities

Sports ideals such as courage, persistence and respect for others work both on the field and in life. They are characteristics of football and futsal team activities that **support one's growth as an athlete**. What is also needed is an environment in which the joy of sport, the standard required and competitiveness are all in balance. To succeed in this, the most critical factor is **the competence of the coaches**.

Objective 1: Growth as an athlete as the starting point for activities

Goals

A trained and competent coach for every player

Strategy season projects to be implemented in pursuit of these goals

We will develop the core competencies of children's coaching in the club environment

We will support the continuous learning of goal-oriented coaches

Supportive operating environments in the club to enhance quality of everyday life

We will support growing as an athlete together with the parents

We will facilitate the reconciliation of sport and school

We will build academy environments¹ for 16-20-year-olds

We will strengthen the quality of girls' activities

National team activities to promote the development of top-class football

We will step up cooperation between regional and national team activities and the clubs

We will expand national team activities in preparation for international requirements

Competitions to serve player development needs

We will further develop competitions to meet the needs of player development and recreation

We promote the recruiting and retaining of referees in all areas

¹ By academy environments are meant operating environments in which, among others, attending school, the diverse competence of the coaching team, a network of other experts and the conditions are all arranged to meet the needs of top-class sport.

Objective 2: Goal-oriented leadership of networked clubs

The success and well-being of Finnish football and futsal is created by active, viable clubs. An active, viable club is led in goal-oriented manner. The club leadership must have a clear vision of **what a club is, what it is not, and what it seeks to achieve**. This kind of club can reach out to cooperative club networks to strengthen the club and become an even better environment for its players. **Clubs courageously implementing their own story** are of interest as communities and as partners in cooperation for both municipalities and businesses.

Objective 2: Goal-oriented leadership of networked clubs

Goals

Competent club leadership

Quality player paths
through cooperation
between clubs

Valued role of clubs in their
local communities

Strategy season projects to be implemented in pursuit of these goals

We will strengthen the systematic, long-term sports leadership of the clubs

We will develop the leadership competencies of executive directors and presidents

We will increase the process-like and sports-oriented character of quality system work

We promote club profiling and player development work cooperation

We will develop cooperation between clubs and municipalities and businesses

We will strengthen club culture and the ability to retain people in their various roles

We will implement a football and futsal accountability program

Objective 3: The greatest sport on and off the field

Football is the world's most popular sport by any measure. The status of the sport in Finland is strong, but there are still opportunities for growth. Football in its various forms could be **an even more widely popular sport than at present**, it could touch and inspire even more people and be an even greater talk of the town. **A specific area for growth is girls' and women's participation** in the activities in various roles. To support its vitality, the sport also needs top-class football to attract the crowds.

Objective 3: The greatest sport on and off the field

Goals

Increasing number of players

Strategy season projects to be implemented in pursuit of these Goals

We will increase and maintain the numbers of players in team activities

We will increase club-led recreational activities in new target groups

Communication strengthening the football community

We will create target group-specific, interesting and interactive communication

A commercially interesting sport with attractive conditions

We will increase the commercial value of top-class football

We will promote the construction of stadiums and develop the spectator experience

Objective 4: A progressive Football Association of clubs

During the current strategy season, at the first stage of the organisational reform “The Football Association of Clubs”, the Football Association merged into one organisation. At the second stage must be ensured that the new Football Association’s **teamwork with the clubs** deepens further. This means developing the services in close cooperation with the clubs and **supporting the clubs in their duties**. The competence of the Football Association’s own personnel as well as the quality and effectiveness of activities will be further developed.

Objective 4: A progressive Football Association of clubs

Goals

User-friendly digital services

Strategy season projects to be implemented in pursuit of these goals

We will improve the usability of the basic systems and network services of the Football Association

We will build a learning and supportive environment to serve the key actors of the clubs

Analysis and research data to support decision making

We will promote the production and distribution of information, particularly in player development

We will develop the Football Association's ability to produce information for the use of the football community

An organisation that meets the needs of the clubs

We will develop the Football Association's competence and procedures to meet the changing needs of the clubs

ROADMAP 2020-2024



Introduction to the roadmap

The previous section presented the projects of the strategy season which are planned to be implemented during the next four years. However, **it is neither possible nor sensible to proceed at full speed with all of these at the same time.** Therefore, the projects have been divided into three groups:

1. Projects whose resourcing and implementation is focussed on the first half of the strategy
2. Projects whose resourcing and implementation is focussed on the later half of the strategy
3. Projects which will be implemented by gradually developing some existing service over the entire strategy season

The following pages outline **how the projects are divided into these three groups.** This preliminary plan will be modified and clarified in the annual operations planning process under the leadership of the Executive Committee. Due to the uncertainty caused by the coronavirus, some projects may be rescheduled or even postponed to the strategy season starting in 2024. In 2022, the meeting of clubs will serve as **the checkpoint of the first half of the strategy season,** during which further decisions will be made.

Projects whose resourcing and implementation is focused on the first half of the strategy

Objective 1: Growth as an athlete as the starting point for activities:

We will develop the core skills for the coaching of children in club environment

We will build academy environments for 16-20-year-olds

Objective 2: Goal-oriented leadership of network clubs:

We will develop cooperation between the clubs and municipalities and businesses

We will implement a football and futsal accountability program

Objective 3: The greatest sport on and off the field

We will increase and maintain the numbers of players in team activities

We will increase club-led recreational activities in new target groups

Objective 4: A progressive Football Association of clubs:

We will promote the production and distribution of information, particularly in player development

We will develop the Football Association's ability to produce information for the use of the football community

Before implementation, **clear goals will be set for these objectives for the strategy season.** These goals will be clarified in the annual operations planning process.

Some of the measures have already been decided for these projects - see the following page.

Already existing, so-called assured measures

Planned measures

NOTE. The content of projects will be supplemented and clarified further during project planning.

Strategic project	2020 - July - December	2021	2022 - January - June
We will develop the core skills of coaching children in a club environment	SVOK (Club community’s coaching competence development support) 1.0		SVOK 2.0
	Tutor 2.0 programme		
	We will build academy environment for 16-20-year-olds	UEFA Elite Youth Academy pilot stage	
Girls Academy activities pilot stage			
	UEFA SROI locally and repeatedly		
We will develop cooperation between the clubs and municipalities and bussinesses.	Pilot agreements with cities		FAF partnership agreements with C21 cities
	Implementation of Pallokartta tool		
	Implementation of FOC and FAF ethical guidelines		
	Implementation of the clubs’ responsibility programs via the quality system		
We will implement a football and futsal accountability program	Equality plan 2.0		
	UEFA girls’ football project ”Disney Playmakers”		
We will increase and maintain the numbers of players in team activities	Starting age group’s quality project		
	Daycare and school football programme 2.0		
	Concepts of low-treshold competetive activities		
	EURO 2020 recreational football concept		
We will increase club-led recreational activities in new target groups	Model for recreation (Finnish Olympic Committee / Youth movement)		
We will promote the production and distribution of information, particularly in player development	SHA and performance monitoring events in cooperation with Eerikkilä and clubs		Development monitoring 2.0 in cooperation with Eerikkilä and clubs
	University of Jyväskylä football professorship		
We will develop the Football Association’s ability to produce information for the use of the football community	Building a data organization		
	KORE CRM implementation		

Projects whose resourcing and implementation is focused on the first half of the strategy

Objective 1: Growth as an athlete as the starting point for activities:

We will support the continuous learning of goal-oriented coaches

We will support growing as an athlete together with parents

We will facilitate the reconciliation of sport and school

We will expand national team activities in preparation for international requirements

Objective 2: Goal-oriented leadership of networked clubs:

We will strengthen the systematic, long-term sports leadership of the clubs

We will promote club profiling and cooperative player development work

We will strengthen club culture and the ability to retain the involvement of people in various roles

Objective 3: The greatest sport on and off the field:

We will select the top stadium construction projects and promote them

Objective 4: A progressive Football Association of clubs:

We will build a learning and supportive environment serving the key actors of the clubs

Before implementation, clear goals will be set for these objectives for the strategy season. These goals will be clarified in the annual operations planning process.

Projects which will be implemented gradually over the course of the strategy season

Objective 1: Growth as an athlete as the starting point for activities:

We will strengthen the quality of girl's activities

We will strengthen cooperation between regional and national team activities and the clubs

We will further develop competitions to meet the needs of player development and recreation

We will ensure that there are enough referees and a sufficient level of competence on all levels

Objective 2: Goal-oriented leadership of networked clubs:

We will develop the leadership competencies of executive directors and presidents

We will increase the process-like and sports-oriented character of quality system work

Objective 3: The greatest sport on and off the field:

We will create target group -specific, interesting and interactive communication

We will increase the commercial value of top-class football

Objective 4: A progressive Football Association of clubs:

We will improve the usability of the basic systems and network services of the Football Association

We will develop the Football Association's competence and procedures to meet the changing needs of the clubs

Before implementation, clear goals will be set for these objectives for the strategy season. These goals will be clarified in the annual operations planning process.

INDICATORS OF SUCCESS



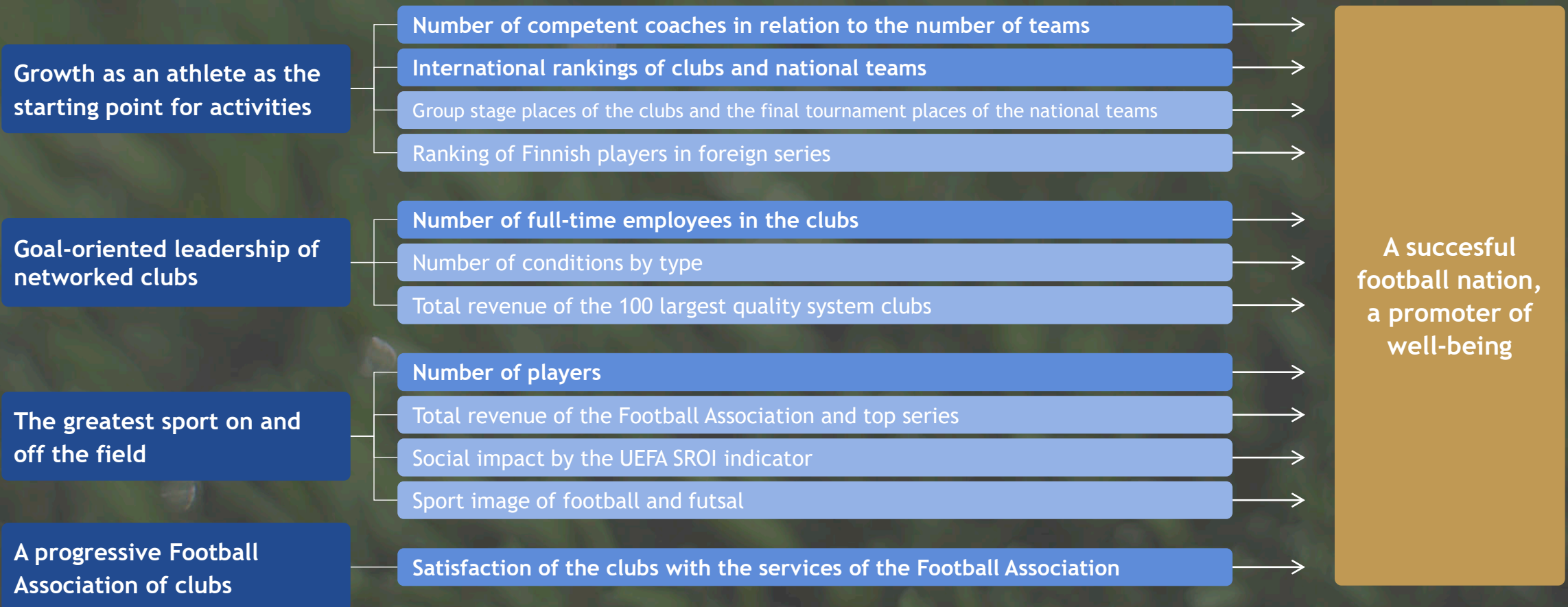
Introduction to the indicators

- On the following page are listed indicators which will be used to measure the development of Finnish football and futsal. These indicators are essential, **extending over several strategy seasons**. The projects of the strategy season that is now beginning will support the development of these indicators, even though in some projects the effect on the indicators is only indirect.
- The indicators listed on the following page are divided as needed into **sub-indicators** which describe the development of the indicator in greater depth. The drop-out percentage, for example, is a critical sub-indicator to the player numbers indicator.
- The indicators are also monitored and objectives are set for them with reference to different **characteristics**, such as gender, age group, different sports of the football family etc. In the player numbers indicator, for example, the number of girl and woman players is a key characteristic being monitored in this strategy season.
- The indicators - sub-indicators, characteristics to be monitored, starting and target levels - will be opened up in more detail after the strategy has been approved. **The whole set will be approved by the Club Parliament**. It is not sensible to open up these indicators, in particular, set the starting and target levels, until the effects of the coronavirus on Finnish football and futsal can be stated with adequate confidence.

Indicators

Strategic objectives for 2020-2024 and corresponding indicators; the key indicators have darker background

Vision 2030



ANNEXES



Annex 1: A summary of the strategy work "Football as a women's and girls' sport"

The strategy work relating to football as women's and girls' sport was carried out as separate exercise with the assistance of the UEFA. Its policies combine into overall strategy of the activities in the manner described on the following page. Football as a women's and girls' sport is promoted with the full force of the organisation of the Football Association. The work relating to the development of women's and girls' activities will be a part of joint plans and as its own characteristic to be monitored in the indicators.

A summary of the strategy work

”Football as a women’s and girls’ sport”

VISION: FOOTBALL BECOMES THE MOST POPULAR FORM OF RECREATION FOR GIRLS AND WOMEN BY 2027.

Themes and goals for the upcoming strategy season:

Women’s top-class football (national teams and league)

We will increase our understanding of international standards and develop our competitiveness

We will enhance our professionalism and the top-class sport culture of the clubs

The growth in the number of girl players and the quality of club activities

We will improve the quality of girls’ activities and unify processes with those of the boys’

We will promote a sports culture of equality in early childhood education at schools and day-care centres

The proportion of women in the various roles of the football family

We will increase the number of women coaches

We will promote competence profiling of club governments and thus promote diversity

Commercialism, image and visibility

We will conceptualize football as a girl’s sport and present key messages and role models

Strategy season project which includes:

We will expand national team activities in preparation for international requirements (under objective 1)

Implemented as a part of National League’s strategy

Its own strategic project under objective 1

We will develop the cooperation between clubs, municipalities and businesses (under objective 2)

We will strengthen club culture and the ability to retain the involvement of people in various roles (under objective 2)

We create target group-specific, interesting and interactive communication (under option 3)

Annex 2: A summary of the futsal development plan

Development prospects for futsal were considered in the strategy work as their own theme. The essential development needs are listed on the following page. During this work it became apparent that bespoke strategy work should be carried out with futsal, in order to home in on the key development goals and procedures. As will be done with football as a women's and girls' sport, futsal will also be promoted with the full force of the organisation of the Football Association.

A summary of the futsal development plan

Preliminary defined objectives for futsal development work, which will be refined during 2021 futsal strategy work:

Increase in the number of clubs which both specialize in futsal integrate it with other football activities.

Competitive futsal activities which attract children and youth and meet the needs of both different regions and different target levels.

Availability of futsal coach training in all Football Association regions and an increase in the number of trained futsal coaches.

National youth activities (U21 and WU19) supporting the success of adult national teams.

Wider awareness of futsal, especially boosted by the growing interest in the men's national team.

Questions regarding the futsal strategy work:

- What is the long-term futsal vision of the whole football family (the status of the sport in general and with reference to football, the clubs, player paths etc.)?
- In terms of the growth of futsal, what are the most interesting player target groups?
- What are the bottlenecks in the growth of futsal (for example, lack of competence, availability of competitions, conditions etc.)?
- In which order should the bottlenecks in growth be resolved (the "roadmap" of futsal towards the vision)?
- Considering the actions taken by countries with a bigger futsal base than in Finland, what could be adapted from them?

Annex 3: A summary of the eFootball development plan

During the strategy work, a study was conducted on the development prospects for eFootball. It surveyed the national situation and made comparisons between other European member associations. The following page summarizes the essential matters regarding eFootball development needs in Finland.

A summary of the eFootball development plan

Starting points for developing eFootball

- eSport and eFootball are growing rapidly on a global level. In recent years, FIFA, UEFA, European clubs and, for example, the football associations of Norway and Denmark have also made significant investments in eFootball.
- Investments in eFootball attract new target groups into the sphere of the football community, strengthen football's hold on current enthusiasts, support, for example, the clubs' brands and open new doors to new kinds of cooperative partnerships.
- The role of eSports as recreational pastime is increasing among young people in Finland, too.
- Veikkausliiga has already launched its own eFutisliiga, and the Football Association, as a member of FIFA and UEFA, has an official role in eFootball's national team activity. In Finland, eFootball is still played on a small scale, so the clubs and Football Association have an opportunity to take a prominent role in the sport.
- eFootball is naturally also a suitable activity for our mission *Football for everyone*.

Goals for the development of eFootball in Finland

The growth of the football family when eFootball creates new ways of participation

Strengthening of the attractiveness of football and club brands and generation of interest

International success in eFootball



Measures for the strategy season

Tournament-based eFootball competition activities of the Football Association

Piloting of an eFootball model of activities for clubs that is linked to the competition activities of Football Association

Acquisition of eFootball competence in the clubs for the use of the entire football family as a service for purchase

Annex 4: A summary of the UEFA Grow assessment

In December-January, the Football Association participated in the UEFA Grow programme which outlined the Football Association's current state and development needs in cooperation with the UEFA experts. The work acts as a support and as one of the inputs into the strategy work now underway. The resulting assessment of the Football Association's development needs with reference to the UEFA Grow programme is described on the following page.

A summary of the UEFA Grow assessment

The Football Association in the UEFA Grow programme

- Grow is a programme with which the UEFA assists national football associations in developing their activities.
- The programme is based on the *14 pillars* defined by the UEFA which can be understood as the national association's primary duties: for example, training, developing the image of the sport and exercising influence.
- The Football Association participated in the programme in winter 2019-2020. The experts of the Football Association and the UEFA evaluated pillar by pillar:
 - Which level of development the Football Association is currently on; and
 - Which development level the Football Association seeks to achieve during the next four years.
- The results of the assessment are presented in figure on the right. The thick red line describes the current development level of the Football Association and the thick white line describes the desired development during the next four years.

The result of the UEFA Grow assessment relating to the Football Association







UEFA
UNDER-19
CHAMPIONSHIP
FINLAND 2018



