

***STRATEGY
FOR FINNISH
FOOTBALL
AND FUTSAL***

2025

2028



PRESIDENT'S **GREETING**

Dear Football Family,

Our mission – **Football for Everyone** – means that everyone is welcome. It's easy to join in and we offer activities to suit everyone, ranging from a fun hobby to a high-performance sport and the many roles within that range.

We are continuing our journey together, under the same vision we had during our previous strategy phase: To Be a Successful Football Nation – a Promoter of Well-being. There is still much to achieve before this vision becomes a reality, which is why it is important that we have a clear picture of the direction we want to continue to take in order to achieve the desired changes.

Our aim is to make football the most popular sport in Finland. We want Finland to be a nation of people who play football, work and volunteer within the football family and turn out in droves to watch it being played. The popularity of this sport is reflected in the number of football enthusiasts and the vitality of the clubs. As football continues to grow commercially, it offers a wide range of inspiring and prestigious occupational opportunities.

It is our responsibility to offer players in Finland a genuine opportunity to maximise their potential and progress to international elite level. Our aim is for our national teams to regularly qualify for international tournaments. High-quality player development and long-term, goal-oriented sports management by clubs are ultimately reflected in the success of adult and youth national teams.

But the most important thing is that everyone has the chance to join in. We want players, volunteers, employees, coaches, referees and supporters to have a long-term attachment to their club and sporting community. Maybe even a life-time attachment. In this way, we also form a part of the solution to the lack of physical exercise prevalent in society, as more and more people are engaging in more frequent and longer periods of physical activity through football.

This is a joint strategy for Finnish football and futsal. We have engaged stakeholders extensively in this work and created objectives that appeal to and engage members of the football family, whatever their role. All our strategic objectives are applicable at the level of both clubs and the association, and they can be applied to all of our activities. Our strategy for Finnish football and futsal is a tool that helps us work together towards our common vision and goals. The competitive advantage of a small nation like us lies in cooperation.

With joy and pride,

Ari Lahti

President, Football Association of Finland



GENERAL SECRETARY'S INTRODUCTION TO STRATEGY

Dear football and futsal community,

Our renewed strategy is ambitious and focused on success at many levels. In line with the goals we have set together, football will become the most popular sport in Finland, we will raise players who rise to international elite level, our national teams will play at international tournaments regularly and, most importantly, all our enthusiasts and players will stay with us.

Our latest survey shows that, when playing as a hobby, team atmosphere is the most important thing for players and parents alike. We must support and educate coaches in fostering a safe, positive atmosphere.

We have identified three critical success factors to invest in: skilled coaches, facilities that promote learning and goal-oriented clubs. Skilled coaches are the key to everything. A coach's competence determines the relationship a player has with football and how well we can retain players with different abilities, skills and backgrounds. A coach plays a critical role in determining whether a player reaches their potential and what kind of national teams are created here in Finland.

The facilities determine how much players enjoy their hobby and what kind of experiences we can offer spectators. Good facilities allow for adequate training all year round.

The magic of football takes place in clubs. Dynamic clubs offer activities that make different player path-

ways possible and also take care of their members and employees. The operating environment and participants' expectations are changing rapidly, which is why all of us in the football family have to follow the same rhythm.

In addition to the critical success factors, we are also building development programmes for individual player development, the general increase of physical activity in society and for top league clubs.

Cooperation between members of the football family is crucial for achieving our strategy and objectives. That is why I am particularly pleased that there has been widespread interest and active participation in building this strategy.

The football environment is changing rapidly. During the strategy phase, the reorganisation of the gambling market in Finland (which provides financial subsidies for sports organisations) and the opportunities provided by artificial intelligence are going to change the way we operate. Another example of the changes that are shaking up our operating environment is the EU Court of Justice's ruling on the international pyramid structure of football and sports. The war in Europe and tightening public finances also bring challenges to the different levels of society and the football family. That is why we must be able to reform and we must ensure that we have the necessary know-how and knowledge capital.

Our vision is to make Finland an ever more successful football nation and to further develop our ability to increase people's well-being. I invite you all to join me in this worthy mission. Everyone will have their own special role to play and room to shine.

Yours faithfully,

Marco Casagrande

General Secretary, Football Association of Finland



JOURNEY 2020-2024



JOURNEY 2020-2024



2020



01/2020
A FLURRY OF AWARDS AT THE FINNISH SPORTS GALA

The Finnish Sports Gala brings a flurry of awards to Huuhkajat. Teemu Pukki is voted the Sports Personality of the Year, Huuhkajat the Team of the Year and Huuhkajat head coach Markku Kanerva the Coach of the Year.



03/2020
COVID-19 BRINGS OUR ACTIVITIES TO A HALT

From March to June, all activities are suspended, except for the national teams. The Association supports the clubs in this crisis and cooperates with other sports associations in lobbying.



03/2020
UEFA EURO IS POSTPONED

The UEFA EURO 2020, a historic event for Huuhkajat, is postponed by a year to the summer of 2021 due to the pandemic.



03/2020
TOTAL AID PACKAGE OF EUR 3 MILLION FOR CLUBS

The Football Association's Board decides on a total aid package of EUR 3 million for its clubs facing financial distress due to the pandemic. Co-determination negotiations begin at the Football Association.



04/2020
ONLINE TRAINING AND WORKOUT TIPS

The Football Association's education and coaching courses take place online in the wake of the pandemic. Online courses are offered on a wide range of topics. Players are given tips on how to train on their own.



05/2020
MIHALY SZEROVAY BECOMES PROFESSOR OF FOOTBALL

Szerovay is selected for the joint position of Professor of Practice at the University of Jyväskylä and the Finnish Football Association. The "Football Professor" aims to promote football research and to develop coaching and training activities.



06/2020
FOOTBALL LEAGUES KICK OFF

The activities of national youth leagues and all regional leagues are launched in June, taking into account the decisions and recommendations of the Finnish Government and the guidelines of the health authorities.



07/2020
RENOVATION OF THE OLYMPIC STADIUM COMPLETED

The renovation of the Olympic Stadium, which started in 2016, is completed. Huuhkajat return to the stadium for the Nations League match against Wales in September.



08/2020
ARI LAHTI CONTINUES AS PRESIDENT

The Meeting of Clubs in Turku unanimously elects Ari Lahti as the President of the Football Association for the period 2020–24. Katri Mattsson is elected to continue as first Vice President.



11/2020
LEAGUE MATCHES ARE COMPLETED

The league matches begin in June and July. Most of the matches have to be played in a more restricted form than normal; e.g. Veikkausliiga, Men's Ykkönen and Kansallinen Liiga (National League) are played without top and bottom play-offs.

CHAMPIONS

VEIKKAUSLIIGA
HJK HELSINKI

KANSALLINEN LIIGA
(NATIONAL LEAGUE)
Åland United

MEN'S FINNISH CUP
HJK HELSINKI

WOMEN'S FINNISH CUP
Åland United

MEN'S FUTSAL-LIIGA
Championship was not awarded.

WOMEN'S FUTSAL-LIIGA
Championship was not awarded.

JOURNEY 2020-2024



2021



01/2021
KANERVA IS VOTED COACH OF THE YEAR

Huuhkajat celebrate once again at the Finnish Sports Gala when Lukas Hradecky is voted Finnish Sports Personality of the Year and Markku Kanerva Coach of the Year. This is Kanerva's fourth award and the third consecutive one.



02/2021
HELMARIT'S GREAT WIN EARNS THEM A SPOT AT THE UEFA EURO

Finland and Portugal battle it out for a spot at the UEFA Euro. Linda Sällström is the hero and scores the winning goal for Finland in additional time. The match ends with 1-0 and Helmarit advance to the Euro final tournament.



04/2021
WIDESPREAD OPPOSITION TO SUPER LEAGUE

The Super League project of big clubs in Europe is roundly condemned by European football fans, player and football associations, clubs and leagues.



04/2021
MEN'S FUTSAL TEAM MAKES IT TO THE UEFA EURO

Finnish men's futsal team beat Belgium 3-2 in Vantaa. With this win, the team advances to the UEFA Euro to be played in the Netherlands. The tournament is the first ever for Finland in futsal.



06/2021
FOOTBALL ASSOCIATION & EERIKKILÄ DEEPEN THEIR COOPERATION

The Football Association and Eerikkilä agree to continue their strategic partnership until 2029. The strategic partnership focuses in particular on player development, skills development and national team activities.



06/2021
HISTORIC UEFA EURO FOR HUUHKAJAT

Finland's excitement over its European Championship debut is shadowed by the cardiac arrest of Denmark's Christian Eriksen. Finland eventually beat Denmark with a goal from Joel Pohjanpalo. After losses to Russia and Belgium, Huuhkajat miss their chance to progress from the group stage.



10/2021
MORE THAN 35,000 GIRLS AND WOMEN PLAY FOOTBALL

Football is more popular than ever among girls and women in Finland, and at the end of September, for the first time in history, the milestone of 35,000 female players is broken.



10/2021
FINNISH CUP RETURNS TO THE KNOCKOUT TOURNAMENT MODEL

The Football Association's Board approves the working group's proposal on the model of play for the men's Finnish Cup for the 2022 season. The Cup returns to the play-off format in which any team can beat any other team.



10/2021
PUKKI BECOMES HUUHKAJAT'S TOP GOALSCORER

Teemu Pukki scores a brace in the World Cup qualifier against Kazakhstan and surpasses Jari Litmanen as the all-time leading goal scorer in the men's national team.



12/2021
REFORMS TO TOURNAMENT RULES

The reforms allow, for example, girls' teams to register for boys' leagues. We want to give every child and young person, regardless of gender, a more equal opportunity to enjoy the sport and develop at their own level.

CHAMPIONS

VEIKKAUSLIIGA
HJK HELSINKI

KANSALLINEN LIIGA
(NATIONAL LEAGUE)
KuPS Kuopio

MEN'S FINNISH CUP
KuPS Kuopio

WOMEN'S FINNISH CUP
Åland United

MEN'S FUTSAL-LIIGA
Kampuksen Dynamo

WOMEN'S FUTSAL-LIIGA
MuSa

JOURNEY 2020-2024



2022



01/2022
MEN'S TEAM DAZZLE
AT THE UEFA FUTSAL EUROS

Finland progresses fabulously to the quarter finals of the UEFA Futsal European Championship. Future champion Portugal knocks Finland out of the tournament after a close match. The match also marks the end of futsal legend Panu Autio's national team career.



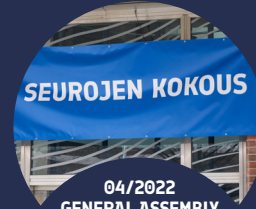
02/2022
NO MATCHES AGAINST
RUSSIA OR BELARUS

The Football Association decides that Finnish football and futsal teams will not play against Russian or Belarusian national teams in any age group until further notice due to the Russian war of aggression.



02/2022
WESTERLUND BECOMES
A RECORD-BREAKING PLAYER

In a match against France, centre-back Anna Westerlund plays her 138th international game, surpassing Jari Litmanen in the number of international matches played. At the end of her career later the same year, Westerlund had played a staggering 147 international matches.



04/2022
GENERAL ASSEMBLY
IN HELSINKI

The second General Assembly (Seurojen Kokous) in the history of the Football Association of Clubs is held in April in Helsinki. The meeting elects, among others, the members of the Club Parliament for the next two years.



05/2022
LEHTOVAARA
IN THE UCL FINAL

Lina Lehtovaara is selected as referee for the UEFA Women's Champions League final between Barcelona and Lyon. The match is played in Turin at the Juventus Stadium.



5/2022
THE FIRST NORDIC
FOOTBALL CONFERENCE

The Football Association and the University of Jyväskylä's Faculty of Sport and Health Sciences organise the first ever Nordic Football Conference. The speakers include some of the top Finnish and international football researchers.



07/2022
HELMARIT AT THE UEFA
WOMEN'S EURO IN ENGLAND

Finland takes part in the UEFA Women's Euro in England that had a record attendance. Helmarit earns no points in the tough group stage and does not progress to the play-offs.



8/2022
UEFA SUPER CUP
AT THE HELSINKI
OLYMPIC STADIUM

Finland hosts its first ever UEFA Super Cup which brings Real Madrid and Eintracht Frankfurt together at the Olympic Stadium. The event is a success and brings Finland economic benefits worth EUR 14.5 million.



10/2022
HJK HELSINKI AT THE
UEFA EUROPA LEAGUE

HJK Helsinki advances to the group stage of the Europa League for the second time in the club's history. The club hosts AS Roma, Real Betis and Ludogorets in their sold-out home games. The next season, HJK Helsinki fight their way to the Conference League and earn their third consecutive place in the European group stages.



11/2022
QATAR AS FIFA WORLD
CUP HOST ATTRACTS
CRITICISM

The selection of Qatar as host to the World Cup raises public debate and criticism. The critique relates to the award process and climate and human rights issues. The Football Association of Finland considers it problematic to have Qatar as the host.

CHAMPIONS

- VEIKKAUSLIIGA
HJK
- KANSALLINEN LIIGA
(NATIONAL LEAGUE)
KuPS
- MEN'S FINNISH CUP
KuPS
- WOMEN'S FINNISH CUP
Åland United
- MEN'S FUTSAL-LIIGA
KaDi
- WOMEN'S FUTSAL-LIIGA
MuSa

JOURNEY 2020-2024



2023



01/2023
SALORANTA
APPOINTED HEAD COACH

Marko Saloranta, who took charge of Helmarit after the UEFA Euro 2022, is appointed head coach of the women's national team.



04/2023
EU DECISION ON
THE RESTRICTION OF
MICROPLASTICS

Representatives of EU member states approve the Commission's proposal to restrict the use of microplastics. In eight years, the ban on using rubber granular infill in synthetic football pitches will come into force.



04/2023
ILVES TAMPERE:
THE BEST AMATEUR CLUB
IN EUROPE

Ilves Tampere is declared the Best Amateur Club of the year at the UEFA Grassroots Awards. The award recognises the diversity of activities offered by Ilves, its social impact and the club's focus on volunteer engagement and education.



05/2023
THE FOOTBALL
ASSOCIATION'S PLAYER DE-
VELOPMENT PLAN IS RENEWED

The Player Development Plan helps us to communicate to the community the objectives and general principles of the long-term work we do for Finnish football and futsal in order to achieve better player development results at all levels of activity.



09/2023
HUUHKAJAT FILL
THE OLYMPIC STADIUM

The average attendance of Huuhkajat's EURO qualifying home matches is the highest ever, with 97 percent of the available capacity filled. The consecutive sold-out victories against Slovenia and San Marino in June are the highlights of the football summer.



09/2023
U19 MEN AT THE UEFA
FUTSAL CHAMPIONSHIP

Finland does not progress from the group stage at the eight-nation UEFA Under-19 Futsal European Championship in Croatia. The Finnish U19 national team had qualified for the European Championship for the first time in its history.



9/2023
FINLAND TO HOST
WOMEN'S U17 EURO IN 2027

Finland has been chosen to host the UEFA European Women's Under-17 Championship final tournaments in 2027. The plan is to host the tournaments in Ostrobothnia, but the final decision on venues will be made in cooperation with UEFA.



10/2023
RECORD ATTENDANCE
FOR HELMARIT AT QUALIFYING
TOURNAMENT

The Nations League match against Croatia marks 50 years of the Helmarit women's national team. A record crowd of 7,052 spectators witness Finland's 3-0 victory. Helmarit win the League B group stage and join Europe's elite.



12/2023
VAR PILOT
PROJECT BEGINS

An investment grant of EUR 240,000 from UEFA's HatTrick IV programme is channelled to the VAR pilot project to launch its first phase (2024-2025) (VAR van, technology, equipment, training).



12/2023
160,129
PLAYERS

We have seen record numbers of registered football and futsal players year after year. At the end of the 2023 registration year, a new record of 160,129 registered registered football and futsal players was reached. Of these 121,482 were men and 38,647 were women.

CHAMPIONS

VEIKKAUSLIIGA
HJK Helsinki

KANSALLINEN LIIGA
(NATIONAL LEAGUE)
KuPS Kuopio

MEN'S FINNISH CUP
Ilves Tampere

WOMEN'S FINNISH CUP
KuPS Kuopio

MEN'S FUTSAL-LIIGA
Kampuksen Dynamo

WOMEN'S FUTSAL-LIIGA
HIFK Helsinki

JOURNEY 2020-2024

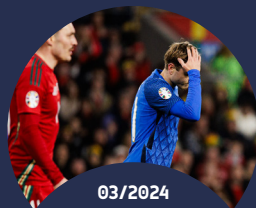


2024



01/2024
MEN'S FINNISH CUP
IS HUGELY POPULAR

364 teams register for the Men's Finnish Cup. This is the fourth highest number of participants in the history of the Cup, which has been held since 1955, and the highest since 2006.



03/2024
HUUHKAJAT IN THE
QUALIFYING ROUNDS

Finland competes for a place in this summer's UEFA Euro final tournament in its first ever qualifying round. The dream of qualification evaporates with the defeat to Wales in Cardiff.



04/2024
TAMMELA STADIUM
OPENS

Tammela Stadium opens its doors to the public in Tampere. The first Veikkausliiga match in this modern, 8,000-seat stadium dedicated to football is between Ilves Tampere and FC Lahti.



04/2024
HELMARIT'S EUROPEAN
QUALIFIERS BEGIN

Finland competes over a spot in the Euros with the top European football nations Norway, Italy and the Netherlands. Young supporters fill the stands of the Bolt Arena at the first home game of the qualifiers as Helmarit take a glorious victory over Italy.



04/2024
FINLAND SECONDS
AWAY FROM WORLD CUP
QUALIFICATION

The men's futsal national team loses to the Netherlands in the World Cup qualification playoffs after a penalty shootout. Finland is just six seconds away from its first qualification to the World Cup.

TO BE A SUCCESSFUL FOOTBALL NATION – A PROMOTER OF WELL-BEING

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS
AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED

Vitality of top
league clubs

Enablers: Volunteers | Parents |
Cost management | Communications
and marketing | Referees

More physical
activity

Developing players to
international level

Capabilities: Competence |
Ability to regenerate |
Knowledge-based management |
Public and international relations

FACILITIES THAT PRO-
MOTE LEARNING

FUTSAL

CLUBHOUSE

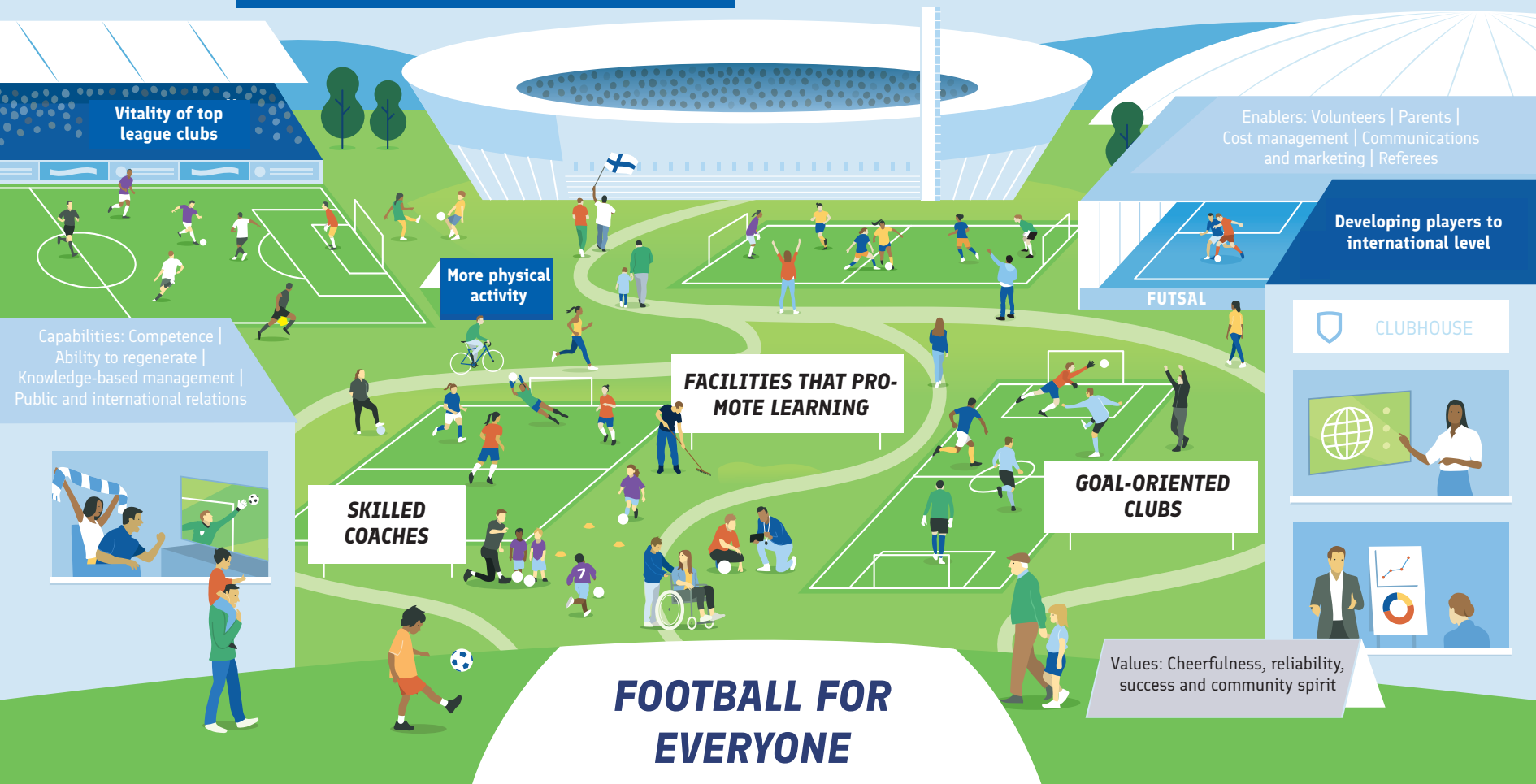
SKILLED
COACHES

GOAL-ORIENTED
CLUBS



FOOTBALL FOR
EVERYONE

Values: Cheerfulness, reliability,
success and community spirit



STRATEGIC OBJECTIVES:

THE MOST POPULAR SPORT IN FINLAND

Registered players and operators [persons]: **200,000**
Number of spectators (the stands + TV) [growth %]: **20**

PLAYERS TO INTERNATIONAL ELITE LEVEL

Market value of male players (MEUR): **100**
Playing in elite leagues [players]
Female players (football): **10**
Futsal players: **10**

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

Qualified for prestigious adult national team competitions [number]: **4**
FIFA RANKINGS
Huuhkajat: **26**
Helmarit: **14**
Futsal M (UEFA): **8**
Futsal W (UEFA): **8**

KEEPING EVERYONE INVOLVED

Annual continuity of enthusiasts [%]: **80**
Continuity of play among 12-16-year-olds [%]: **80**

I N D I C A T O R S

CRITICAL SUCCESS FACTORS:

Number of qualified coaches in relation to junior players [%]: **10**
Coaches' ability to inspire and ensure movement for 80% of training time [score 1-10]: **8**

SKILLED COACHES

Registered players in relation to the number of pitches: **TBA**
Winter facilities in Finland (number): **TBA**

FACILITIES THAT PROMOTE LEARNING

Goal-driven clubs: **100**
Clubs at level 2-5 in the quality scheme: **TBA**

GOAL-ORIENTED CLUBS



OUR VISION, MISSION & VALUES



FOOTBALL FOR EVERYONE

In this family, the football family, we keep everyone involved, and everyone has the right and opportunity to shine in the role they play.

We are all valuable and relevant.



TO BE A SUCCESSFUL FOOTBALL NATION – A PROMOTER OF WELL-BEING

Finnish football and futsal enable players, coaches and supporters – the entire football community – to dream big and achieve success.

These sports create well-being for every one of our members, and consequently for Finnish society as a whole. Football touches and is part of the lives of more and more people in Finland. That is why Finland is a stronger football nation than ever.



TO BE A SUCCESSFUL FOOTBALL NATION – A PROMOTER OF WELL-BEING

Successful

Success means having the courage to compete and the will to win. It also means being able to enjoy the game at your own level, on your own terms, in good circumstances and high-quality facilities, while being surrounded by skilled coaches. Wins and losses are one of the ways we measure success, but the most important thing is people's well-being. It is a prerequisite for success.

Football nation

Being a football nation means that the sport is visible in the everyday lives of people living in Finland. Football can be seen and heard in the media, both nationally and locally. Match days are marked down in family calendars and they are experiences shared by friends, acquaintances and strangers. In the playgrounds of kindergartens, schools and at home, children play football and pretend to be Jolle, Linda, Lukas, Tinni and Glen.

Finland's top players and coaches are well-known and respected figures in our society, figures who are talked about and recognised on the street and seen as the faces of advertising campaigns. At lunch break, everyone has an opinion about yesterday's match.

Well-being

Football and futsal are sport, a physical activity. Physical activity promotes wellbeing. Football and futsal also provide meaningful experiences for players, coaches, kit managers, team managers, ticket sellers, referees, buffet keepers, supporters, sports managers, photographers and many other actors in and around the game in different roles. The sport offers opportunities to be accepted into a group, into a team. Meaningful experiences have been shown to have a positive impact on well-being.

Cultivator

Football and futsal don't just raise children and young people for the game, but also for life. The same applies to the adults involved in the sport. Achieving common goals requires the ability to listen, the courage to express your opinion, flexibility and the willingness to seek solutions. The game teaches perseverance and persistence to keep working towards common goals. It teaches us to respect each other and build a common future.





OUR VALUES CHEERFULNESS

CHEERFULNESS

Cheerfulness means a good, safe atmosphere to play in, a place where people feel at home and where they want to return again and again. We each contribute to building a positive atmosphere. We value each other, both in our behaviour and our attitude. Playfulness and laughter also belong on the football pitch.

RELIABILITY

Reliability means that we keep our promises and do the things we have agreed to do. Fair play, fairness and honesty build trust. Reliability is transparency and openness.

SUCCESS

Success means having the courage to compete and the will to win. Success also means enjoying the game at your own level, on your own terms. It's about overcoming your fears, persevering and having the courage to pursue your dreams relentlessly. People's well-being is the most important measure of success.

COMMUNITY SPIRIT

Community spirit means taking action to help everyone be involved and giving everyone the right and opportunity to shine in their role. Community spirit is about respect for others, cooperation and ensuring equal opportunities.



UEFA & FIFA



Through UEFA and FIFA, the Football Association is anchored in a global football and futsal community that has vast resources at its disposal to promote these sports. This gives football and futsal a competitive advantage over many other sports – around a third of the Football Association’s resources come from UEFA and FIFA.

1. UEFA and FIFA provide significant direct financial support to the Football Association, which uses it to develop its activities and passes some of it on to its clubs.

2. Finnish club teams have a significant opportunity to generate additional income through UEFA club competitions and international player transfers. In its lobbying, Finland seeks to maintain a competitive balance and a fair transfer fee system for clubs training players.

3. UEFA and FIFA disperse the substantial revenues generated by national team competitions to national associations. At best, high-quality national team activities pay for themselves many times over in success bonuses.

4. Through UEFA and FIFA, we have access to a wide range of expertise and indirect support, including various training and pilot programmes, international events and the possibility of organising them in Finland.

The Football Association aims to promote the development of good, transparent governance in UEFA and FIFA.





UEFA'S STRATEGIC PRIORITIES AND GRANTS

UEFA's *United for Success* strategy 2024–2030 focuses on seven strategic priorities. Each of these reflects current trends in European football. UEFA's strategic priorities:

Annual grant programmes

HatTrick basic grants:
€3,000,000

HatTrick investment grants:
€1,250,000

Event and other grants:
€500,000 +

Club competitions:
€3,000,000 +

1. To be at the core of society

To be a unifying force across European football, contributing to a more open and inclusive society.

2. Ensure opportunities to all, from grassroots to elite

A thriving football ecosystem at every level across Europe, with the opportunity for everybody to participate.

3. Strengthen the game's fundamentals

To have a united European football ecosystem through a system of open, competitive and sustainable competitions.

4. Work together to the highest governance standards

An inclusive culture where best practices are shared to achieve common goals and every voice of the football family is listened to.

5. Organise world-class competitions

Staging the most followed sporting events in the world, delivering sporting excellence for all supporters and maximising revenues for investment back into the game.

6. Maximise the potential of women's football

Inspiring more girls and women to play and follow football across Europe, driving more professional opportunities, creating more pathways and delivering more compelling and financially sustainable competitions.

7. Pursue a culture of sustainability

Reducing the impact of football on the environment, leveraging its power to raise awareness and catalyse action.



FIFA'S STRATEGIC OBJECTIVES AND GRANTS

*In its strategy for 2023–2027, FIFA focuses on eleven strategic objectives.
FIFA's strategic objectives:*

Annual grant programmes

Forward 3.0:
\$2,000,000

FIFA TDS:
\$250,000

FIFA Women's FD:
\$50,000

- 1.** Revise the FIFA Statutes and improve its regulations.
- 2.** Implement player transfer system reform and address other governance-related matters.
- 3.** Deliver fan engagement, including through eFootball, and invest in digital technology and Artificial Intelligence for the next generations.
- 4.** Organise more youth tournaments at various age levels.
- 5.** Focus on player, coach and referee development and FIFA Academies.
- 6.** Focus on social responsibilities, in particular human rights and climate-related aspects.
- 7.** Provide FIFA Member Associations with new international match opportunities for their national teams and clubs.
- 8.** Deliver the greatest FIFA Women's World Cup ever in 2023 to help drive further development in women's football.
- 9.** Ensure the FIFA World Cup will be the greatest show on earth in 2026.
- 10.** Organise a brand-new FIFA Club World Cup in 2025 with 32 teams and extend FIFA's club competition offering.
- 11.** Achieve a minimum of 11 billion USD revenues as part of a more global administration.

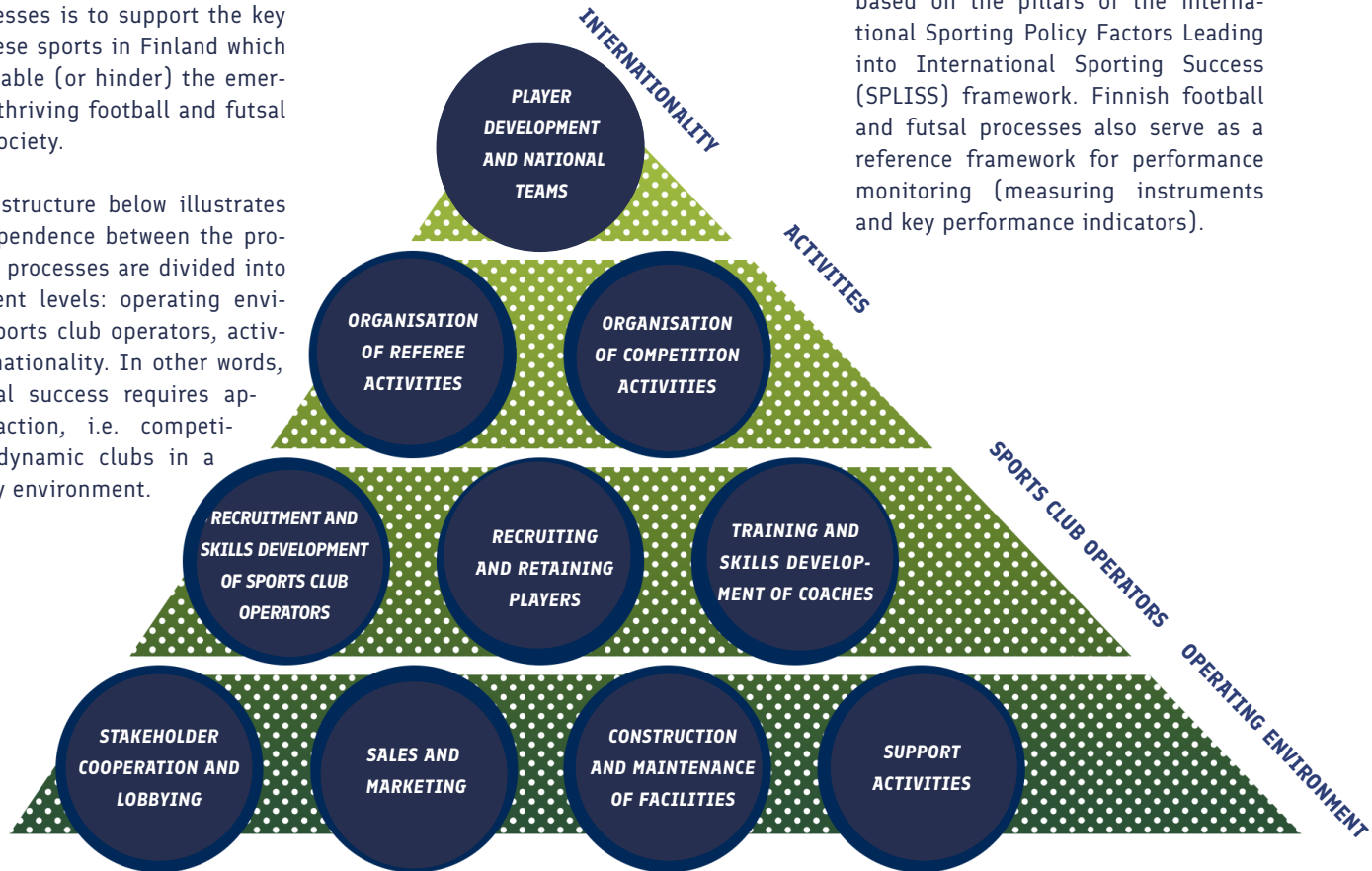
MAIN PROCESSES & STAKEHOLDERS



PROCESSES

The purpose of Finnish football and futsal processes is to support the key areas of these sports in Finland which together enable (or hinder) the emergence of a thriving football and futsal culture in society.

The visual structure below illustrates the interdependence between the processes. The processes are divided into four different levels: operating environment, sports club operators, activities, internationality. In other words, international success requires appropriate action, i.e. competitions, for dynamic clubs in a high-quality environment.



The structuring of the processes was based on the pillars of the international Sporting Policy Factors Leading into International Sporting Success (SPLISS) framework. Finnish football and futsal processes also serve as a reference framework for performance monitoring (measuring instruments and key performance indicators).

ROLES OF THE CLUBS AND THE FOOTBALL ASSOCIATION

Clubs' most important roles

Examples of the Football Association's services

COMMUNICATIONS

Communication within the club and its area

Joint communication, training

OPERATIONAL MANAGEMENT

Everyday club management

Quality scheme, forums, training

IT AND DIGITALISATION

Communication within the club and its area

Joint communication, training

PRODUCING INFORMATION

Everyday club management

Quality scheme, forums, training

PLAYER DEVELOPMENT

Quality everyday life in the club environment

"Huuhkaja- ja Helmaripolku" player development activities, activities, talent coach support, regional and national team

COACH TRAINING

Training at lower levels, development of daily activities

Training at higher levels and further education

COMPETITION ACTIVITIES

Organising tournaments

Organising leagues, rules and discipline

REFEREE ACTIVITIES

Game instructor recruitment and training

Referee training and appointments

PLAYER RECRUITMENT

Bringing in new players, retaining existing ones

Concepts, campaigns

OPERATOR RECRUITMENT

Recruitment, training and everyday support

Training, campaigns for team managers, kit managers, etc.

FACILITIES

Construction, maintenance, development

HatTrick and specialist support

LOBBYING

Cooperation with municipalities and other stakeholders

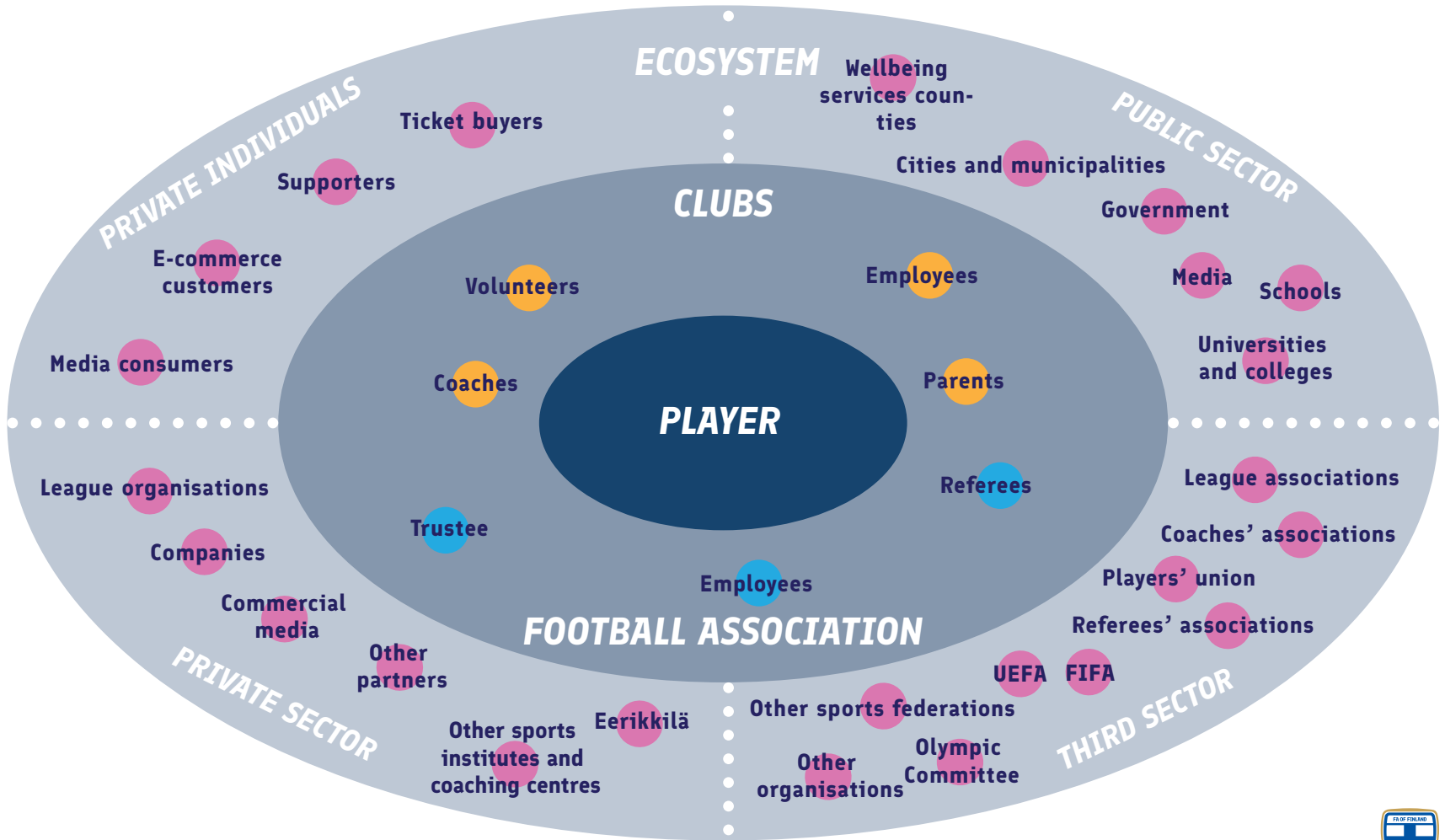
Regional support, national and international lobbying

SALES AND MARKETING

Sales & marketing of clubs' own activities

Sales & marketing of national teams, top leagues and cups

STAKEHOLDERS





STRATEGIC OBJECTIVES



STRATEGIC OBJECTIVE NO.1

THE MOST POPULAR SPORT IN FINLAND

We want to make football and futsal more popular sports than ever in Finland. Our aim is to get people of all ages involved in football and futsal – as players, spectators, volunteers and employees at local and national level. We aim for an ever-growing sports community.

The growing popularity of football and futsal bolsters the rising appreciation of the value of these sports. This is reflected in the growth of the clubs' and the Football Association's business. This popularity increases our potential to be a more effective part of the solution to issues such as integration and lack of exercise. The rising popularity is also reflected in the development of positive images of football and futsal compared to other sports. This means that our sports are perceived as more attractive than ever.

STRATEGIC INDICATORS

Registered players and operators
[persons]: **200,000**

Number of spectators
(the stands + TV) [growth %]: **20**

GOAL-ORIENTED CLUBS

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

VITALITY OF TOP LEAGUES



STRATEGIC OBJECTIVE NO. 2

PLAYERS TO INTERNATIONAL ELITE LEVEL

Our aim is to enable players to make international breakthroughs into the world's elite leagues. A breakthrough in this context means regular playing time in a team belonging to one of the world's TOP 10 leagues and TOP 6 tournaments. This development translates into an increase in the market value of our players and the success of our national teams.

Top Finnish players are key drivers of growth in player numbers, both in terms of being role models and in creating financial opportunities for clubs. Women's football is beginning to fulfil its economic potential, and it is crucial to seize this opportunity in a growing market.

Top players also increase public interest in the sport, which translates into increased audience numbers, sales revenues and overall visibility of the sport.

STRATEGIC INDICATORS

Market value of male players (MEUR): **100**

Playing in elite leagues [players]

Female players (football): **10**

Futsal players: **10**

SKILLED COACHES

FACILITIES THAT PROMOTE LEARNING

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

VITALITY OF TOP LEAGUES



STRATEGIC OBJECTIVE NO. 3

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

The pursuit of success is at the heart of competitive and elite sport. In addition to the international success of Finnish players, a key objective for us is to promote the success of our national teams in prestigious competitions.

During the strategy phase, our aim is for our national adult teams to progress four times to the finals of international prestigious competitions.

When Finnish men's and women's national teams succeed it brings significant benefits for Finnish society as a whole: it improves the overall image of the sport, increases the number of players, and unites and inspires the nation through the achievement of a shared dream.

In addition, when the men's national football team qualifies for a prestigious tournament and gains success in it, this brings significant benefits for the sporting community as a whole.

STRATEGIC INDICATORS

Qualified for prestigious adult national team competitions [number]: **4**

FIFA RANKINGS

Huuhkajat: **26**

Helmarit: **14**

Futsal M (UEFA): **8**

Futsal W (UEFA): **8**

SKILLED COACHES

FACILITIES THAT PROMOTE LEARNING

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

VITALITY OF TOP LEAGUES



STRATEGIC OBJECTIVE NO. 4

KEEPING EVERYONE INVOLVED

We must do everything we can to keep everyone involved. Providing a high-quality, meaningful hobby and profession is the fundamental mission of football and futsal. By keeping everyone involved, we are part of the solution to the lack of exercise and are helping to strengthen our diverse society. We are increasing well-being.

The different paths of football and futsal as a lifelong hobby within the football community can include playing, coaching, refereeing, volunteering or being an employee.

The participation of women and girls in the football community requires special measures. We must pay attention to our structures, resources and recruitment practices – and we must foster and demand practices that promote equality.

We are also challenged by demographic changes in different parts of Finland. We need to find solutions that ensure that people can engage in football and futsal as a hobby all over the country.

STRATEGIC INDICATORS

Annual continuity of enthusiasts [%]: 80

Continuity of play among 12-16-year-olds [%]: 80

GOAL-ORIENTED CLUBS

SKILLED COACHES

FACILITIES THAT PROMOTE LEARNING

MORE PHYSICAL ACTIVITY



CRITICAL SUCCESS FACTORS



SKILLED COACHES

“

It is important to work towards raising the prestige of the coaching profession and also to create other pathways to specialisation than the 11v11 elite leagues.”

A CRITICAL SUCCESS FACTOR

Having skilled coaches is critical to achieving our strategic objectives.

Skilled coaches act and train people effectively. They are motivated to learn more themselves.

Skilled coaches ignite the spark of enthusiasm for the game, create a safe and inspiring atmosphere and enable the game and the players to develop. All this adds to the continued attraction of football and futsal.

Skilled coaches act and train people effectively. They are motivated to learn more themselves. They are able to support players' development to their personal peak in a variety of settings, from recreational to elite level.

In addition to increasing the number of skilled coaches, it is crucial to develop effective ways to recruit new ones and, in particular, to ensure the well-being of coaches who are already involved. More experience often means better skills.



SKILLED COACHES

KEY AREAS FOR ACHIEVING THE OBJECTIVES



FOOTBALL ASSOCIATION

- Developing skills and structures in line with the Player
- Development Plan and strategy
- Promoting the recruitment of coaches
- Delivering accessible, high-quality and diverse coaching training that leads to a licence (potential specialisation)
- Diverse education for coaches on working in different environments
- Increasing the amount of digital education available
- Developing the competence of education providers
- Increasing coaches' interaction with players and stakeholders and ensuring they receive feedback

CLUBS

- Versatile and diverse recruitment of heads of coaching and coaches (especially women)
- Development of coaches' skills in line with the principles of continuous learning and goal-orientation (e.g. mentoring, goal-oriented feedback process, monitoring of player and game development)
- Long-term coaching development, support and appreciation at all team levels, especially from a learning and well-being perspective

TACTICAL INDICATORS AND TARGETS 2028

MAIN INDICATORS

Number of qualified coaches in relation to junior players [%]: **10**

Coaches' ability to inspire and ensure movement for 80% of training time [score 1–10]: **8**

SPECIAL INDICATORS

Number of UEFA-certified coaches - Women: **TBA**
- UEFA A, A-youth, B: **TBA**

Number of qualified futsal coaches in junior teams registered in futsal leagues: **TBA**

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



FACILITIES THAT PROMOTE LEARNING

“

We need more heated pitches and halls to improve playing conditions in winter, but the high cost of building them is a threat to the cost of engaging in the sport.”

A CRITICAL SUCCESS FACTOR

To grow and keep everyone involved, we need adequate game and training facilities. The focus should be on the needs of winter facilities and growing cities.

Poor facilities are currently a major constraint on the growth of futsal as a spectator sport, on competition activities and people taking it up as a hobby.

For elite sport, modern football stadiums provide an enjoyable spectator experience and adequate training facilities for player development.

The low level of municipal construction of facilities, the ban on the use of microplastics, the proposed increase in VAT and the targets for extending the season of top leagues pose challenges for facility maintenance and additional construction.

Football and futsal can play an important role in tackling the challenge of lack of exercise, in enabling children and young people to fulfil their sporting dreams and in entertaining the public, but this can only be achieved with quality facilities.



FACILITIES THAT PROMOTE LEARNING

KEY AREAS FOR ACHIEVING THE OBJECTIVES



FOOTBALL ASSOCIATION

- Lobbying, supporting clubs' lobbying, networking and supporting networking
- Guidance, consultancy services at all stages of construction projects
- HatTrick investments to support strategic objectives (stadiums, winter facilities)
- Developing information services on the adequacy of facilities

CLUBS

- Responsible and long-term maintenance of the club's own facilities
- Facility lobbying
- Participation in facility projects
- Club's own facility projects and joint ones with other clubs
- Making greater use of existing facilities
- Equality of facilities

PUBLIC SECTOR

- Facility construction
- Supporting the facility projects of clubs
- Granting futsal the status of a winter sport

TACTICAL INDICATORS AND TARGETS 2028

MAIN INDICATORS

Registered players in relation to the number of pitches: **TBA**

Winter facilities in Finland (number): **TBA**

SPECIAL INDICATORS

In pitch projects, microplastic emissions are minimised and old surface materials are properly recycled: **100%**

New stadiums [number]: **TBA**

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



GOAL-ORIENTED CLUBS

“

It is important to develop cooperation between the clubs to ensure the best possible development environment for players. By focusing on the core mission and vision clubs have identified for themselves, profiling can be carried out without compromising the club's identity.”

A CRITICAL SUCCESS FACTOR

As more and more clubs identify and focus on their core mission and values and the needs of their key stakeholders, it allows player development in Finnish football and futsal, the vitality of the clubs and members' well-being to take a significant step forward towards a better future.

By adopting a goal-driven approach, clubs ensure the relevance and vitality of their activities in an ever-changing and unpredictable environment.

Every participant can see, hear and feel the good sportsmanship. Sport is a competitive advantage for clubs, and it is made possible by competent sports management.

Sport, equality and cooperation will be the pillars of our clubs in the 2030s, attracting more and more citizens to get involved in club activities and ensuring that those already involved want to stay.

An equal club promotes the inclusion of girls and women at all levels. By working together, a club can thrive on its own strengths, while building diverse player pathways and a better environment.

Together, better, more sustainably.



GOAL-ORIENTED CLUBS

KEY AREAS FOR ACHIEVING THE OBJECTIVES



FOOTBALL ASSOCIATION

- Performance-based aid for clubs
- Developing the skills of club operators in sports management, goal-setting, vitality, communication and good governance
- Continuous development of the tools for skill development (incl. futsal): quality scheme, SPL e-Academy, ERP
- Enabling interaction and cooperation
- Supporting the player development environment at the specialisation stage (see the Developing Players to International Level development programme)
- Improving the employer image of the football family
- Supporting the launching and/or growth of futsal activities

CLUBS

- Identifying: core mission, values, vision and key stakeholders
- Setting, monitoring and managing objectives, with continuous improvement (paying particular attention to the development of sports management)
- Recruiting volunteers and employees, developing their skills and systematically managing them (with particular attention to the number of women as decision-makers and full-time employees, and to people's well-being)
- Promoting cooperation between clubs and other stakeholders to create the best possible environment for players to develop in and enjoy the hobby

TACTICAL INDICATORS AND TARGETS 2028

MAIN INDICATORS

Goal-driven clubs: **100**

Clubs at level 2–5 in the quality scheme: **TBA**

SPECIAL INDICATORS

Number of women coaches: **TBA**

Number of women decision-makers (chair of board, zgeneral secretary, vice-chair/ director of football): **TBA**

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED

DEVELOPMENT PROGRAMMES



DEVELOPMENT PROGRAMME

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

The development of coaching for children and young people is the foundation of player development and we will continue to develop it in all the stages of the strategy.

Raising players to international elite level in the coming strategy phase requires special attention on the specialisation phase of player development activities – and consequently a development programme.

In football, improving the international status of Finnish players requires the radical development of the market value of U20 players, even in the short term.

In futsal, the domestic league is seen as attractive, and promoting its professionalisation is a key decision for player development alone.

The development programme takes a player-centred view of the specialisation phase from the perspectives of the club (academies and cooperation with schools and educational

institutions), the Football Association (national/regional teams, competitions) and school (everyday environment), aiming for a sustainable overall solution.

This development programme will integrate FIFA's development grants and the Football Association of Finland's club support package.

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

- Competitiveness of national youth teams
- Playing time for U18 men at the top league level
- Playing time for 17–18-year-old women at the top league level
- Increasing the total hours of training in the specialisation phase (16–20-year-olds)



THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



DEVELOPMENT PROGRAMME

MORE PHYSICAL ACTIVITY

Adequate physical activity in childhood and adolescence is a key pillar of football and futsal in terms of attraction (i.e. seeking participation in the sport) and player retention (i.e. a lower threshold for a positive experience and sense of capability). At the same time, a physical lifestyle learned in childhood predicts a lifelong positive attitude towards exercise.

There are three components to children and young people's physical activity: school, family, and leisure time and club activities. Of these, we can impact leisure (quantity of physical activity) and club activities (quality of physical activity). We must also intensify our cooperation with schools with a view to increase children and young people's physical activity. Futsal has strong growth potential in this regard.

The best way to increase physical activity in society is to get those involved who don't yet have a sports hobby and to retain those who are already involved. The development of game activities and different forms of engagement has a major role to play here.

The target groups should be different age groups, from children to the elderly. Solutions are particularly needed in regions where declining birth rates and migration pose challenges to the organisation of recreational activities.

Increasing physical activity will be a key factor for the direction of sport and elite sport over the

next five years. At the same time, increasing the amount of physical activity in society is crucial for both an individual's well-being and functional ability, and the sustainability of society as a whole.

The development programme is linked to the Olympic Committee's concept Toimintakykyinen maa ja kansa (A country and nation with excellent functional ability). It is also important to increase the impact by collaborating with various partners (e.g. Kesko's "Liike on lääke" campaign).

To be the most popular sport in Finland, capable of engaging players in the long term, the football community has an unequivocal duty to act as a pioneer of Finnish sporting culture, a leader of change.

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

- Increasing the monitoring of independent training in clubs
- Club concepts to increase physical activity in leisure time
- H&H pathway: increasing the total amount of physical activity for male and female players
- Activity concepts for young people, adults and the elderly
- New/existing game concepts

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



DEVELOPMENT PROGRAMME

VITALITY OF TOP LEAGUE CLUBS

It is key for Finnish football to promote the vitality of the top leagues, as they are a critical environment for strategic elite sport goals and the objective of being the most popular sport in Finland.

Improving the financial position, commercial know-how and resources of the clubs is important for their viability. Commercial know-how will strengthen the long-term vitality of the organisations, improve the sporting quality of the leagues and thus contribute to their appeal.

It is also important to deepen and broaden the Finnish supporter culture. For the vitality of the clubs, it is important to promote club communities that have a “tribe” built around the club’s representative team, one that engages the whole community. The work must be carried out on a long-term basis, and at the heart of it must be the club’s own members, such as junior players and their families.

The vitality of clubs is also strongly linked to the development of their stadium facilities. In new stadiums, clubs should act as operators. We must ensure that the clubs in the Kansal-

linen Liiga (National League) also benefit from the improvement of the facilities.

Sports management requires development work and doing things in a methodical way to ensure that players do not leave the club too early or without a contract. We must also ensure that the clubs’ dedicated professionals enjoy a high-quality working environment under competent management and that their work is efficiently organised.

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

- Increasing the audience
- Increasing financial performance
- Promoting the construction of stadiums that meet the Veikkausliiga criteria
- Accountability programmes for top league clubs

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS’ SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



IN A NUTSHELL

**STRATEGIC CONTENT ON FUTSAL,
FOOTBALL FOR WOMEN AND GIRLS,
AND SUSTAINABILITY IN A NUTSHELL**



FUTSAL

The strategic approach to futsal focuses on strengthening the goal orientation of clubs that play futsal and supporting the role of futsal in football clubs where it is a part of what they offer. Other key objectives include increasing the number and skills of futsal coaches, improving playing facilities, developing the professionalism of the domestic league and increasing the sport's attractiveness.

The training and number of futsal coaches, and teaching football coaches futsal, are important priorities for the sport.

The scarcity of facilities, especially for competition, is a challenge, and one of our key objectives is to achieve the status of a winter sport for futsal throughout Finland. Aiming to achieve an international level requires the development of Finland's top leagues. The goal is to ensure that domestic leagues remain attractive to the country's top players.

Futsal offers a year-round sport within the football family and opens up opportunities for clubs also in smaller communities. Our aim is to create conditions that allow futsal to flourish in Finland and attract both players and coaches to the sport.

INDICATORS TARGET 2028

Number of players: **33,000** players
Number of spectators (FL+MJ): **121,200**
Number of live spectators (FL+MJ): **6,220**

Players in TOP10 leagues [players]: **TBA**

Qualified for prestigious adult competitions: **2**
Men's national team UEFA ranking: **8**
Women's national A-team UEFA ranking: **8**

Continuity of hobby (all): **TBA**
Continuity of hobby
12–16-year-olds: **TBA**

**THE MOST
POPULAR SPORT
IN FINLAND**

**PLAYERS TO
INTERNATIONAL
ELITE LEVEL**

**NATIONAL TEAMS'
SUCCESS AT
PRESTIGIOUS
COMPETITIONS**

**KEEPING
EVERYONE
INVOLVED**



FUTSAL

GOAL-ORIENTED CLUBS

TACTICAL INDICATORS / TARGET 2028

Number of goal-driven clubs: **TBA**
Clubs that have reached at least level 3: **TBA**

KEY AREAS

Developing a quality scheme for futsal
Launching and/or growing the sport

SKILLED COACHES

TACTICAL INDICATORS / TARGET 2028

Number of qualified futsal coaches in junior teams registered in futsal leagues (%): **TBA**

FACILITIES THAT PROMOTE LEARNING

TACTICAL INDICATORS / TARGET 2028

Courts / 1,000 players: **TBA**

KEY AREAS

Granting futsal the status of a winter sport
Identification of small halls (30–34 m long) and development of training formats to suit the facilities, utilising them for children's (11 years and younger) game activities

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Competitiveness of national youth teams
Increasing the total hours of training in the specialisation phase (16–20-year-olds)

MORE PHYSICAL ACTIVITY

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Increasing the monitoring of independent training in clubs
Club concepts to increase physical activity in leisure time
"Huuhkaja- ja Helmaripolku" player development pathway: increasing the total amount of physical activity for male and female players
Activity concepts for young people, adults and the elderly
New/existing game concepts

VITALITY OF TOP LEAGUES

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Increasing the audience
Increasing financial performance
Accountability programmes for top league clubs



FOOTBALL AS A SPORT FOR WOMEN AND GIRLS

Women's and girls' football is growing globally, both quantitatively and financially.

Women's elite football in Finland is facing particular challenges due to a lack of commercial expertise and resources. The link between women's top league clubs and junior associations is making it difficult to professionalise women's football and exploit the market. Commercialism, improved resources and the professionalisation of playing are critical factors if we want to keep up with international competition.

Girls and boys have different motivations and needs, and this must be taken into account at all stages of player development. The equality of environments, resources and sports management, especially in the case of young female players, is an important area for development to ensure that girls are able to engage with the sport and continue to elite level. When training coaches, we must take gender differences into account and, for example, the biological changes girls go through in their teenage years.

The number of female players can be expected to increase and their commitment to the sport to deepen when equality and girls' ways of engaging with the sport are met increasingly well.

INDICATORS TARGET 2028

Number of players, girls and women: **40,000**
Number of spectators (TV, Arena) KL, MJ: **TBA**
Number of live spectators KL, MJ: **TBA**

Players in the TOP 6 leagues [women players]: **TBA**

Helmarit qualified for prestigious competitions: **TBA**
Qualified for prestigious youth competitions: **TBA**
Helmarit FIFA ranking: **14**

Continuity of hobby (all): **TBA**
Continuity of hobby
12–16-year-olds: **TBA**

THE MOST POPULAR SPORT IN FINLAND

PLAYERS TO INTERNATIONAL ELITE LEVEL

NATIONAL TEAMS' SUCCESS AT PRESTIGIOUS COMPETITIONS

KEEPING EVERYONE INVOLVED



FOOTBALL AS A SPORT FOR WOMEN AND GIRLS

GOAL-ORIENTED CLUBS

INDICATORS / TARGET 2028

Number of women coaches and decision-makers: **TBA**

KEY AREAS

Paying special attention to the number of women decision-makers

SKILLED COACHES

INDICATORS / TARGET 2028

Number of female UEFA-certified coaches: **TBA**

Coaches' ability to inspire and ensure movement for 80% of training time [score 1–10]: **8**

KEY AREAS

Paying special attention to the recruitment of female coaches

FACILITIES THAT PROMOTE LEARNING

INDICATORS / TARGET 2028

H&H pathway: T3–T5 team training hours at the youth and specialisation phases: **TBA**

KEY AREAS

Equality of facilities

DEVELOPING PLAYERS TO INTERNATIONAL LEVEL

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Competitiveness of national youth teams

Playing time for 17–18-year-old women at the top league level

Increasing the total hours of training in the specialisation phase (16–20-year-olds)

MORE PHYSICAL ACTIVITY

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Increasing the monitoring of independent training in clubs

Club concepts to increase physical activity in leisure time

H&H pathway: increasing the total amount of physical activity for male and female players

Activity concepts for young people, adults and the elderly

New/existing game concepts

VITALITY OF TOP LEAGUES

FOCUS AREAS OF THE DEVELOPMENT PROGRAMME

Increasing the audience

Increasing financial performance

Accountability programmes for top league clubs

SUSTAINABILITY

We were involved in building the Sustainability Programme for Finnish Sports and we are committed to UEFA's Football Sustainability Strategy, which is tailored for the European football community. Our mission and vision also oblige us to act responsibly.

In addition to our strategy, sustainable thinking and action are built into the everyday life of the football family in many ways, and at every level. We recognise our responsibility, but also the opportunity to make a wider impact by making the accountability work of Finnish football and futsal more systematic than ever.

Together we have assessed the current situation and discussed the challenges ahead. As a result of this process, our sustainability plan was restructured and three areas were identified as priorities for the football family to focus on in the coming strategy phase.

Our most important sustainability action is to get children, young people and adults moving. Our aim is to keep everyone involved and to promote well-being and good health even more widely in the future, also among adults.

To maintain and increase the attractiveness of our sport, we need to foster safe and secure environments for clubs to ensure that they treat people equally and are free from all forms of discrimination.

We want to take more concrete action for biodiversity, the environment and the climate. We take environmental impacts into account when planning our competition activities and we all make choices that reduce the carbon footprint of football.

INDICATORS TARGET 2028

0 incidents of harassment by 2028

30% of the clubs participating in the quality scheme organise activities for adults or the elderly

We will reduce our CO2 emissions by 50% by 2030



SUSTAINABILITY

GOAL-ORIENTED CLUBS

SAFE OPERATING ENVIRONMENT TACTICAL INDICATORS / TARGET 2028

Coaches' criminal records are checked in junior work (%): **TBA**

SKILLED COACHES

HEALTH AND WELL-BEING TACTICAL INDICATORS / TARGET 2028

Coaches' ability to inspire and ensure movement for 80% of training time [score 1–10]: **8**

FACILITIES THAT PROMOTE LEARNING

ENVIRONMENT TACTICAL INDICATORS / TARGET 2028

In pitch projects, microplastic emissions are minimised and old surface materials are properly recycled: **100% of projects**

MORE PHYSICAL ACTIVITY

TACTICAL INDICATORS / TARGET 2028

How many clubs monitor the amount of girls' and boys' independent training: **TBA**

Concepts implemented by clubs to increase girls' and boys' physical activity in leisure time: **5** in **50** clubs

Activity concepts for young people, adults and the elderly: **5** in **50** clubs

New game concepts: **100** teams

VITALITY OF TOP LEAGUES

TACTICAL INDICATORS / TARGET 2028

Clubs in Veikkausliiga, Kansallinen Liiga and Futsal-Liiga have sustainability plans: **100%**





**CAPABILITIES
AND
ENABLERS**



CAPABILITIES

Capabilities refer to the overall ability of an organisation to perform tasks and solve problems in order to achieve objectives.

They cover a wide range of aspects, such as human resources, technological tools and information management processes.

Business performance is based on how well people, technology and processes work together to achieve what the organisation needs to succeed.





CAPABILITIES

WHY?

WHAT?

EXPERTISE

The world and objectives are changing rapidly, which is why it is important that Finnish football has the critical expertise needed to cope with the changing environment.

- Commercial know-how
- Pedagogical skills
- Product development expertise
- Sustainability expertise
- Harnessing digitalisation (process)

ABILITY TO REGENERATE

There are many simultaneous changes in the operating environment (incl. the ECJ decision, the gambling market and AI), the effects of which need to be investigated and proactively addressed for the benefit of the football ecosystem.

- Processes for assessing the likely impact of hypothetical changes in the operating environment
- Processes for sharing knowledge and the solutions derived from it with Finnish football stakeholders
- Processes for implementing the necessary changes at different levels of the football family

KNOWLEDGE-BASED MANAGEMENT

The strengthening of knowledge-based management practices will continue at all levels of Finnish football, as this is the only way to ensure we make better decisions and achieve better results.

- Promoting knowledge-based interaction in the football family

PUBLIC AND INTERNATIONAL RELATIONS

Public and international relations are important in many ways. Work on facilities, grants for the Football Association and its stakeholders, and cooperation (incl. health and social services) are critical to the vitality of our sporting community.

- Promoting lobbying processes, in particular for facility development
- Strengthening the role of international lobbying

Enablers are people and tasks we must take care of in order to achieve our strategic objectives.

Enablers, together with critical success factors and development programmes, create a roadmap for success.

Enablers differ from critical success factors in that no additional resources are proposed in relation to them in the current situation, and they differ from development programmes in that there is no need to build a project around them.

We must take enablers into account in our activities and take good care of them.

ENABLERS



ENABLERS

Volunteers

Volunteers play a crucial role in football. Making volunteers' work as easy as possible, valuing and respecting them, and developing their skills should be high on the agenda. This must be complemented by investments in volunteer management and recruitment at different levels of the football family.

Parents

Parents naturally play a very important role when it comes to junior players. Consequently, they are also important for the achievement of our strategic objectives. Parents have an influence in the selection of the sport. At best, they act as one of the driving forces behind sticking with the hobby.

Parents play an important role in the attitude of players towards the sport, the amount of exercise they take each week and their relationship with the sport in general. That is why we must ensure constructive interaction with them at all levels.

Cost management

The cost of playing football as a hobby is on the rise due to inflation, the increase of full-time employees and the clubs' own facility projects.

It is important to keep the topic of the price of the hobby in the public debate and to look for solutions that would allow quality to in-

crease faster than price.

Please note: developing facilities, increasing the number of full-time employees and decreasing the price cannot occur at the same time.

Communications and marketing

We must make use of all the available means of communication and marketing to achieve our strategic objectives. This means, in particular, highlighting to stakeholders the different ways in which they can contribute to the implementation of our strategy.

The development of marketing and communication, especially at club level, needs attention.

Referees

The number of referees is an extremely important enabler.

Competent referees not only have a huge impact on providing emotionally rewarding matches, but also on player development.

It is therefore important that we continue our efforts both to recruit new referees and to raise the prestige of the profession.

To ensure an international path for referees, we need to promote the implementation of the VAR system.





2025

2028