

The JFA Mid-Term Plan for **2015 - 2022**



Japan Football Association

The JFA Ideal

Through football, we realise the full benefits that sports can bring
to our lives – the soundness of our bodies,
the expansion of our minds, and the enrichment of our societies.

The JFA Vision

By bringing the football experience closer, we bring sport itself closer to all;
from this affinity, we will create an environment rich
in enjoyment and happiness.

By strengthening the base of football in Japan,
we will create world-class National Teams that will move,
inspire and encourage the people of Japan.

We will always act in a spirit of fair play,
fostering friendships among the people in Japan and beyond,
to contribute to the betterment of the international community.

The JFA Values

Joy of Sports	Put the joy and pleasure of sports at the heart of everything that we do.
Players First	Always act in the best interest of players.
Fairness	Strive to be open, act in good faith, and above all be fair at all times.
Moving Forward	Continue to grow with high aspirations and passion.
Respect	Respect and appreciate everyone and everything that we engage with.



In January 2005 the Japan Football Association (JFA) made “The JFA Declaration 2005” and asserted our objectives to be attained by 2015 in “The JFA Pledge for 2015.”

We are now in the middle of 2015, and it is time that we recapitulate our pledge and evaluate our achievements over the past ten years. At the same time, with the hope for further growth of Japanese football, we reviewed our many activities and selected the areas we would especially like to focus on in the coming eight years, summarising them in “The JFA Mid-Term Plan for 2015-2022.”

We have also created “The JFA Values,” which establishes the values we, as members of the football family, should cherish. We wish to share the underlying spirit of “The JFA Values” together with “The JFA Ideal” and “The JFA Vision” with the entire football family.

With the JFA ideal, vision, and values in our hearts, we shall work closely together with the regional/prefectural football associations, affiliated organisations, and all members of the football family to fulfil our goals and responsibilities contained in “The JFA Mid-Term Plan for 2015-2022” and jointly create a better environment that will foster the development and success of football in Japan.

May 2015

DAINI Kuniya

President of the Japan Football Association

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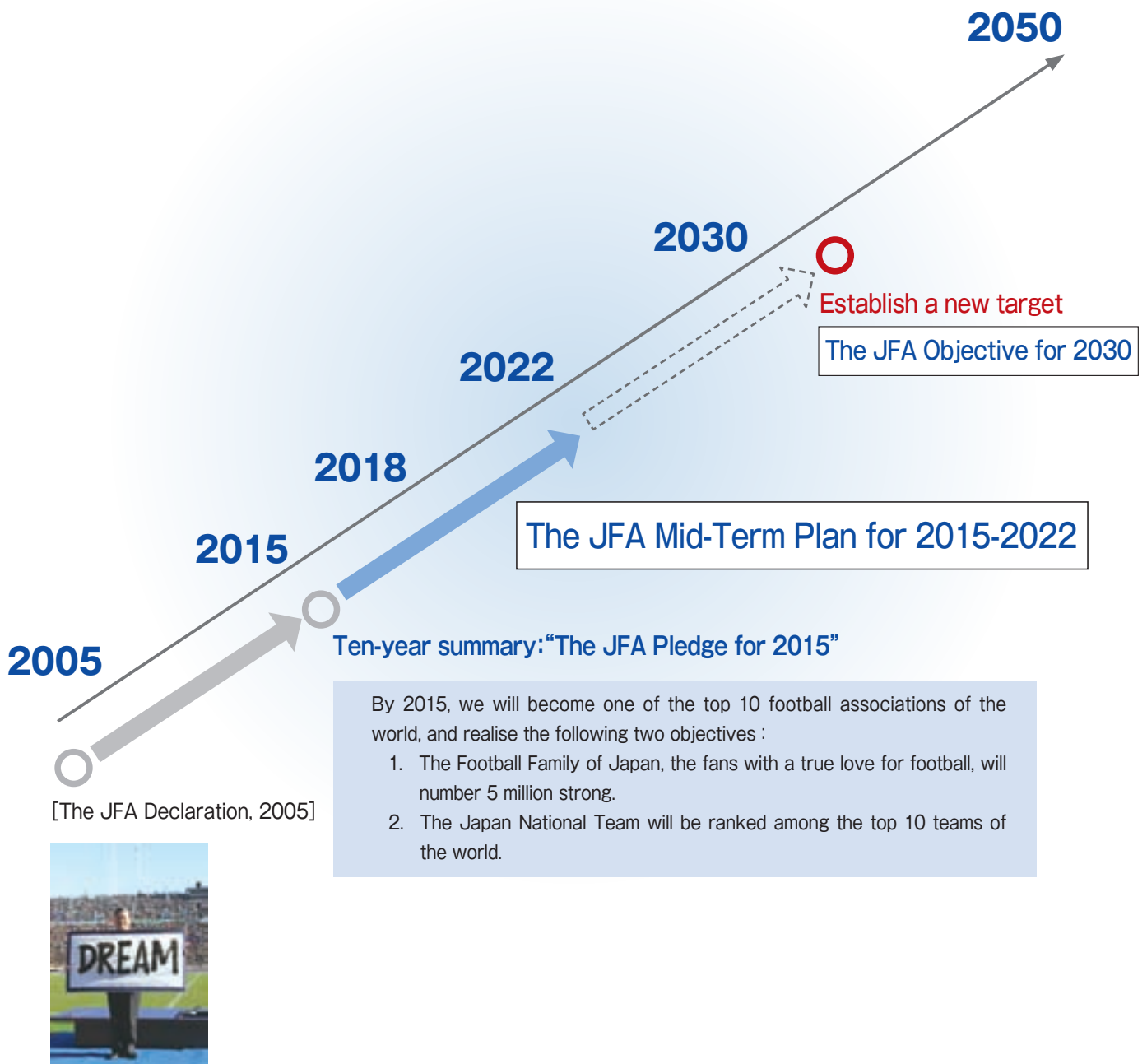
1. Outline of The JFA Mid-Term Plan for 2015-2022

“The JFA Mid-Term Plan for 2015-2022” is a consolidation of the activities we shall especially focus on for the eight years between 2015 and 2022 in order to realise “The JFA Pledge for 2050” asserted in “The JFA Declaration, 2005.” The plan is composed of a recapitulation of “The JFA Pledge for 2015,” our objective toward 2030, the newly established “The JFA Mission for 2015-2022” and “The JFA Action Plan 2022.”



About The JFA Mid-Term Plan for 2015-2022

"The JFA Pledge for 2015" and "The JFA Pledge for 2050." We are now in the middle of the year 2015, and we take the opportunity to recapitulate our activities and efforts over the past ten years since "The JFA Declaration, 2005" was released, and at the same time we present our newly established "The JFA Objective for 2030" as we continue working towards the fulfilment of "The JFA Pledge for 2050." We have also put together "The JFA Mid-Term Plan for 2015-2022" to summarise the activities we shall especially focus on for the coming eight years leading up to 2022.



The JFA Declaration, 2005

The JFA Ideal

Through football, we realise the full benefits that sports can bring to our lives the soundness of our bodies, the expansion of our minds, and the enrichment of our societies.

The JFA Vision

By bringing the football experience closer, we bring sport itself closer to all; from this affinity, we will create an environment rich in enjoyment and happiness.

By strengthening the base of football in Japan, we will create world-class National Teams that will move, inspire and encourage the people of Japan.

We will always act in a spirit of fair play, fostering friendships among the people in Japan and beyond, to contribute to the betterment of the international community.

The JFA Pledge for 2015

By 2015, we will become one of the top 10 football associations of the world, and realise the following two objectives:

- 1.The Football Family of Japan, the fans with a true love for football, will number 5 million strong.
- 2.The Japan National Team will be ranked among the top 10 teams of the world.

The JFA Pledge for 2050

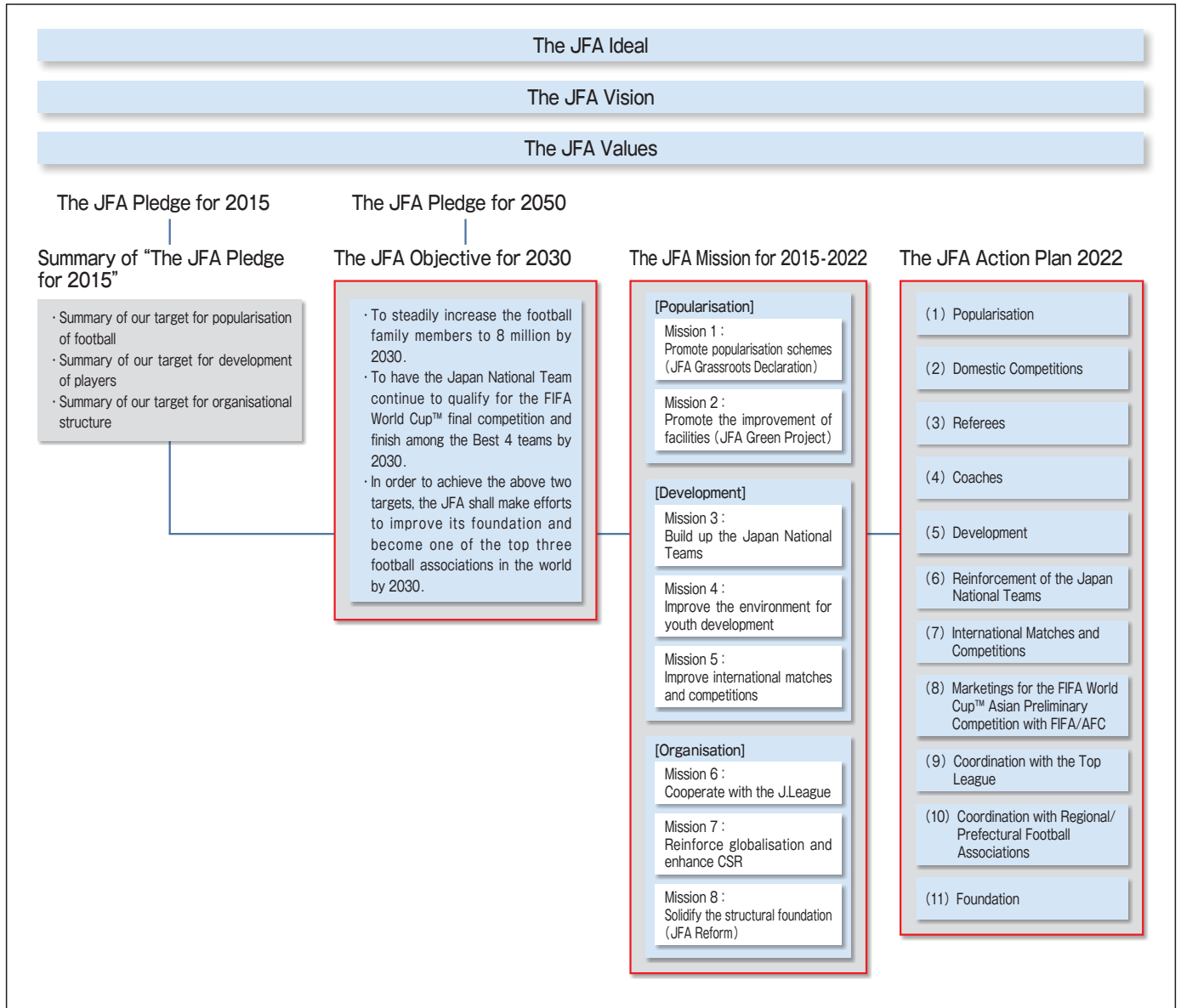
By 2050, we will realise two key objectives that will allow all to share a special joy:

- 1.The Football Family of Japan, the fans with a true love for football, will number 10 million strong.
- 2.We will host the FIFA World Cup in Japan, and the Japan National Team will be the Champion.

DREAM
COURAGE TO ACHIEVE



[The Framework of The JFA Mid-Term Plan for 2015-2022]



The objective and plan are based on an eight-year marketing cycle and a four-year World Cup cycle. Because of the nature of “The JFA Pledge for 2050” being a slogan-like goal, we established “The JFA Objective for 2030” and set a clear target for 2018 and 2022 in the areas of popularisation of football and the development of players. We then listed the Key Success Factors (KSF) that would enable us to reach our targets, created “The JFA Mission for 2015-2022” to confirm the tasks and measures we will focus on over the next eight years, and put together the “The JFA Action Plan 2022” that we will follow to fulfil the specific goals we set. In addition, the specific activities for the four-year cycle is summarised in the “Task Plan 2018,” which is shared among all those involved.

Approach to Establishing the Objective and Plan (Schedule)

	2015	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	-	50
Objective	The JFA Objective for 2030																	
JFA Mission	The JFA Mission for 2015-2022									The JFA Mission for 2015-2022								
Action Plan	The JFA Action Plan 2022									The JFA Action Plan 2030								
Task Plan	Task Plan 2018			Task Plan 2022			Task Plan 2026			Task Plan 2030								

2. Summary of The JFA Pledge for 2015

When the JFA announced “The JFA Declaration, 2005,” we established a mid-term goal called “The JFA Pledge for 2015.” Our target was to increase the number of football family members passionate about the sport to 5 million, and to see our men’s national team rank within the world’s top ten teams. In order to achieve our goals, we also declared the objective of becoming one of the top ten associations in the world. We will recapitulate “The JFA Pledge for 2015” as we look back at our achievements since 2005.



The JFA Pledge for 2015

To gain 5 million football family members passionate about the sport:

ACHIEVED

The members of the football family counted 5.26 million in 2015.

We were able to reach our target of 5 million members by 2015 – 5,262,220 to be exact. (There is some overlap among certain categories.) The growth of the football family is the result of the consolidated efforts by the prefectural football associations and all others involved, who conducted the “JFA Kids Programme” and other festivals and events, upgraded the facilities, and improved the league environment.

[Football family fact 2015 of Japan]

Category	Number of football families
Players	2,798,503
Coaches	150,213
Referees	278,028
Staffs	54,753
Supporters	1,980,723
Total	5,262,220

The JFA Pledge for 2015

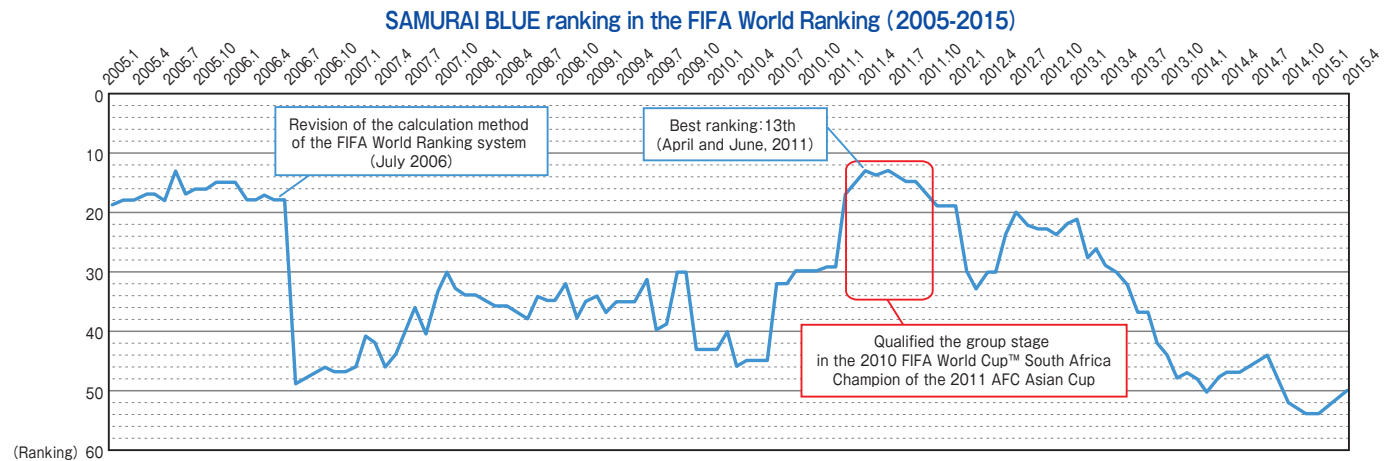
To see the men’s national team rank in the world’s top ten teams:

NOT ACHIEVED

SAMURAI BLUE’s challenge to reduce the gap with the world continues; but the target for 2015 was not achieved. The road to the world’s top level is still on going.

Though the target to become one of the ten top-ranking teams in the world was not fulfilled by 2015, the challenge of Samurai Blue continues.

SAMURAI BLUE is ranked 50th in the FIFA World Ranking (as of April 2015).



Nadeshiko Japan crowned champion in the 2011 FIFA Women’s World Cup™ Germany, and also received the People’s Honour Award.

The courage and perseverance of the Nadeshiko Japan players touched the hearts and gave hope to many people who were affected by the Great East Japan Earthquake.

Nadeshiko Japan is ranked 4th in the FIFA World Ranking for Women (as of April 2015).

The JFA Pledge for 2015

To become one of the top ten football associations in the world:

ACHIEVED

In “The JFA Pledge for 2015” we set a target to become one of the top ten football associations in the world. In order to grasp the current situation and status of the JFA organisation, we compared the world’s football associations using the following 8 criteria: (1) personnel (2) popularity of football and number of registered players (3) facilities (4) competitions (5) level of football (6) financial base/marketing (7) national structure (8) globalisation. Comparing organisations is not a simple task, but we have concluded that in overall capabilities, the JFA ranks among the top ten football associations in the world.

[Ranking of JFA in the world]

Category	Ranking	
1) Personnel	7	
2) Popularity of football and number of registered players	Registered players ※1	5
	Ratio of population	9
3) Facilities	Number of stadia ※2	4
	Ratio of population	7
4) Competitions	Spectators at domestic league matches ※3	11
5) Level of football	Achievements in FIFA competitions ※4	8
6) Financial base/ marketing	Scale of FA income and expenditure	4
7) National structure	Domestic structure/governance ※5	1
8) Globalisation	FA personnel in international organisations ※6	16

※1 Ranking based on the number of registered players, coaches, and referees combined
 ※2 Ranking based on the number of stadia with a capacity of over 15,000
 ※3 Ranking based on the average number of spectators per one top league match
 ※4 Ranking based on the total points calculated from a unique point system that assigns points to the final results of the national teams (including the “Under” categories) in FIFA and Olympic competitions
 ※5 Ranking based on the extent of the area covered by the FA, conversion of regional/prefectural FAs to a corporate entity, and compliance with the FIFA Statutes
 ※6 Ranking based on the total number of personnel serving on the FIFA or Confederation Executive Committee and other Committees, and personnel working in the FIFA or Confederation headquarters

3. New Objectives and Basic Strategy

In “The JFA Mid-Term Plan for 2015-2022” we newly established “The JFA Objective for 2030” as a half-way point for the realisation of “The JFA Declaration, 2005.” In order to achieve the objectives we set, we re-examined the Key Success Factors (KSF) in eight areas and created “The JFA Mission for 2015-2022.” This mission statement and “The JFA Objective for 2013” will be shared with the football family as we dedicate our full efforts in meeting our objectives.



Establishment of a New Objective

To fulfil “The JFA Pledge of 2050” asserted in “The JFA Declaration, 2005,” the JFA has established new objectives that we will strive to fulfil by 2030.

The JFA Pledge for 2050

By 2050, we will realise two key objectives that will allow all to share a special joy:

- 1.The Football Family of Japan, the fans with a true love for football, will number 10 million strong.
- 2.We will host the FIFA World Cup™ in Japan, and the Japan National Team will be the Champion.

The JFA Objective for 2030

[Popularisation]

To steadily increase the football family members to 8 million by 2030.

[Target for 2018 5.6 million football family members Target for 2022 6.4 million football family members]

[Development]

To have the Japan National Team continue to qualify for the FIFA World Cup™ final competition and finish among the Best 4 teams by 2030.

[Target for 2018 Among the top 20 in the FIFA World Ranking Target for 2022 Among the top 10 in the FIFA World Ranking]

※The abovementioned Japan National Team refers to SAMURAI BLUE (men’s national team) .

In order to achieve the above two targets, the JFA shall make efforts to improve its foundation and become one of the top three football associations in the world by 2030.

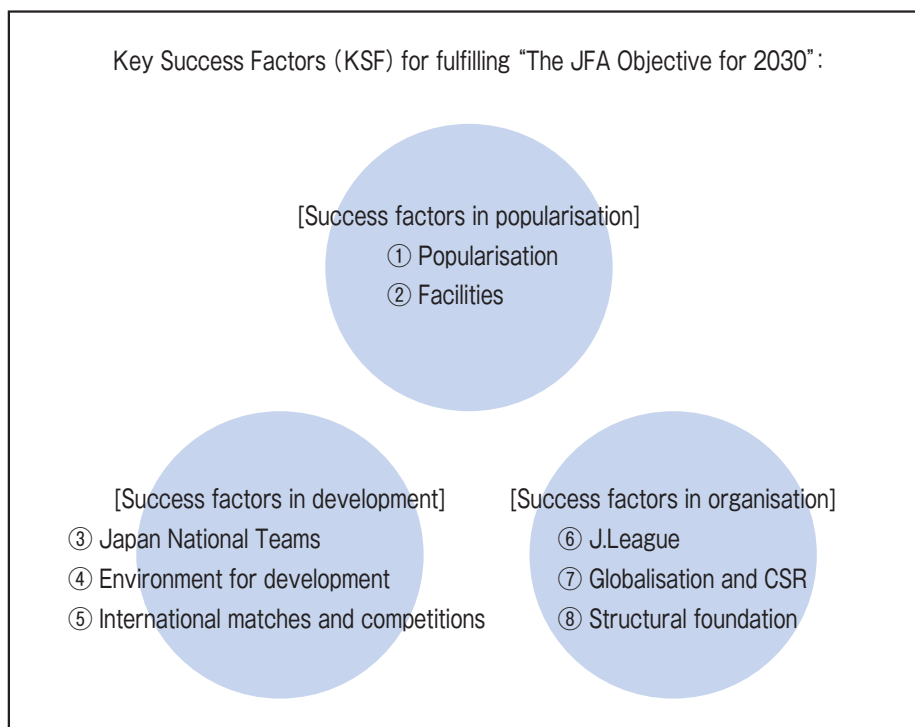
The JFA Pledge for 2015

By 2015, we will become one of the top 10 football associations of the world, and realise the following two objectives:

- 1.The Football Family of Japan, the fans with a true love for football, will number 5 million strong.
- 2.The Japan National Team will be ranked among the top 10 teams of the world.

Key Success Factors for Attaining Our Goals and the Establishment of “The JFA Mission for 2015-2022”

The JFA identified the following eight areas as Key Success Factors (KSF) that are important for the fulfilment of “The JFA Objective for 2030.” Furthermore, we established “The JFA Mission for 2015-2022” to confirm the tasks and measures we shall focus on during the eight-year period from 2015 to 2022 in order to fulfil the specific goals we set for 2018 and 2022 in the areas of popularisation and development. The 11 elements of the President’s Mission created in 2004 will be carried on. We will share the mission as well as “The JFA Objective for 2030” with the entire football family and devote our efforts to realising “The JFA Declaration, 2005.”



Tasks and measures we shall focus on to realise the eight KSF above:

The JFA Mission for 2015-2022

- Mission 1: Promote popularisation schemes (JFA Grassroots Declaration)
- Mission 2: Promote the improvement of facilities (JFA Green Project)
- Mission 3: Build up the Japan National Teams
- Mission 4: Improve the environment for youth development
- Mission 5: Improve international matches and competitions
- Mission 6: Cooperate with the J.League
- Mission 7: Reinforce globalisation and enhance CSR
- Mission 8: Solidify the structural foundation (JFA Reform)

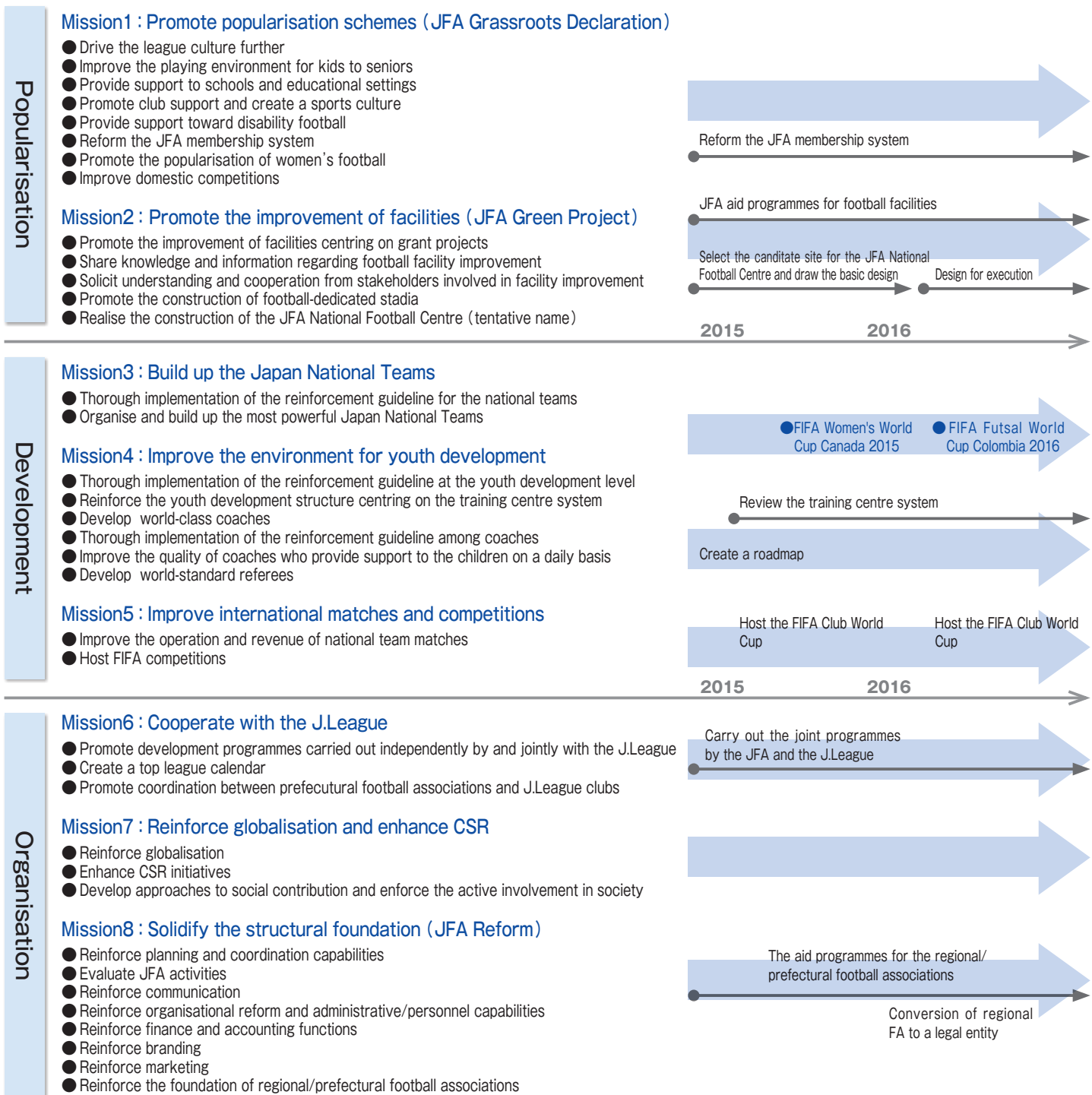
Basic Strategy

Football in Japan will be entering a new stage in the next eight years from 2015 to 2022.

The JFA will make efforts to expand the football family further, promoting the improvement of facilities and various measures to popularise football so that the Japanese people may enjoy football and live a happy and fulfilling life. We will pay special attention to creating a sports club culture rooted in the local community as well as to having the Japanese people embrace sports as an essential part of their lives, and ultimately contribute to the establishment of a sports culture in Japan.

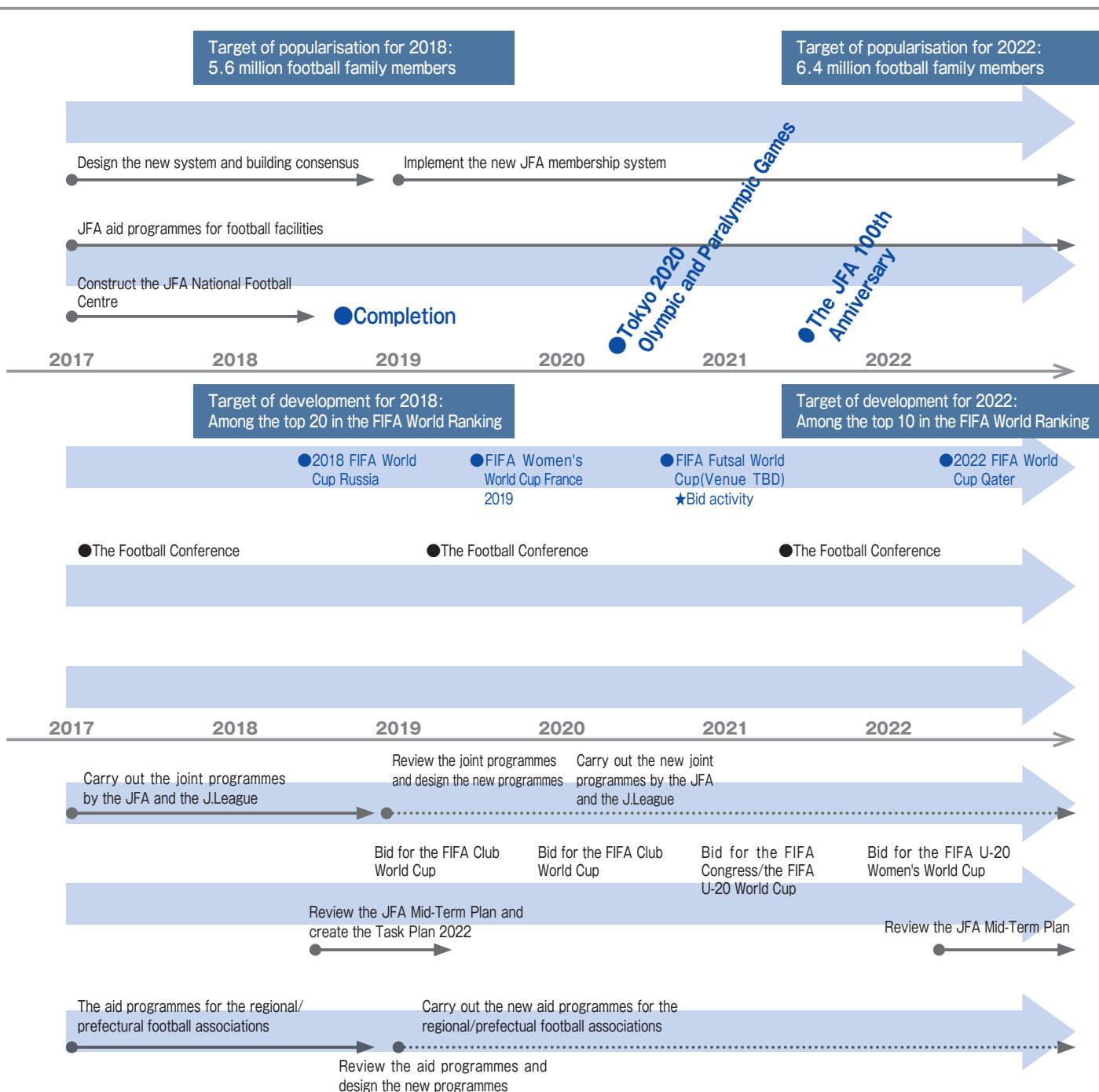
For Japan to gain the competitive level that can win the FIFA World Cup™, it is absolutely essential to consolidate the efforts of the entire football family - the teams and players, and also the coaches, referees, media, sponsors, and supporters - in all levels of development, from the reinforcement of the national team to the grassroots development at the regional and local community levels. We will also solidify our coordination with the J.League to further our endeavours in improving the national team level, the overall environment for development, and organisation of international matches and competitions.

[The JFA Mission for 2015-2022]



Furthermore, viewing sports and football in the context of the Japanese economic and industrial system, we will expand the business and organisation of the JFA as well as the regional football associations and the J.League clubs. We are also committed to actively carrying out various initiatives to fulfil our share of CSR to society. To assist our nation to fully embrace sports and football, the JFA will reinforce our leadership role and collaborative efforts, reaching out to the Sports Ministry, other related national government agencies, municipal governments, and sports organisations to form a solid relationship and to encourage personnel interchange. At the same time, we recognise our role and responsibility as a member of Asia and of the global community, and we will devote our resources to international support and contribution, improving the JFA as a world-standard global organisation.

We are fully aware of the efforts and obligations we must fulfil, and during the next eight years from 2015 to 2022 we will work hard to achieve our new objectives stated in "The JFA Mission of 2015-2022."

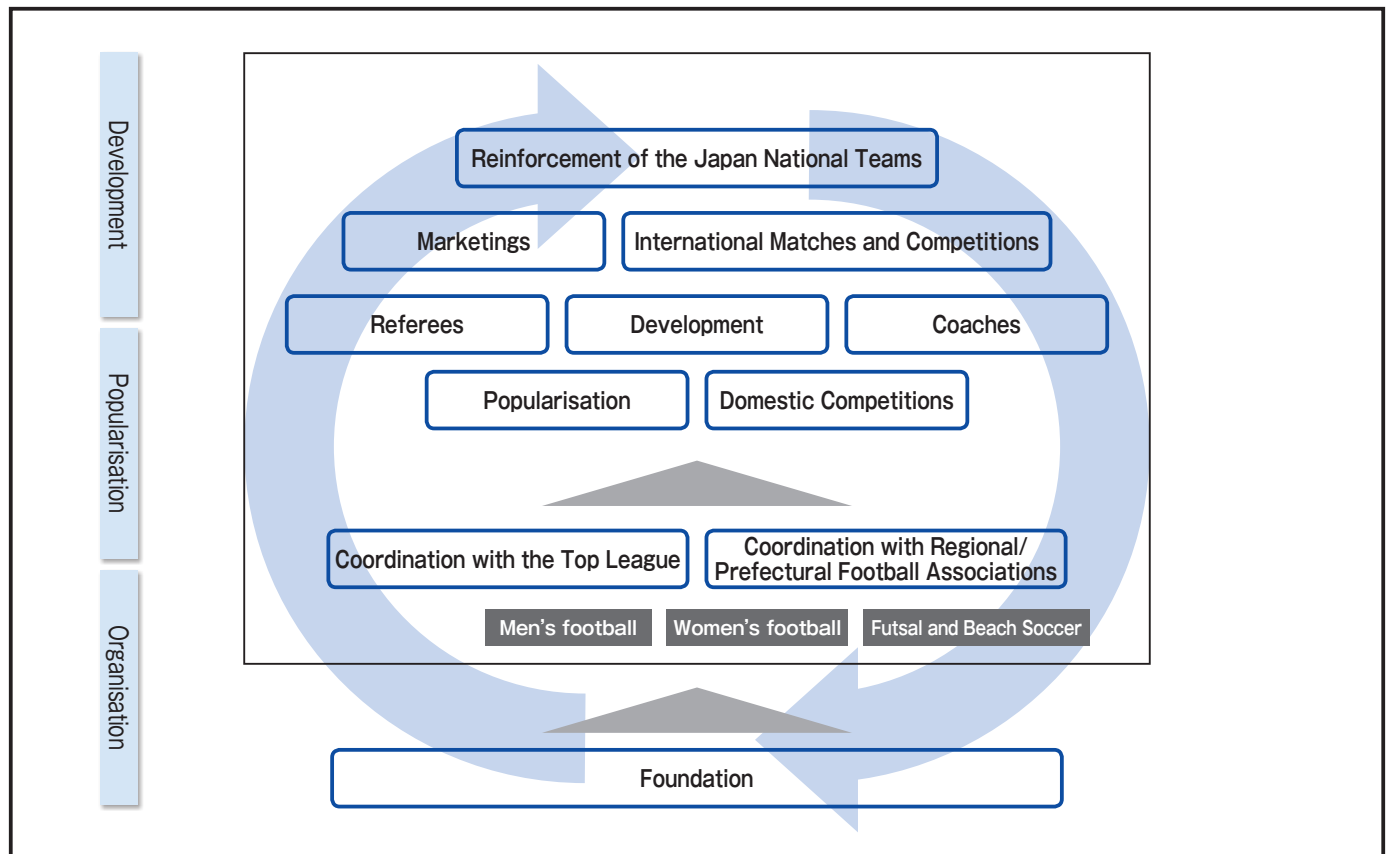


JFA's Activity Structure

Upon creating the mid-term activity plan, we reviewed all the JFA activities and analysed the overall JFA activity structure. As a result, we divided the JFA activities into the 11 categories below.

Categorising the activities has helped us understand the budget distribution and the balance among all the JFA initiatives, allowing us a bird's-eye view of the overall JFA activities. The correlation between the various activities in each category is easier to grasp, and it has also made it easier for us to comprehensively review our undertakings, formulate a strategy, create a plan, and analyse our operation.

JFA's Activity Structure (11 categories)



The initiatives and measures in the 11 categories are correlated. For example, the training of coaches is connected to development; development is essential for building up the national team. A strong national team will motivate the children, which in turn will raise the value of Japanese football, help popularise football in Japan, and improve the level of domestic competitions.

The two wheels driving our efforts are development and popularisation, which will be facilitated by coordination with the top league and with the regional/prefectural football associations, and the solid foundation of the JFA organisation will support all of the activities.

4. The JFA Action Plan 2022

In “The JFA Mid-Term Plan for 2015-2022” we focused on “The JFA Mission for 2015-2022,” which was established as the core of our eight-year basic strategy, and organised the “The JFA Action Plan 2022” in line with our 11 activity categories so we can ensure that our goals in the newly established “The JFA Objective for 2030” are achieved.



(1) Popularisation

In our mid-term plan, our new mission to which we will devote special efforts is the promotion of popularisation measures and facilities improvement. Based on “The JFA Grassroots Declaration,” we will help create a better environment and encourage people to enjoy football any time anywhere, regardless of age, gender, disability, or race. As part of the improvement of facilities and infrastructure, we will undertake the establishment of the JFA National Football Centre (tentative name) . We will also improve football facilities nationwide making full use of grant programmes, while we efficiently demonstrate the knowledge and experience we have accumulated and reinforce our approach to stakeholders.

[Current Issues]

- Drop in the number of registered players in all four age groups for the one-year period between 2013 and 2014 (-1%)
- Less opportunities for school children to be engaged in football (and sports in general) , particularly in a number of schools
- Lack of continuity in the football environment between the various age categories, overall decrease in the number of teams, dramatic drop in the number of teams and players in the Category 1 age group
- The need to re-organise the annual football calendar (in response to the current congested schedule)
- The need to verify and improve the registration system (review and revise the current national registration fee, federation membership fee, etc.)
- Introduction of a new membership system (in response to the 80% dropout rate during transition from Category 2 to Category 1 and to the 20% overall non-renewal rate)
- Shortage of football grounds

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members
- Target for 2022 : 6.4 million football family members

[Priority Measures]

- Further promotion of a league culture **Mission 1**
 - Indirect support to achieve a sound league environment
 - Coordinate the annual football calendar
- Improve the playing environment for all ages, from kids to senior players **Mission 1**
 - Promote and reinforce the “JFA Kids Programme”
 - Active approach to the senior age group
- Support schools and academic institutions **Mission 1**
 - Support towards school physical education
 - Support towards extracurricular activities
 - Support towards instructors/coaches of extracurricular activities
- Club support and the creation of a sports culture **Mission 1**
 - Multifaceted support towards clubs (e.g. promoting more age diversification in clubs)
 - Implement the JFA Sports Managers College (SMC)
- Support disability football **Mission 1**
 - Establish an organisational body and converting associated bodies as a legal entity
 - Adopt programmes supporting players with a disability into seminars for coaches and referees
- Reform the JFA membership system **Mission 1**
 - Review the current registration system and promote wider registration
 - Review the roles of various federations within the regional/prefectural FAs
 - Study a new membership system that includes supporters and fans as well as non-renewed memberships
- Promote facilities improvement (JFA Green Project) **Mission 2**
 - Promote the upgrade of facilities supported by aid programmes
 - Share know-how about football facilities improvement
 - Solicit the cooperation of stakeholders of facilities improvement
 - Promote the upgrade of football stadia
 - Undertake the establishment of the JFA National Football Centre (tentative name)
- Implement measures in connection with the Tokyo 2020 Olympic and Paralympic Games
 - Use the Tokyo 2020 Olympic and Paralympic Games as an opportunity to promote the upgrade of facilities and to implement measures to increase the football family population
 - Implement a special development plan to build a stronger national team
 - Contribute to the Olympic and Paralympic Games and accumulate further know-how through the event operation

[Women's Football]

- Promote the popularisation of women's football **Mission 1**
 - Improve and expand the environment for junior high school players
 - Promote the “JFA Nadeshiko Hiroba (plaza/square)” project
 - Promote the establishment of a coordinator dedicated to the promotion of women's football

[Futsal]

- Promote J-Futsal (“Enjoy” registration)
- Review the current “JFA Enjoy 5” system and study the feasibility of establishing other “Enjoy” competitions
- Study the feasibility of coordinating with private futsal facilities and to establish an official approval system
- Promote the adoption of futsal as a standard school sport

(2) Domestic Competitions

Domestic competitions form the backbone of popularisation and development. Recognising the important role they play, we will endeavour to offer competitions that registered players find attractive and enjoyable. We will always maintain a “players first” attitude, and organise leagues and tournaments that are outstanding at all levels and categories. We will also pay the closest attention to the selection of the host venues and the creation of an annual football calendar so that all participants can comfortably enjoy league matches. Furthermore, we will work closely with all those involved in supporting the league operation to deliver fulfilling, high value-added competitions.

[Current Issues]

- Increasing the popularity of the Emperor’s Cup All Japan Soccer Championship
- Increasing recognition and added value of domestic competitions
- Maintaining consistency of competition guidelines for all category competitions
- Improving the ease of participating in competitions in line with the distinct features of each category
- Coordination of the competitions dates to respond to the tight league schedule
- Specific measure to overcome the drop in team numbers, especially for the number of Category 1 players and teams (review how to work with the Shakaijin Soccer Leagues)
- Enhancing participation of the senior generation players

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members
- Target for 2022 : 6.4 million football family members

[Priority Measures]

- Improve the overall quality of domestic competitions **Mission 1**
 - Increase the popularity of the Emperor’s Cup All Japan Soccer Championship
 - Improve the environment and added value of the Category 2, 3, and 4 leagues
 - Coordinate the competition guidelines for all categories
 - Coordinate the annual football calendar
 - Extend collaboration with the Shakaijin Soccer Leagues and revitalise the Category 1 generation
 - Improve the environment of competitions for the senior generation

[Women’s Football]

- Improve the playing environment and the quality of competitions for Category 2, 3, and 4 age groups
- Increase the added value of the All-Japan High School Women’s Soccer Championship

[Futsal]

- Increase the added value of the All-Japan Futsal Championship

(3) Referees

Referees are indispensable to football. Our goal is to constantly dispatch highly qualified referees who can bring out the best in the players and teams at matches/competitions of all categories. Maintaining awareness of the world standard at all times, training of referees and referee instructors will be promoted further to establish a world leading Japanese style referee training and development system. In addition, to assure that everyone with the experience of refereeing can continue their activities, we will share the image of building a career in football refereeing and improve the appeal of the world of refereeing.

[Current Issues]

- Establishment of a systematic development structure to educate referees with potential to respond to the increase of younger international referees
- Establishment of a development structure and provide more opportunities for younger referees
- Establishment of an environment in which the referees find it easier to fulfil their role

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members (320,000 referees)
- Target for 2022 : 6.4 million football family members (350,000 referees)

[Priority Measures]

- Train and educate world-class referees Mission4
 - Develop top referees
- Promote popularisation and training of referees
 - Promote wider recognition and acceptance of youth referees and provide training
 - Train and educate highly competent referees who can draw out the full potential of the players and teams
 - Improve the capabilities of referee instructors and provide more opportunities
 - Realise the JFA Referee Academy plan (including the Referee Caravan)
- Reinforce coordination with referee committees within the regional/prefectural FAs
- Establish, maintain, and improve on a network for communicating and sharing information
- Promote full understanding of the regulations among referees
- Create a roadmap

[Women's Football]

- Promote popularisation and training of female referees

[Futsal]

- Improve the quality of the referee and referee instructor systems

(4) Coaches

Providing promising young players with the environment at the grassroots level in which they can develop their skills to play for Japan one day is an essential part of building up a national team that can compete against the world's very best. The key to the growth of these young footballers is the coaches who instruct them regularly at their clubs. We will increase our efforts to train coaches who can help raise the level of football among these children in all aspects, and with a "players first" viewpoint provide an environment in which players can actively enjoy football. Simultaneously, we will always be aware of the world standard and increase opportunities of international exchange and contribution so that we can train world-class coaches who can lead the national team anywhere in the world.

[Current Issues]

- Training and education of world-class coaches capable of leading the national team
- Further improvement of the quality of coaches and eradicate violence
- Reinforcement of coordination and joint learning with the J.League

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members (160,000 coaches)
- Target for 2022 : 6.4 million football family members (175,000 coaches)

[Priority Measures]

- Improve the overall quality of domestic competitions **Mission 4**
 - Dispatch coaches abroad (establish and implement a system)
 - Invite coaches from abroad (establish and implement a system)
- Thoroughly enforce the development guideline* among coaches **Mission 4**
- Further improve the quality of coaches who are the cornerstone of the lives of young children **Mission 4**
 - Further improvement and active implementation of coaching seminars and refresh workshops
 - Reinforce measures to eradicate violence
 - Provide training and improve the talent of the 47 FA instructors
- Reinforce the sharing and communicating of information through improved initiatives such as the Football Conference, refresh workshops, and J Entry

[Women's Football]

- Train female instructors

[Futsal]

- Establish a futsal instructors system

(5) Development

One of the missions in our mid-term plan is the improvement of the environment for development. The JFA Technical Committee oversees players development, and based on the analysis of the current issues we face in the reinforcement of Japanese football, they will newly create a “2015 Japan National Team Reinforcement Guideline,” which they will fully enforce among all those involved in players development across the nation. With the goal to develop national team-class players in all age categories and ultimately for SAMURAI BLUE, we will review and reform the current state of the Technical Committee and the training centre system, reinforce our coordination with the regional/prefectural football associations and the J.League and all other top leagues, and establish a consistent long-term development system that also fosters a rich character in the young players through football.

[Current Issues]

- Review of the JFA Elite Programme
- Review and reform of the JFA Academy
- Quality of regional and prefectural national training centres
- Nationwide sharing of the direction for players development
- Lack of match venues for the 19-22 age group
- Reinforcement of coordination with the J.League Academy

[Correlating Objectives]

- Target for 2018 : Among the top 20 in the FIFA World Ranking
- Target for 2022 : Among the top 10 in the FIFA World Ranking

[Priority Measures]

- Thoroughly enforce the development guideline* where development takes place Mission4
- Reinforce the development structure centring around the training centre system Mission4
 - Review the training centre system and promote measures aimed at improving the system's quality
 - Review the JFA Elite Programme
 - Review the role of the Kids Elite Programme
 - Establish a coherent coaching structure at the prefectural FA level and put in place dedicated staff for development
- Review and reform the JFA Academy
- Communicate and carry out development measures based on a JFA-J.League collaborative programme
 - *Details noted in “(9) Coordination with the Top League”
- Work jointly with the high school and collegiate Athletic Federations to promote development
- Create a roadmap

[Women's Football]

- Improve the quality of the training centre
- Improve the quality of the JFA Academy (for women) and consider the feasibility of implementing the Academy in other areas

[Futsal]

- Develop the level of university level futsal and improve the organisation

(6) Reinforcement of the Japan National Teams

Also contained in the mid-term plan as a new mission is the reinforcement of the Japan National Teams. The achievements of SAMURAI BLUE and all other national teams instill adoration and respect in many children, popularise football, and are directly linked to the value improvement of football in Japan. By 2019 we will establish the JFA National Football Centre (tentative name), the base for the national teams that will provide an ideal environment for the players to focus on their national team duties. Based on the “2015 Japan National Team Reinforcement Guideline” put together by the Technical Committee, we will devote our efforts to build up the level of SAMURAI BLUE and the national teams of all ages and categories. By providing full support and maintaining close communication with the players’ clubs, we will ensure that the players can fully exhibit their best abilities and the national team can concentrate on their activities.

[Current Issues]

- Poor performance of men’s national teams in all age categories
- Strategic match-making with strong teams
- Quality of the coaching staff and training environment

[Correlating Objectives]

- Target for 2018 : Among the top 20 in the FIFA World Ranking
- Target for 2022 : Among the top 10 in the FIFA World Ranking

■ Final result target in various competitions

	2015	2016	2017	2018	2019	2020	2021	2022
FIFA World Ranking (men)	→	→	→	20th	→	→	→	10th
FIFA World Cup				Top 16				Top 8
Olympics (men)		Win a medal				Win a medal		
FIFA U-20 World Cup	–		Top 16		Top 8		Top 8	
FIFA U-17 World Cup	–		Top 8		Top 8		Top 8	
FIFA World Ranking (women)	4th	→	→	→	2nd	1st	→	→
FIFA Women's World Cup	Winner				Winner			
Olympics (women)		Winner				Winner		
FIFA U-20 Women's World Cup		Winner		Winner		Winner		Winner
FIFA U-17 Women's World Cup		Winner		Winner		Winner		Winner
FIFA Futsal World Cup		Top 8				Top 4		
FIFA Beach Soccer World Cup	Top 4		Top 4		Top 4		Top 4	

[Priority Measures]

- Thoroughly enforce the reinforcement guideline* for the Japan National Teams **Mission3**
- Organise and reinforce the strongest ever Japan National Team **Mission3**
 - Reinforce the men’s national team, Samurai Blue
 - Reinforce all other “under” category national teams
 - Review the current strategic match-making
 - Reinforce the coaching staff and supporting staff

[Women's Football]

- Reinforce the women’s national team, Nadeshiko Japan **Mission3**

[Futsal]

- Reinforce the futsal and beach soccer national teams **Mission3**

(7) International Matches and Competitions

Football is the most popular sport on the planet, and football's most prestigious event, the FIFA World Cup™, is the biggest sport spectacle in the world. To put together a national team and participate in international competitions alongside other national teams from around the world is a great pleasure and honour for us. Children who dream about being a good football player are passionate about these international competitions in which they see the Japan National Team fiercely compete to capture the world champion title. Exposing aspiring young players to these high level matches contribute to the popularisation of football and the increase in the value of Japanese football. The JFA will assure that strategic match-making will be enforced to improve the level of the Japan National Teams and to support the organisation of attractive international competitions that many fans and supporters will enjoy.

[Current Issues]

- Drop in viewership of national team matches after the FIFA World Cup™
- Limit in improving revenues under the current stadium structure
- Bid to host a FIFA competition and how to ensure a revenue
- How to take advantage of the new National Stadium

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members / Among the top 20 in the FIFA World Ranking
- Target for 2022 : 6.4 million football family members / Among the top 10 in the FIFA World Ranking

[Priority Measures]

- Improve the operation and increase revenue **Mission5**
 - Reinforce event operational capabilities
 - Reinforce match operational capabilities
 - Improve the quality of customer service
 - Plan and implement measures to maximise viewership
- Host a FIFA competition **Mission5**
 - Organise the FIFA Club World Cup (2015, 2016)
 - Ensure a revenue from the hosting of the competition
- Review the utilisation of the new National Stadium

[Women's Football]

- Increase recognition and popularity of Nadeshiko Japan (friendly matches)

[Futsal]

- Review the role of friendly matches and plan and implement vitalisation measures

(8) Marketing

Football in Japan is supported by many football-loving supporters. SAMURAI BLUE, Nadeshiko Japan, and all the national teams the fans support, as well as the 5 million strong football family members, make up the rich football scene in Japan which is a precious asset for Japanese football. The JFA will continue to preserve and increase the value of Japanese football so that we can develop football in our country together with the many fans that support us.

[Current Issues]

- Lack of uniformity in adopting the logos and other marks in various activities
- High dependency on the national team brand

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members / Among the top 20 in the FIFA World Ranking
- Target for 2022 : 6.4 million football family members / Among the top 10 in the FIFA World Ranking

[Priority Measures]

- Reinforce branding **Mission8**
 - Further increase of the value of the national team brand
 - Improve the value of JFA activities outside of the national team
 - Standardise the basic design and visual identity (VI) of all JFA activities (JFA Branding)
- Reinforce marketing **Mission8**
 - Actively carry out the Youth Development Programme (product development of JFA activities outside of the national team)
 - Brush up sponsor relationship skills and improve the quality of cooperative programmes
 - Negotiate the marketing rights for the FIFA World Cup™ Asian Preliminary Competition with FIFA/AFC

(9) Coordination with the Top League

A football association responsible for the popularisation and development of football and the nation's top league that form the core of its country's football share the same objective and must clarify their roles, coordinate with each other and work together. An exciting top league captures the attention of children dreaming of becoming a top player some day and helps attract more fans to football. Furthermore, developing a world-standard top domestic league will help develop the level of players who are active in the league. The JFA will strengthen our coordination with the top domestic league, working hand in hand to make the stadia more attractive, to provide a fulfilling club environment, and to help development efforts at the regional level for the growth of the league and the improvement of the value of Japanese football.

[Current Issues]

- Lack of coordination in enforcing measures between the JFA and the J.League as well as between the prefectural FAs and clubs
- Slowdown in the growth rate of spectator numbers for J.League matches and the struggling terrestrial broadcasting
- Reduced value of the domestic top league due to the transfer of national team members to overseas clubs

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members / Among the top 20 in the FIFA World Ranking
- Target for 2022 : 6.4 million football family members / Among the top 10 in the FIFA World Ranking

[Priority Measures]

- Joint programmes (development) carried out by the JFA and the J.League **Mission6**
 - Implement the J.League Academy's objective evaluation system, "Footpass" (analysis/improvement/rating system)
 - Jointly extend an invitation to overseas supervisors
 - Establish a development officer in each region
 - Host international matches (establish competitions, provide aid to hosting FAs, etc.)
 - Promote overseas tours (selection team, support to the clubs)
 - Improve the competition environment (measures for the U-21 age group, enhance the U-16 environment, etc.)
- Create a top league calendar **Mission6**
 - Study the feasibility of creating an annual calendar that encompasses FIFA, AFC, J.League, Emperor's Cup, League Cup, etc.
 - Coordinate the schedule with all involved organisations
- Promote cooperation with prefectural FAs and J.League clubs **Mission6**
 - Reorganise the division of roles
 - Approach prefectural FAs for cooperation
- Collaborate with the J.League to promote the construction of football stadia
- Share a common course of action with the J.League
- Provide support to the FIFA Club World Cup (FCWC) and the AFC Champions League (ACL)

[Women's Football]

- Establish cooperation with the Nadeshiko League
- Popularise and develop women's football in cooperation with the J.League clubs

[Futsal]

- Establish cooperation with the F.League

(10) Coordination with Regional/Prefectural Football Associations

We will fully support the activities of the regional/prefectural football associations and help them become an ideal organisation (see below) by reinforcing the organisational foundation and providing personnel training. In an effort to devote more attention to grassroots initiatives, we also plan to establish coordination with those closer to the grassroots level such as local community football associations as well as the various federations at the regional level that we have not yet established ties with.

[Current Issues]

- Reinforcement of the finances, organisation, and personnel of regional/prefectural FAs
- Review of the roles of local/branch and municipal FAs as well as the various federations and reinforce cooperation
- Review of the various support systems (including the efficiency of application and reporting procedures)

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members
- Target for 2022 : 6.4 million football family members

[Priority Measures]

- Reinforce the foundation of regional/prefectural FAs **Mission8**
 - [Regional FAs]
 - Promote the conversion of regional FAs to a legal entity
 - Support the improvement of the foundation of regional FAs
 - [Prefectural FAs]
 - Support prefectural FAs by providing financial aid and subsidies (current system in place until FY2018)
 - Review the aid and subsidies provided to prefectural FAs beyond 2019 and extend support
 - Provide support to prefectural FAs for facilities improvement based on the JFA football facilities improvement programme
 - Create and implement a prefectural chart
 - [Regional/prefectural FAs]
 - Implement training to reinforce the foundation of the secretariat of regional/prefectural FAs
 - Reorganise the organisational structure of local/branch and municipal FAs as well as the various federations and reinforce cooperation

[Futsal and Beach Soccer]

- Reinforce cooperation with the Futsal Association and the Futsal Committees in prefectural FAs
- Set up Beach Soccer Federations and launch Beach Soccer Competitions in each regional FAs

(11) Foundation

The value source of Japanese football is popularisation and reinforcement, and supporting the activities of popularisation and reinforcement is the solid foundation of the JFA, its regional associations and all the affiliated organisations. The JFA is grateful for the support of the football family, and with the cooperation of the regional associations and all affiliated organisations we will reinforce the foundation as we fulfil our responsibility as the nation's governing body of football impartially and with an open and sincere attitude acting in good faith.

[Current Issues]

- Further increase of the level of internationalisation of the Japanese football community
- Encouraging a more active involvement with society and establishing a sound approach
- Improving the quality of CSR activities
- Reinforcement of the organisational structure (internal regulation system, finance, financial accounting, etc.)
- Smooth adoption of the J Entry system

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members / Among the top 20 in the FIFA World Ranking
- Target for 2022 : 6.4 million football family members / Among the top 10 in the FIFA World Ranking

[Priority Measures]

- Improve the level of internationalisation **Mission 7**
 - Plan and execute strategies
 - Dispatch staff
 - Contribute to Asia
 - Produce a FIFA Executive Committee member from Japan
 - Bid for international competitions and events (see right for more details) ----->
- Improve the quality of the CSR activities **Mission 7**
 - JFA "Kokoro" Project
 - Respect Fair Play Project
 - JFA Green Project, replace grounds with natural turf
 - Reconstruction Assistance Project in areas affected by the Great Eastern Japan Earthquake
 - Carry out other CSR activities associated with JFA tools and promotional efforts
- Encourage active participation in society and establish a sound approach **Mission 7**
 - Reinforce approach to national and regional governments
 - Approach sports organisations and establish a cooperative relationship
- Reinforce planning and coordination capabilities **Mission 8**
 - Reinforce planning capabilities
 - Reinforce the ability to enforce strategies
 - Reinforce coordination capabilities
- Evaluate the outcome of JFA measures **Mission 8**
 - Review the evaluation of activities
 - Reinforce activities management
- Reinforce communication capabilities **Mission 8**
 - Create a communication strategy
 - Utilise owned media (print, digital, responding to consumers, Japan Football Museum)
 - Reinforce media relations
 - Implement media buying
 - Reinforce creativity and production
 - Reinforce events and campaigns
 - Reinforce research consumer insight
 - Upgrade crisis communication

[International competitions and events to invite]

- FIFA Women's Olympic Football Tournament Rio 2016 Asian Qualifiers Round 2 (2016)
- FIFA Club World Cup (2019)
- FIFA Futsal World Cup (2020)
- FIFA Club World Cup (2020)
- FIFA Congress (2021)
- FIFA U-20 World Cup (2021)
- FIFA U-20 Women's World Cup (2022)
- FIFA Women's World Cup (2023)

-
- Carry out organisational reform and reinforce administration and personnel **Mission 8**
 - Reorganise the standing, technical, tournament operation and ad hoc committees
 - Reinforce the secretariat structure (including the restructuring of the discretionary and authoritative boundaries of managerial executives and secretariat)
 - Reorganise the internal regulatory system
 - Governance structure
 - Compliance structure
 - Risk management structure
 - Crisis management structure
 - Amend and enforce the JFA regulations in accordance with the FIFA Standard Statutes
 - Create the “The JFA Values” and the “The JFA Ways”
 - Actively dispatch staff and encourage staff interaction with regional/prefectural FAs, the J.League, as well as FIFA, UEFA, AFC, and other FAs around the world.
 - Reform the personnel system and promote the education and development of staff
 - Reinforce the operation of the secretarial staff
 - Study the feasibility of establishing associated companies
 - Reinforce the finance and accounting operations **Mission 8**
 - Create a financial plan
 - Reinforce the budget control and cost analysis functions
 - Adopt new operational and accounting systems
 - Improve efficiency, accuracy, streamlining of the accounting process
 - Improve the quality of legal operations
 - Amending the regulations
 - Strict enforcement of governance and compliance
 - Improving the legal structure
 - Contract matters
 - Deal with legislative and judicial affairs
 - Councillors
 - Disciplinary, Arbitration, and Appeals Committees
 - Promote medical-related activities
 - Improve and utilise the medical network
 - Communicate medical-related information
 - Reinforce the management of the registration system
 - Improve the registration management operation
 - Promote the J Entry project
 - Utilise IT to improve operations
 - Improve information security
 - Improve the operation system
 - Organise the JFA 100th Anniversary event
 - Organise the event, commemorative match, and cultural undertakings
 - Organise the JFA Award
 - Produce publications and archives
 - Communicate JFA’s message
 - Bid for the FIFA Congress
-

□ Women's Football

Nadeshiko Japan became world champion in the 2011 FIFA Women's World Cup™ Germany, and the following year won the silver medal in the Summer Olympic Games held in London (2012). The attention and expectation directed towards Japanese women's football are steadily rising. The JFA will conduct a review and summary of the "Nadeshiko Vision" after the 2015 FIFA Women's World Cup™ Canada, but our efforts will continue to have Japanese women embrace football as a major sport. Further improvements of football facilities at the grassroots level, and development and reinforcement initiatives centering on the JFA Academy are important areas of focus. Our target is to increase the percentage of women players (including futsal), coaches, referees, and registered players to 10% by 2030.

*The following content is taken from (1) Popularisation to (11) Foundation.

[Current Issues]

- Improving the environment (for Categories 2, 3, and 4) and opportunities
- Improving recognition and appeal
- Improving added-value of international matches played by Nadeshiko Japan (securing a profit)
- Training coaches and referees
- Securing personnel at the prefectural FAs who can take charge of promoting women's football

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members
- Target for 2022 : 6.4 million football family members

■ Final result target in various competitions

	2015	2016	2017	2018	2019	2020	2021	2022
FIFA World Ranking (women)	4th	→	→	→	2nd	1st	→	→
FIFA Women's World Cup	Winner				Winner			
Olympics (women)		Winner				Winner		
FIFA U-20 Women's World Cup		Winner		Winner		Winner		Winner
FIFA U-17 Women's World Cup		Winner		Winner		Winner		Winner

[Priority Measures]

- Promote the popularisation of women's football [Popularisation] **Mission 1**
 - Improve and expand the environment for junior high school players
 - Promote the "JFA Nadeshiko Hiroba (plaza/square)" project
 - Promote the establishment of a coordinator dedicated to the promotion of women's football
- Improve the playing environment and the quality of competitions for Category 2, 3, and 4 age groups [Domestic Competitions]
- Increase the added value of the All-Japan High School Women's Soccer Championship [Domestic Competitions]
- Promote popularisation and training of female referees [Referees]
- Train female instructors [Coaches]
- Improve the quality of the training centre [Development]
- Improve the quality of the JFA Academy (for women) and consider the feasibility of implementing the Academy in other areas [Development]
- Reinforce the women's national team, Nadeshiko Japan [Reinforcement of the Japan National Teams] **Mission 3**
- Increase recognition and popularity of Nadeshiko Japan (friendly matches) [International Matches and Competitions]
- Establish cooperation with the Nadeshiko League [Coordination with the Top League]
- Popularise and develop women's football in cooperation with the J.League clubs [Coordination with the Top League]
- Bid for international competitions and events [Foundation]
 - FIFA Women's Olympic Football Tournament Rio 2016 Asian Qualifiers Round 2 (2016)
 - FIFA U-20 Women's World Cup (2022)
 - FIFA Women's World Cup (2023)
- Create a roadmap [Common]

□ Futsal, Beach Soccer

We will promote futsal so that it is accepted as a sport that can be played and enjoyed any time anywhere, and by anyone. Futsal offers an easy gateway to football, and it has also been commonly used as a way to improve football skills. We hope to have futsal become the most popular indoor sport that people will enjoy on a regular basis, and we will extend all efforts to help develop the national team and the F.League. The population of beach soccer players is increasing, and we will continue to improve the operation of matches held in Japan, to promote beach soccer through the competitions, and to establish a better playing environment.

*The following content is taken from (1) Popularisation to (11) Foundation.

[Current Issues]

- Quality of domestic competitions
- Revitalisation of the F.League, improving recognition
- The current state of J-Futsal (“Enjoy” registration system)
- The roles of the Association and the Futsal Committee in prefectural FAs

[Correlating Objectives]

- Target for 2018 : 5.6 million football family members
- Target for 2022 : 6.4 million football family members

■ Final result target in various competitions

	2015	2016	2017	2018	2019	2020	2021	2022
FIFA Futsal World Cup		Top 8				Top 4		
FIFA Beach Soccer World Cup	Top 4		Top 4		Top 4		Top 4	

[Priority Measures]

- Promote J-Futsal (“Enjoy” registration) [Popularisation]
- Review the current “JFA Enjoy 5” system and study the feasibility of establishing other “Enjoy” competitions [Popularisation]
- Study the feasibility of coordinating with private futsal facilities and to establish an official approval system [Popularisation]
- Promote the adoption of futsal as a standard school sport [Popularisation]
- Increase the added value of the All-Japan Futsal Championship [Domestic Competitions]
- Improve the quality of the referee and referee instructor systems [Referees]
- Establish a futsal instructors system [Coaches]
- Develop the level of university level futsal and improve the organisation [Development]
- Reinforce the futsal and beach soccer national teams [Reinforcement of the Japan National Teams] **Mission3**
- Review the role of friendly matches and plan and implement vitalisation measures [International Matches and Competitions]
- Establish cooperation with the F.League [Coordination with the Top League]
- Reinforce cooperation with the Futsal Association and the Futsal Committees in prefectural FAs [Coordination with Regional/Prefectural Football Associations]
- Set up Beach Soccer Federations and launch Beach Soccer Competitions in each regional FAs [Coordination with Regional/Prefectural Football Associations] ※Beach Soccer
- Bid for FIFA Futsal World Cup 2022 [Foundation]



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