



INTERNATIONAL FEDERATION OF
AMERICAN FOOTBALL
MAJOR EVENTS



**INTERNATIONAL
FEDERATION**
OF AMERICAN FOOTBALL

Introduction

IFAF global and continental championships are the pinnacle of our sport and ensuring that each and every event is truly world class means that our members get the platform they deserve to showcase their skills and the viewing public get to see international football at its very best.

IFAF is delighted to have received Information from a number of organisations to produce this guide which acts as a practical resource to support our member nations in preparing for and submitting and bid to stage an IFAF Championship.

The IFAF Major Events are listed below.

IFAF Major Events List

Contact Football

Adult Women's World Championship
Adult Women's Continental Championship

Adult Men's World Championship
Adult Men's Continental Championship

U20 Men's World Championship
U20 Men's Continental Championship

Flag Football

Adult Men's World Championship
Adult Women's World Championship

Adult Men's Continental Championship
Adult Women's Continental Championship

U17 Boys Continental Championship
U17 Girls Continental Championship

U15 Girls Continental Championship
U15 Boys Continental Championship

The Bidding Process

The IFAF Championship Bid Process Explained

Delivering IFAF global and continental championships is a complex project. For this reason, for a city to host successful championship, many years of careful and precise planning are required, with multiple organisations, authorities and stake- holders working closely together. IFAF operates a multiyear bid process which is into three distinct phases and is overseen by the IFAF Executive Board, Managing Director and the Events Committee.

Three Phases of Bidding

Invitation Phase

The Invitation Phase is where member nations and interested parties are invited to declare their interest in bidding to IFAF. This requires an official letter from potential candidates. IFAF, through its global and continental Competition Committees, provides a range of services to parties which are interested in bidding. This is done through the sharing of best practice through the IFAF Transfer of Knowledge Programme which assists the interested parties in understanding a Championship's needs and the exploration of a plan which delivers value to the host nation, city and to the sport itself.

At the end of the invitation phase, applicants are invited to commit to the bid process and the party becomes a Candidate Host.

Candidate Host Phase

During the Candidate Host Phase, potential hosts develop their Bid against IFAF's core stipulations. Each candidate must establish a Championship Plan which addresses a series of areas.

Evaluation and Awarding Phase

The Championship Plan is then submitted to the Managing Director and studied by an IFAF Event Committee which carries out a detailed risk and opportunity assessment and makes a thorough and detailed report to the IFAF Executive Board and where appropriate, which is then responsible for selecting the Championship Host.

Once a Candidate has been awarded the right to host a Championship they are required to sign the Hosting Contract which lays the legal foundation for their delivery of the event.

Presenting the Bid

The Executive Summary

All Candidates should contain within their Bid an Executive Summary. This should provide a concise overview of the proposals. The Executive Summary should indicate why the application deserves consideration. Ideally, it should be one or two pages long and never more than three.

The Executive Summary should be clearly structured, drawing attention to the key elements of the Bid and appropriate to be used for wider communications should the Bid be successful.

In narrative terms, the executive summary should include, as a minimum.

- The event which you are bidding for;
- The aims and objectives in hosting the event;
- Your experience, as bid organisers or event hosts;
- The management structure and support network relevant to the proposal;
- A brief description of the event and the benefits likely to be experienced for the host and for IFAF
- The implications of hosting the event.

In numerical terms, the Executive Summary should include, as a minimum: the headline income and expenditure figures.

Background and History

This section should put the host nation in context, describe its history, and introduce the proposed event which demonstrates your understanding of it.

In narrative terms, this section should contain:

- The sport's history and background, including relevant facts and figures about participation numbers, federation structure and federation finances.
- The proposed event's size and structure including event duration, number of competitors and disciplines, number of spectators, and details of the Relevant organisations with which the federation intends to work.

References to events which the Bid team have experience of, whether as competitors or hosts, should also be made.

Aims and Objectives

This section should present the overall aims and objectives for the event and should contain the following:

- The core strategic aim(s);
- Benefits of hosting the event, including economic impact, sporting impact and impact at the local, regional and national level;
- Benefits of hosting the event for IFAF, its members and its partners.

In numerical terms, you might wish to supplement this section with headline volume numbers to illustrate key objectives – including but not limited to spectator numbers and media exposure.

The Implications of a Successful Event

The final section of the business plan should contain some analysis of how the different stakeholders in the event will benefit from its success.

The stakeholders may include:

- Bid organiser/event host; The sport in general; IFAF and its members Local authorities;
- The national government;
- Third party sponsors and partners

There should also be consideration given to how the knowledge accumulated during the event can be shared with future hosts and potential bidders through IFAF.

Making it Happen

This section details the strategic issues that the bid organiser must consider and address effectively. In narrative terms this section should include:

How you will work with IFAF on establishing a provisional timetable and providing all required supporting documentation.

Event Requirements

IFAF stipulates minimum hosting requirements covering all aspects of the event. The level of detail given varies but can be reasonably in-depth. This section should set out how the bid organiser intends to satisfy the stipulated key requirements. At the very least, it should address the following areas:

- Facilities – what are the minimum standards required? Will any improvements be necessary to meet them – what are the capital cost implications?
- Accommodation – how does the type, volume and standard of accommodation that will be demanded compare with what is available locally,
- including costs? If there is a discrepancy between the two, what is your strategy for bridging this gap, and what will it cost?
- Communication infrastructure – what are the likely requirements and projected costs, including demands from television, radio, social and print media?
- Transportation – what systems will be required – locally, nationally and internationally – and at what projected cost?

- Security – this will be strongly linked to the profile of the event and its attendees. You should include details of your security plan, incorporating
- anticipated insurance and police resources if required.
- Results, timing facilities and other technology required – what experience do you have in this field? Who are your likely partners?
- Volunteers – how many will be required, and what strategy do you have for recruitment and training?
- Media coverage, facilities – what will be the demands, how many accreditations will you allocate, how will you monitor impact and reach and, do you have the capacity to deliver?

Finance

This section is likely to revolve around the description of the financial figures extracted from the application model. It is likely that the narrative will contain:

- Detailed income and expenditure for the bid and/or event;
- Strategy and identified sources of funding for the bid and/or event, including partnership funding analysis;
- Cash flow analysis for the bid and/or event;
- Reporting procedure for budgetary control;
- Value for money assessment;
- Economic impact estimation;
- And the contingency sum and logic behind these.

Structure and Management

A high-level illustration of the overall structure will enable an assessment to be made of how you intend to allocate and delegate responsibilities. This section will also allow a view to be taken on the intricacy of any planned partnerships for the bid or the event and enable you to fully consider the capacity to take forward the delivery of the event.

In narrative terms this section should include:

- How you will establish the Special Purpose Vehicle and the governance structures associated with the event management;
- The structure of your partnership with the other stakeholders in the bid/event, and any contractual arrangements that are required;
- The organisational structure for both the bid and the event, including the separation of responsibilities between, for instance, general management and committees;
- Details on how contracts with stakeholders will be written, agreed and monitored;
- Key supporters and additional partners of the bid/event.

Overall, the business plan must communicate the management's capabilities and demonstrate that it can achieve the objectives that have been set.

This will be followed by a commitment to providing details which include:

- Summary of the key personnel within the organisational structure, including experience and expertise, past track record and achievements;
- Detail on key roles and responsibilities;
- Explanation of the relationship between management and reporting lines;
- Outline of remuneration policies and performance-related packages;
- Identification of vacant or weak positions and set out plans to rectify the situation;
- Presentation on management information systems, and document any planned changes
 - for the run-up to the event;
 - Provision of a timetable to event delivery.

The hosting of a major event can also impose additional strains on an organisation's ability to carry out its existing day-to-day commitments. Arguably, it is more important than ever in the lead up to a major event that these commitments are met, or much of the benefit of hosting the event may be lost. The business plan, therefore, should also detail how the organiser intends to safeguard existing operations, including details of any additional support that may need to be provided.

Organisational charts should be used to depict the structure and the lines of responsibility.

Communications and Exposure

This section should show how the profile of the event is to be addressed, highlighting marketing and public relations plans, and offering a projection of how the revenue figures will be achieved.

Please note, IFAF reserves the right to have all international broadcast (outside of the territory of the host nation) carried on partner channels or IFAF channels.

The narrative of the section should provide information about:

- The "market" for the event, i.e. the nature of the target audience;
- The profile of this target audience and of potential attendees. Are they already dedicated fans, enthusiasts, casual participants or newcomers to the sport?
- The geographical elements of the target audience. Are they local, regional, national or international?
- A marketing plan outlining the objectives on pricing policy, advertising and promotion for the event which also contains reference to core IFAF partners.
- A public relations plan for raising the profile of the event locally, regionally, nationally and internationally as applicable;
- The image of the event that is to be portrayed to the public;
- The communication campaign;
- How public awareness will be monitored and evaluated.

The narrative of this section should also include a summary of any potential media opportunities, and the anticipated exposure from all media outlets - television, radio and press. In particular, you should give details of the following:

- National broadcasters. Will there be a provider, and if so what will be the extent of coverage (incorporating any minimum requirements, such as free-to-air exposure/peak time programming etc.)?
- Overseas broadcasters. How will you consider IFAF's global distribution rights?
- Requirements for broadcasting sponsorship rights, including the impact on event exposure and other anticipated partners.

Key Considerations

Identifying Risk

Highlighting the risks is a vital part of event planning and crucial for the business plan. You should anticipate the risks and give thought to how they could be overcome, or at least indicate actions as to how to minimise their effect. Examination of risks should include the following areas as a minimum:

- Organisational;
- Operational;
- Reputational;
- Legal;
- Third party;
- Financial;
- To human life;
- Post event.

Indications of what contingency planning will be incorporated should also be included. The risks inherent in each part of the Business plan should be stated, and an opinion given as to the likelihood of their occurrence. The proposed steps to be taken toward minimising the impact of the risks should then be shown and an indication given of the residual risk present.

An analysis of the effect on both the profit/loss and cash flow should also be provided. Incorporating a sensitivity analysis and a summary of the results could show this. What is vital is to keep a sense of proportion in discussing the risks.

A useful way of balancing the risks is to include them as part of a SWOT analysis.

Ethics, Sustainability and Good Practice

The business plan should contain a section on the ethical framework in which the event is set, particularly if there are guidelines laid down for the event by any national organisation. You should highlight how you will support the number of anti-doping tests required by the International Federation (a minimum of an average of 2 per team) along with any other technical or support issues associated with this area. Measures to ensure effective welfare, working practice, safeguarding and equality practices must be referenced.

Measures to ensure compliance with IFAF's Integrity Programme should be detailed here.

IFAF is committed to delivering increasingly sustainable events. The IFAF Sustainability Vision is at the heart of IFAF's work. Hosts should include a section on how the event will deliver against this vision.

Monitoring Performance

It will be important for the assessment team to know that performance criteria have been set, so that the success of the bid/event can be measured. Applicants are reminded to ensure that the targets and performance criteria should be SMART (Specific, Measurable, Achievable, Realistic and Timely).

The narrative for this section should contain:

- Key performance criteria;
- Action programmes in place for monitoring the achievement of the desired outcome;
- A list of those responsible for monitoring performance;
- Financial targets that have been set, and the deadlines for these targets;
- Operational targets that have been set, and the deadlines for these targets;
- Capital project targets that have been set, and the deadlines for these targets.

Football Development

Consideration should be given to the wider implications of the event on the sport itself including the potential staging of an IFAF Congress. The narrative of this section should include:

- The potential of hosting a pre-tournament Technical Committee Meeting
- The potential of hosting an IFAF Congress
- Analysis sports development opportunities for participants and wider IFAF members – i.e. workshops, clinics of, seminars.
- Analysis of broader developmental aspects, including public participation through a sports development plan, officials' training, coaching opportunities, volunteer recruitment and any other related activities.

Wider Documents

Potential hosts should ensure that they read the relevant IFAF policies which are downloadable from the IFAF website.

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