

# STRATEGIC PLAN 2020/2024



REAL  
FEDERACIÓN  
ESPAÑOLA  
DE FÚTBOL

“

It is my great pleasure to present to you the first Strategic Plan in the history of the Royal Spanish Football Federation, a further step in the professionalisation and modernisation of the RFEF.

The plan has been drafted by RFEF employees in tandem with Regional Federations who have furthermore developed their own plan in tune with the RFEF's incorporating a series of objectives shared by Spanish football as a whole. All of the foregoing has been accomplished with the support and oversight of UEFA through its UEFA GROW and UEFA Academy Departments.

I am convinced that the implementation of this Strategic Plan will foster even further the relationship between the RFEF and the Regional Federations, clubs, players, referees, coaches and fans for the benefit of Spanish football at all levels to overcome the challenges posed by the Twenty-First Century. ”

**Luis M. Rubiales**  
President RFEF



**1** METHODOLOGY

**2** RFEF  
SITUATION  
IN 2018

**3** DIAGNOSIS

**4** MISSION,  
VISION AND  
VALUES

**5** STRATEGIC  
OBJECTIVES

**6** ACTION  
PLAN

**7** IMPLEMENTATION  
AND MONITORING

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METHODOLOGY



GROW



ACADEMY



ÁLAVA



ANDALUCÍA



ARAGÓN



ASTURIAS



CANTABRIA



C. LA MANCHA



C. Y LEÓN



CATALUÑA



CEUTA



EXTREMADURA



GALICIA



GUIPÚZCOA



I. BALEARES



I. CANARIAS



LA RIOJA



MADRID



MELILLA



MURCIA



NAVARRA



LAS PALMAS



P. VASCO



TENERIFE



VALENCIA



VIZCAYA

**1 JULY / SEPTEMBER  
2019**

INTRODUCTORY SESSION  
DIAGNOSIS OF THE FEDERATION

**3 OCTOBER / NOVEMBER  
2019**

ACTION PLAN  
IMPLEMENTATION

**5 JANUARY  
2020**

COMMUNICATION  
PUBLICATION OF THE STRATEGIC PLAN

**7 APRIL 8,  
2020**

APPROVAL BY THE  
RFEF'S BOARD OF  
DIRECTORS

**2 SEPTEMBER / OCTOBER  
2019**

MISSION, VISION AND VALUES  
STRATEGIC AXES AND OBJECTIVES

**4 NOVEMBER  
2019**

MONITORING OF THE STRATEGIC PLAN  
KEY PERFORMANCE INDICATORS

**6 FEBRUARY 27,  
2020**

PRESENTATION PRESIDENTS OF  
REGIONAL FEDERATIONS



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**RFEF SITUATION  
IN 2018**



- RFEF dates back to 1909
- Population: **46.66 million inhabitants**
- Birth rate over last 10 years **(-40%)**
- GDP/ inhabitant: **25,730€/ inhabitant**
- Senior national team titles:  
**1 World Cup, 3 European Championships and 1 Olympic Games Gold medal**  
**2 World Cups and 7 European Championships in Futsal**  
**1 European Championship Womens' Futsal**  
**1 World Cup Runner-Up in Beach Soccer**  
**1 World Cup Womens' Beach Soccer**
- Champion in **20 of the last 57** competitions organised by UEFA (35% in total)
- Income 2018: **188,639,187€**
- Around **4 million regular** players
- Licences 2018: **1,062,364 (27 % of all sports licences in Spain)**
- **6 %** of female licences

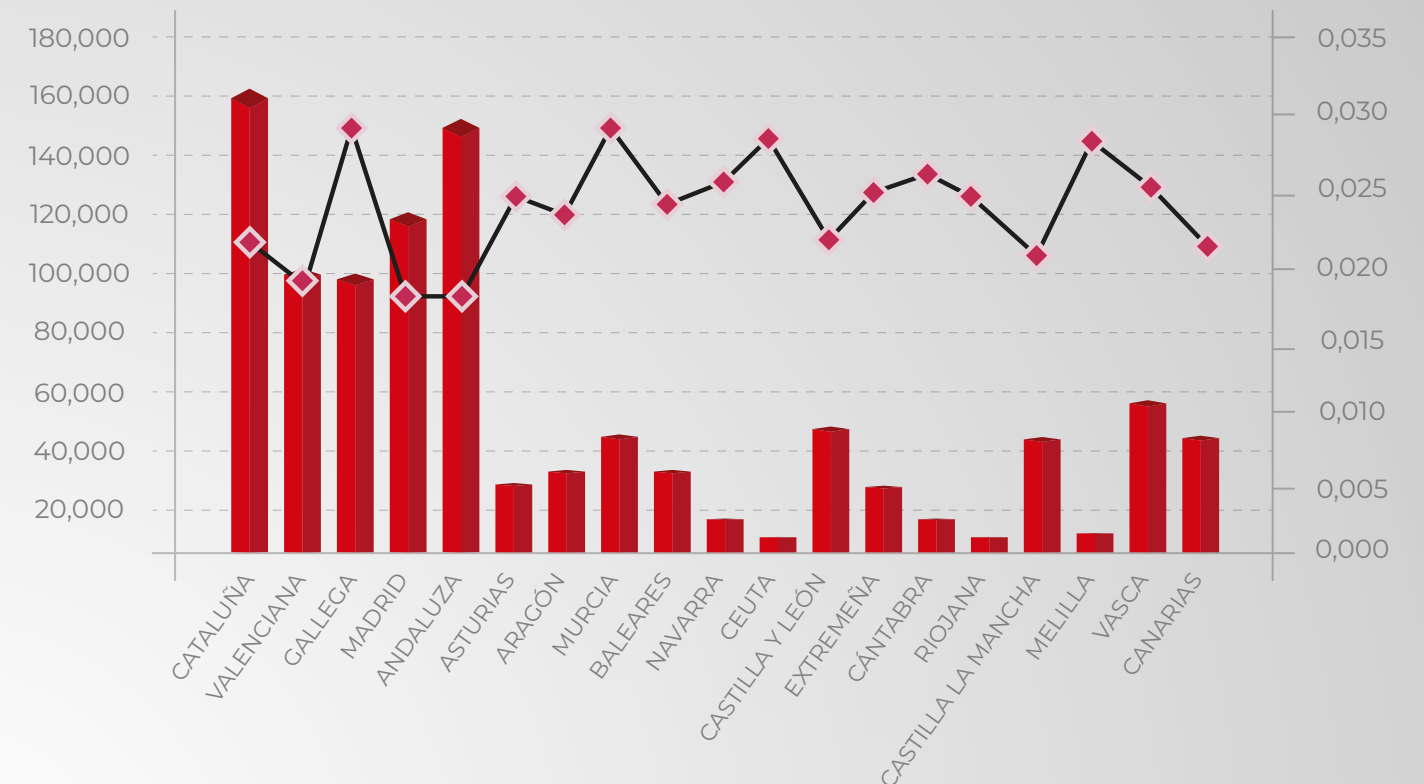
## REGIONAL FEDERATIONS

FROM 1M€ TO 25 M€  
 FROM 6 TO 175 EMPLOYEES  
 FROM 29 TO 1.330 CLUBS

## RFEF

189 M€  
 280 EMPLOYEES  
 9.472 CLUBS

## LICENCES PER REGIONAL FEDERATION





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DIAGNOSIS

# STRENGTHS



**Legal exclusivity** of association football in Spain



Sporting **results**



RFEF **Competitions**



Number of **under 18 registered players**

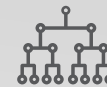


**Professional** team

# WEAKNESSES



Identification of **RFEF** brand



**Unified** data **system**



Number of **over 18 registered** players



Internal and external **communication**



**Support** from the public sector administrations

# OPPORTUNITIES



**Organisation** of major events and new competitions



**Reform** of the Sports **Law**



**Football outside the RFEF**  
(around 4 million people)



**Womens'** football



**Social / CSR** policies



# THREATS



**Governance model**  
of Spanish football



Population **ageing**



FIFA Regulations on  
**foreign minors**



**Doping, gambling and  
match-fixing**



Current **lifestyles**



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MISSION, VISION, VALUES

# MISSION

**To organise, regulate, protect and develop football, in all its forms on a national level fostering healthy habits, social integration and equality through the practice of football** while aiming to maximise the number of participants in each one of the footballing categories: clubs, coaches, referees, executives, players and fans, assisted through a series of training and innovation activities and programmes.



# VISION

**To become in 5 years one of the top 3 federations in Europe in terms of:**



Sporting results



Organisation of competitions



Corporate management



Social impact



# VALUES



**Service oriented**



**Transparency**



**Respect**



**Integrity**



**Excellence**





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STRATEGIC OBJECTIVES

# COMMON WITH THE REGIONAL FEDERATIONS



1

**GOOD  
GOVERNANCE**  
WE ARE  
OPENNESS

2

**SPORTING  
EXCELLENCE**  
WE ARE  
EXCELLENCE

3

**INCREASING  
PARTICIPATION**  
WE ARE  
FOOTBALL

4

**DIGITAL  
TRANSFORMATION**  
WE ARE  
INNOVATION

# SPECIFIC OF THE RFEF

5

**IMAGE AND  
INTERNATIONAL  
PROJECTION**  
WE ARE  
LEADERS

6

**OPTIMISATION OF  
INTERNAL RESOURCES**  
WE ARE  
EVOLUTION

7

**IMPROVEMENT  
OF SELF-FUNDING**  
WE ARE  
SUSTAINABILITY

8

**SOCIAL DEVELOPMENT  
THROUGH FOOTBALL**  
WE ARE  
VALUES

6



ACTION PLAN



# 1. GOOD GOVERNANCE

## WE ARE OPENNESS

- Review of **good governance regulations** and the code of ethics. Implementation, training and communication
- To elaborate and implement a **transparency plan**
- To monitor the **external control bodies**
- To elaborate and publish the **annual accounts**
- To define the **relationship** with **public bodies**
- To define the relationship with **stakeholders** / members of the RFEF



# 2. SPORTING EXCELLENCE

## WE ARE EXCELLENCE

- To establish the **ideal profiles** for footballers, referees and coaches
- To establish a unique **methodology** to identify **footballers and referees** from the RFEF to the regional federations
- To establish **technical sports centres** / technical coordination programmes
- To elaborate an RFEF multidisciplinary **training / education plan**
- To **Improve** the **FIFA Ranking** for national teams / successful national teams
- To implement the **“Impulso 23”** plan amongst the clubs in **2<sup>nd</sup> Division B and 3<sup>rd</sup> Division** alongside the **“Cantera con valores”** and follow up on the financial assistance programmes of the RFEF



# TO INCREASE 3. PARTICIPATION WE ARE FOOTBALL

- To analyse the current situation of **football outside the RFEF** and to create new competitions
- To increase the participation in **womens' football**
- To increase the participation in **futsal**
- To increase the participation in **beach soccer**
- To implement the campaign of **“football in schools”** with UEFA and FIFA
- To increase the number of **referees and coaches**



# 4. DIGITAL TRANSFORMATION

## WE ARE INNOVATION

- To elaborate a **data protection and management plan** and to integrate data in a unique management system
- To implement a **unique management** system
- To implement an **interconnection** plan between RFEF and regional federations and clubs
- To implement a **new OTT audio-visual platform**
- To establish a **Business Intelligence** platform for data treatment
- To establish a new **eFootball** competition model





# 4. IMAGE AND INTERNATIONAL PROJECTION

## WE ARE LEADERS

- To create a **new digital and visual presence for the RFEF** (logo, web, social networking sites, etc.)
- To enhance relations with the fanbase and activating the **“La Roja Fan Club”**
- To protect and foster **football’s values**
- To submit the **candidacy** to host the **European Championships** or the **World Cup**
- To develop of **international schools and international programmes**
- To analyse the **status of the RFEF facilities** and an improvement plan
- To develop a project so that **futsal** can attain **Olympic** status



RFEF

# OPTIMISATION OF 6. INTERNAL RESOURCES

## WE ARE EVOLUTION

- To review the **organigram** and departmental roles
- To elaborate a **job description plan**
- To elaborate an **internal professional training** plan
- To elaborate a **professional training** plan for **regional federations**
- To improve **internal communications** within the **RFEF** and between the **RFEF and the regional federations**
- To organise **interdepartmental meetings**



# 7. IMPROVING SELF-FUNDING

## WE ARE SUSTAINABILITY

- **To elaborate a financial plan** for the medium / long term
- **To increase** the number of **registered players**
- **To increase** the RFEF direct **revenues** (audio-visual, sponsorship and ticketing)
- To optimise **RFEF competitions**
- To boost the reform of the **Sports Law**
- To optimise **UEFA / FIFA grants** and other international bodies



# 7. SOCIAL DEVELOPMENT THROUGH FOOTBALL WE ARE VALUES

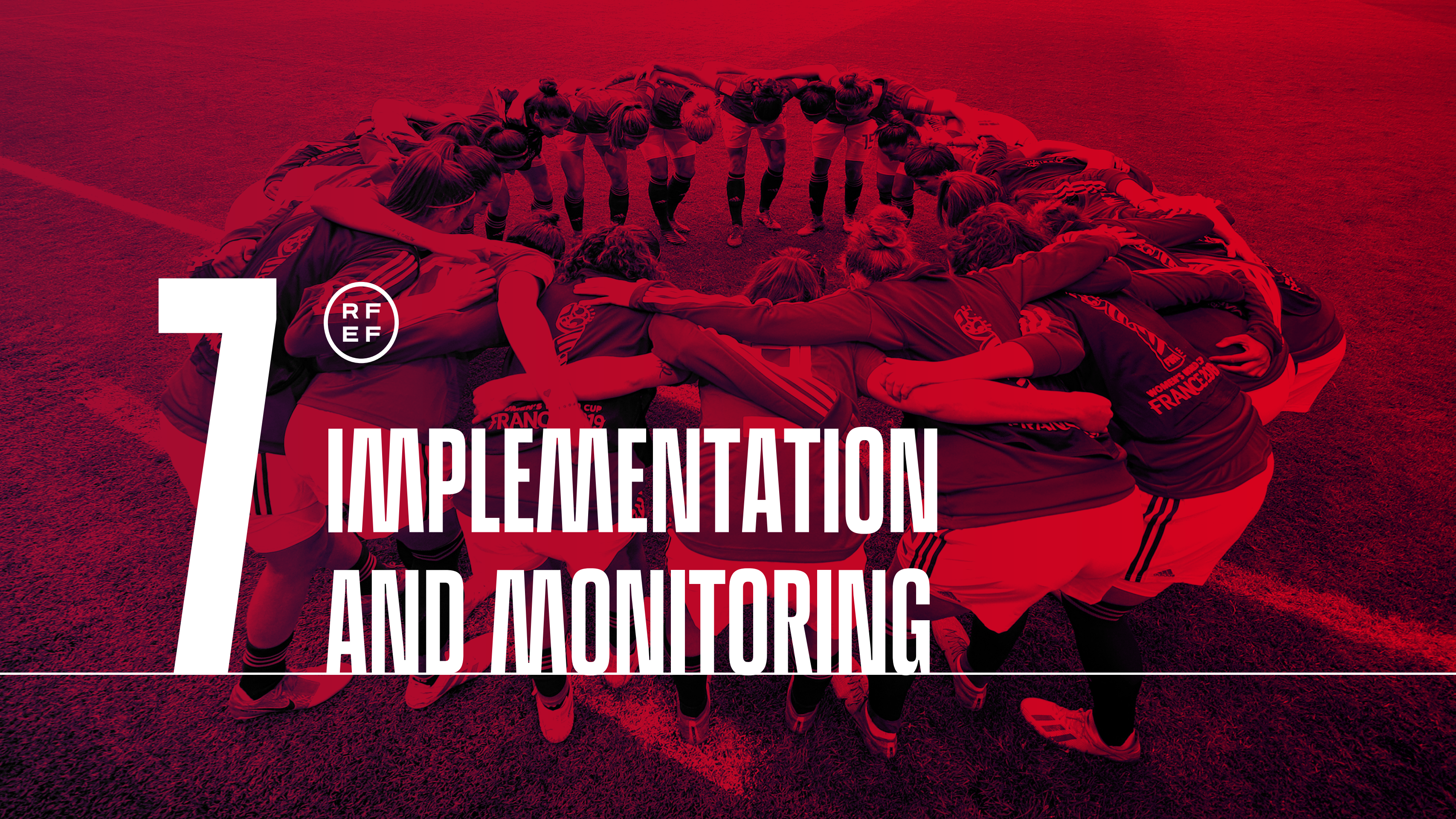
- To integrate **inclusive football** under the RFEF
- To establish a policy for **foreign minors**
- To promote the **values of football and fair play**
- To analyse the **social and economic impact of football in Spain**
- To unify and develop RFEF education as part of a new **Spanish football university**



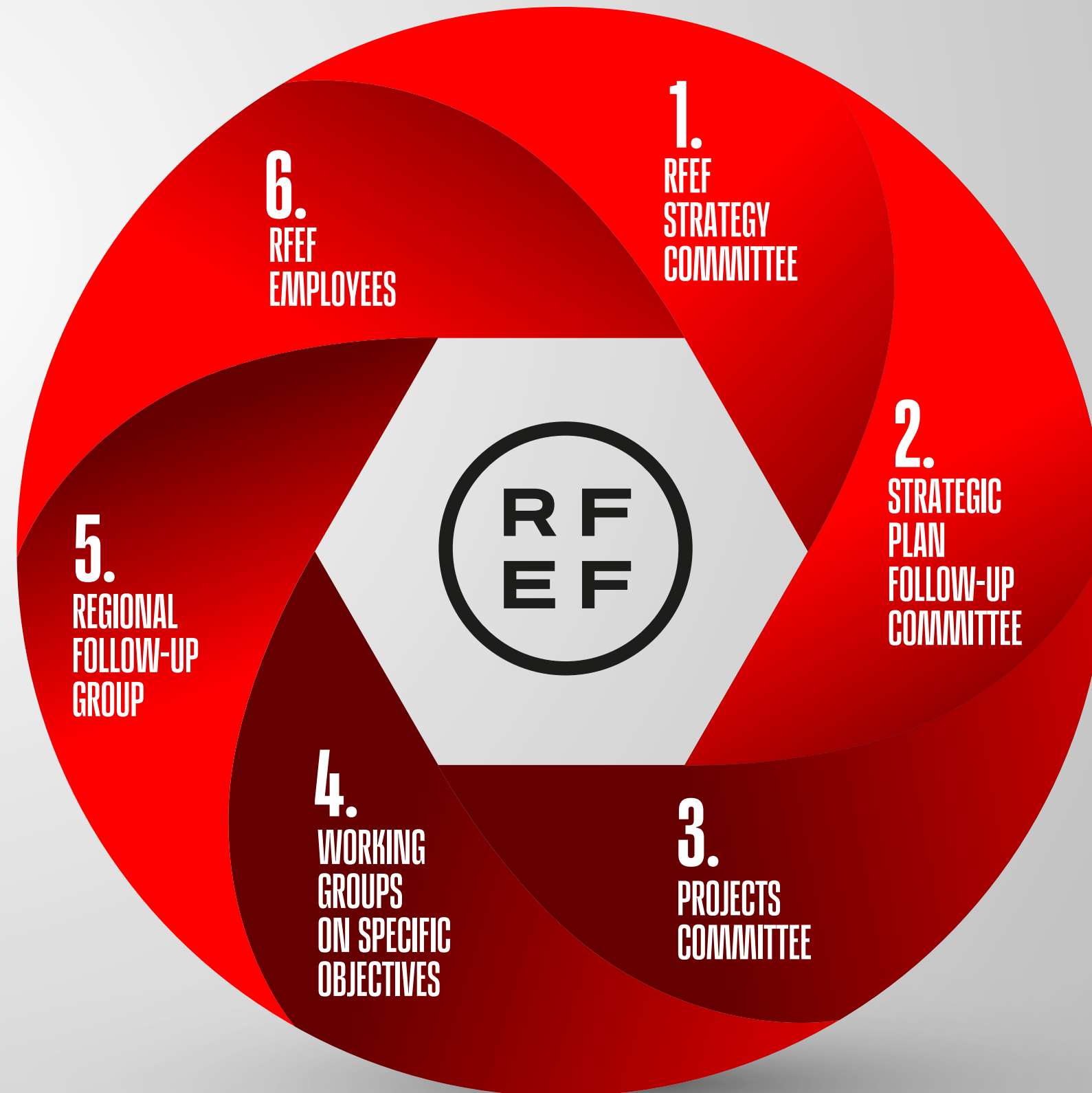
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# IMPLEMENTATION AND MONITORING



# STRATEGIC PLAN FOLLOW-UP



# STRATEGIC PLAN FOLLOW-UP



# KEY ASPECTS FOR THE SUCCESS OF THE STRATEGIC PLAN:



Creation of a **working team divided into projects** going beyond the day-to-day running of the RFEF



**Coordination** of RFEF tasks **alongside regional federations**



The definition of **needs in terms of digital transformation** and its implementation



**Increasing participation** as the engine of the federation





**#WE ARE FOOTBALL**

**#WE ARE RFEF**



GROW



ACADEMY

