



FIB Annual Business Plan

2026 / 2027

OVERVIEW

This Business Plan is aligned with FIB's mission to govern, develop and promote bandy worldwide, strengthen its position within the Olympic Movement, enhance governance standards and ensure the long-term financial sustainability of the Federation.

The purpose of this Business Plan is to define the strategic priorities and operational objectives that will guide FIB's activities throughout the 2026–2027 season.

The Plan builds upon previous annual business plans by reviewing completed initiatives, continuing projects currently in progress and introducing new priorities where required. It identifies the key actions that each functional area of the Federation will undertake to support the achievement of FIB's strategic objectives.

Implementation of the Business Plan will be monitored throughout the season by the Executive Committee and the General Secretary. Progress will be reviewed regularly, and the Plan may be updated where necessary to respond to emerging opportunities, challenges or decisions of the Executive Committee or Congress.

A major priority during the season will be the completion and adoption of the FIB Strategic Plan 2034, establishing a long-term roadmap for the Federation's development. Following its approval, the Strategic Plan will serve as the overarching framework for future operational planning and performance management.

To ensure FIB remains a financially sustainable and professionally managed International Federation, increased emphasis will be placed on commercial development, diversified revenue generation and responsible financial management.

At the same time, FIB will continue to modernise its governance framework by implementing internationally recognised principles of good governance, transparency, integrity and accountability, further strengthening the Federation's credibility within the global sports community.

FOCUS AREAS

- 1) Strategic Plan 2034
- 2) Sport Development
- 3) Membership
- 4) Governance
- 5) Anti-Doping
- 6) Marketing & Media
- 7) Internal Relationships
- 8) External Relationships
- 9) Education & Development
- 10) Financial Management

1) Strategic Plan

Objective

Complete and adopt the FIB Strategic Plan 2034 as the Federation's long-term strategic roadmap.

Key Actions

- Finalise the Strategic Plan with the support of the Strategic Plan Working Group and the Future Events Working Group
- Apply an inclusive consultation process involving Member Associations, Committees, Athletes, equipment manufacturers, media partners and other key stakeholders
- Present the Strategic Plan for approval by the Executive Committee and Congress
- Develop an Operational Plan aligned with the Strategic Plan following its adoption

2) Sport Development

Objective

Strengthen the quality, accessibility and global development of bandy.

Key Actions

- Deliver high-quality FIB competitions
- Review the future structure of international competitions
- Increase participation among youth and women
- Develop transparent selection procedures for referees and supervisors

- Position Short Bandy as FIB's primary development discipline due to its:
 - preservation of bandy's core characteristics
 - reduced infrastructure requirements
 - lower operational costs
 - smaller number of players required
 - compatibility with multi-sport events
- Provide technical and organisational support to emerging Member Associations

3) Membership

Objective

Strengthen and expand the global membership of FIB.

Key Actions

- Review membership, rights and obligations
- Reactivate dormant or inactive Member Associations
- Increase the number of countries hosting FIB events
- Admit new Member Associations
- Reintegrate Russia and Belarus in line with the recommendations and guidance of the International Olympic Committee

4) Governance

Objective

Continue strengthening FIB's governance framework in accordance with international best practice.

Key Actions

- Implement governance improvements based on the ARISF Good Governance Review and the IPACS Sport Governance Benchmark and Guidelines
- Focus on integrity and sustainability
- Amend the FIB Statutes where necessary
- Review and update Playing Rules, Conditions and Guidelines
- Develop additional By-Laws, Policies and Terms of Reference as required
- Manage the presidential vacancy and when appropriate, organise the election of a President in accordance with the FIB Statutes, By-Laws

5) Anti-Doping

Objective

Maintain full compliance with the World Anti-Doping Code.

Key Actions

- Adopt and implement the new FIB Anti-Doping Rules in accordance with the 2027 World Anti-Doping Code
- Expand anti-doping education for athletes, coaches and support personnel
- Conduct in-competition and out-of-competition testing in accordance with FIB's Risk Assessment and Test Distribution Plan

6) Marketing & Media

Objective

Increase the visibility of bandy and strengthen FIB's commercial sustainability.

Key Actions

- Deliver regular digital content across all communication platforms
- Strengthen cooperation with Sportsin and other media partners
- Publish timely press releases and maintain proactive engagement with international media
- Expand FIB's presence across social media platforms, with particular focus on younger audiences
- Increase commercial partnerships and sponsorship revenue
- Continue cooperation with broadcast and webcast partners
- Develop licensing, branding and merchandising opportunities

7) Internal Relationships

Objective

Provide effective services and support to Member Associations while ensuring efficient governance of the Federation.

Key Actions

- Strengthen communication and support for Member Associations
- Organise the 2027 FIB Ordinary Congress and Extraordinary Congress if needed
- Ensure the efficient operation of the Executive Committee through regular meetings online/personal, or through online decisions

- Review Committee membership to ensure appropriate expertise and active participation
- Establish Working Groups and Commissions when required to address specific strategic projects

8) External relationships

Objective

Strengthen FIB's relationships with key international sporting organisations.

Key Actions

- Maintain regular engagement with the International Olympic Committee, including meetings with the IOC President and relevant departments
- Participate in Olympic Day, the IOC Athletes' Forum, the IOC Session, SportAccord, the IF Forum, WADA Play True Day and other international events
- Continue strengthening cooperation with ARISF
- Maintain close cooperation with WADA and other international stakeholders

9) Education & Development

Objective

Support the long-term development of athletes, officials and Member Associations.

Key Actions

- Deliver education programmes for athletes, referees, officials and administrators
- Support the annual FIB Development Training Camp
- Provide equipment assistance to developing Member Associations
- Expand online education programmes to improve accessibility and reduce costs

10) Financial Management

Objective

Ensure the Federation's long-term financial sustainability through prudent financial management and diversified revenue streams.

Key Actions

- Manage the anticipated reduction in revenue resulting from the absence of a Senior World Championship during the season
- Develop new commercial income through sponsorship, licensing and marketing activities

- Maintain strict budgetary control while continuing to improve services provided to Member Associations
- Monitor financial performance throughout the season and implement corrective measures where necessary

Attila Adamfi

General Secretary