



FEDERATION OF INTERNATIONAL
LACROSSE

2018 – 2021
**STRATEGIC PLAN SUMMARY
WITH OLYMPIC VISION**

*Dates subject to change.

For Presentation to FIL General Assembly
July 9-10, 2018

Introduction

The following report is prepared for the FIL Board and the Olympic Vision Committee and is an analysis and set of recommendations for the FIL and its OVC to pursue the vision of lacrosse to be competed on the Olympic Games Program and to achieve its mission.

The vision of the Federation of International Lacrosse is that lacrosse is recognized and played by all countries world-wide and is an Olympic Sport. The fulfillment of the Olympic vision can provide a catalyst to grow the game and brand of lacrosse globally and drive organizational effectiveness and should be the key driver of the strategy and tactics of the organization.

The Federation of International Lacrosse (FIL) was established in August 2008 in a merger of both the men's and women's international lacrosse associations and is the international governing body for men's and women's lacrosse.

The FIL is responsible for the governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sports' development throughout the world.

The FIL currently holds five World Championships:

- Men's World Lacrosse Championship
- Men's Under-19 World Lacrosse Championship
- Men's World Indoor Lacrosse Championship
- Women's Lacrosse World Cup
- Women's Under-19 World Lacrosse Championship

Each event is held on a quadrennial basis.

What began as stickball, a native North American Indian contest played by tribal warriors for training, recreation, and religious reasons, has developed over the years into the interscholastic, professional, and international lacrosse. The next step in the evolution of the game is to return to the Olympic program.

Background & Analysis

The International Olympic Committee

The International Olympic Committee (IOC) is a unique organization and it is important to understand the history, mission, culture, activities and behavior of this group if lacrosse is to maximize its possibility of becoming an Olympic sport.

The IOC is a diverse group of 100 or so global members from various constituent groups including National Olympic Committees, International Sport Federations and other interested parties. It is important to note the following two points regarding the IOC:

- a) The IOC does not answer to any political or governmental organization and has no responsibility to any other entity. They do not bend easily to political or public pressure.



- b) The IOC views itself as not simply a sports organization, but rather a global movement that is attempting to build a better World through sport.

Due to pressures from its primary revenue sources of sponsors and broadcasters as well as the demands on the host city to successfully organize the Olympic Games, the IOC has adopted a goal to modernize the Olympic program and maximize the popularity of the Games while reducing the cost and complexity of hosting them. The IOC began this process in earnest after the Sydney Games of 2000. This process resulted in the removal of baseball and softball from the program and the addition of golf and rugby 7's. After a failed attempt to further modernize the program by removing wrestling, the IOC has for now declared a safe harbor for all sports on the program and a cap or quota on the number of events at 310 and 10,500 total athletes but within those sports and quotas will continue to look to add more popular disciplines and seek more gender equity.

For sports not already on the program and to assist the Host City within its country and local market, the IOC has created a new process, the Host City Proposal, which allows for the host city to propose new sports for inclusion in their games. The Host City Proposal allows lacrosse an opportunity for inclusion in the Games and is the only avenue currently open to lacrosse to do so. Paris has been awarded the Games for 2024 and Los Angeles for 2028 and it is anticipated that both cities will conduct a process and recommend additional sports to the IOC. The current opportunity for FIL to achieve its vision is to position itself as strongly as possible for inclusion on the Host City Proposal process and to build friends and allies within the international sport community.

There will exist significant competition for these spots on the Games program and an analysis has been undertaken that provides an overview and a comparative analysis of FIL against its competitors. The conclusions of the comparison analysis are:

Conclusions of comparison analysis:

- FIL athlete numbers and cost/complexity make Lacrosse more challenging for an Olympic Organizing Committee than many sports
- FIL is not yet fully compliant on institutional matters
- Other IF's have been at this 'game' much longer than FIL
- FIL lags in universality compared to other candidate sports
- FIL has been closing the gap of NGB membership numbers
- FIL World Championships are an underdeveloped property
- Television, digital media, and media interest are behind competitors
- Social media is significantly underdeveloped
- Sponsorship platform and sales are underdeveloped

The comparison provides FIL a roadmap on those areas to aggressively address on the path to Olympic inclusion and should not discourage FIL at this point as FIL has a great story of growth and success and has many other good points that the IOC and the future host cities will evaluate and weigh as part of the Host City Proposal.

SWOT Analysis



A SWOT analysis is a strategic planning tool to identify strengths, weaknesses, opportunities, and threats relative to FIL’s competition. It is a key, critical success factor in the strategic planning process as along with the competitive analysis it forms the basis of the specific strategies and tactics.

<p>Strengths:</p> <ul style="list-style-type: none"> • Passionate, dedicated, talented Board of Directors and key volunteers • Industry leader with no competitor in the sport • Sport growing quickly with strong appeal to youth • Minimal internal politics and strife • Visually exciting fast paced game • Clean sport • Committed resource for sport development • Strong potential donor pool 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Decentralized leadership and management in transition • Weak brand awareness in international sport • Lagging competitors in key areas of TV coverage, sponsorship, digital, and social media • Revenue generation capabilities currently limited • Continental Federations not fully formed and not aligned fully with FIL • FIL not yet fully compliant with IOC good governance guidelines
<p>Opportunities:</p> <ul style="list-style-type: none"> • Host city proposal provides Games inclusion opportunity • Strong interest and support from large donor(s) • Potential support from new and significant IOC sponsor • Professional staff can accelerate the pace of change • Tide from Olympic vision effort can lift all boats 	<p>Threats:</p> <ul style="list-style-type: none"> • Increasing competition for Olympic Games inclusion • IOC evolves processes • Paris 2024 difficult proposition for Lacrosse • No current opportunity for core sport status • Change could stress FIL and NF resources and relationships

Process and Critical Success Factors

Based on the SWOT and competitive analysis the following are critical success factors for FIL to achieve its Olympic vision.

- Paris 2024 Host City Proposal process should be pursued as it is the first opportunity for inclusion
- Los Angeles 2028 is second opportunity for inclusion and is a better opportunity for lacrosse’s inclusion
- FIL must become more visible and active participant in international Olympic family. It is important to be known, liked and respected in Olympic Family.
- Lacrosse must build it global brand presence and awareness.
- Continued development and growth of FIL member nations and numbers of players, coaches, officials and volunteers.
- Lacrosse must be presented in an exciting format with great action and fan appeal
- The IOC is seeking sports that are popular with youth, have urban appeal and balance gender



- The digital and social media footprint and reach will continue to grow in importance
- The marketability of the sport to sponsors and broadcasters is a key factor to acceptance
- Cost and complexity and athlete numbers of proposed events should be kept at minimum
- Legacy and impact to local Host City and nation
- Olympic Vision effort and FIL strategy need to be aligned and executed as one plan

FIL Olympic Vision Strategy and Plan

Based on the analysis that has been undertaken the following strategy and steps are recommended for lacrosse to grow around the world and gain inclusion in the program of the Olympic Games.

FIL Vision

Lacrosse is recognized and played by all countries world-wide and is an Olympic Sport.

FIL Mission

FIL will provide governance and integrity for all forms of lacrosse and will provide responsive and effective leadership to support the sport's development throughout the world.

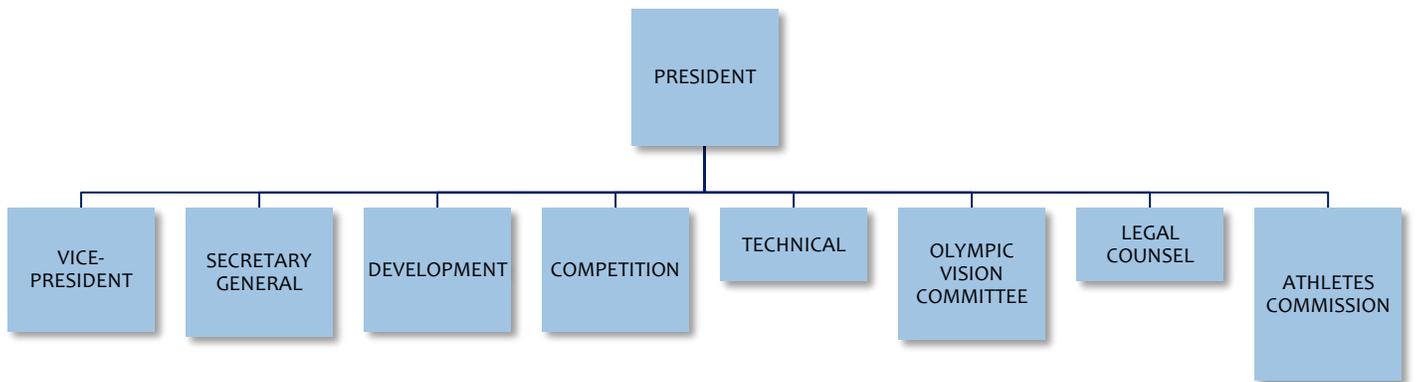
Olympic Vision Committee Mission

Create and lead a global movement to amplify the message to the Olympic family of the values and benefit of lacrosse, support the growth and popularity of lacrosse, and effectively lobby and present the case for lacrosse to the IOC.

Scope

This Strategic plan encompasses the fall quarter of 2017 through the fall of 2024 to coincide with the IOC host city proposal process and is designed to create a set of actions and activities that lead to the fulfillment of the vision and mission of FIL.





FIL Board

President
 Vice-President
 Secretary General

Development
 Competition
 Technical

Olympic Vision Committee
 Legal Counsel
 Athletes Commission

Staff

Chief Executive Officer
 Development Officer
 Anti-doping
 Executive Assistant

Proposed Olympic Vision structure

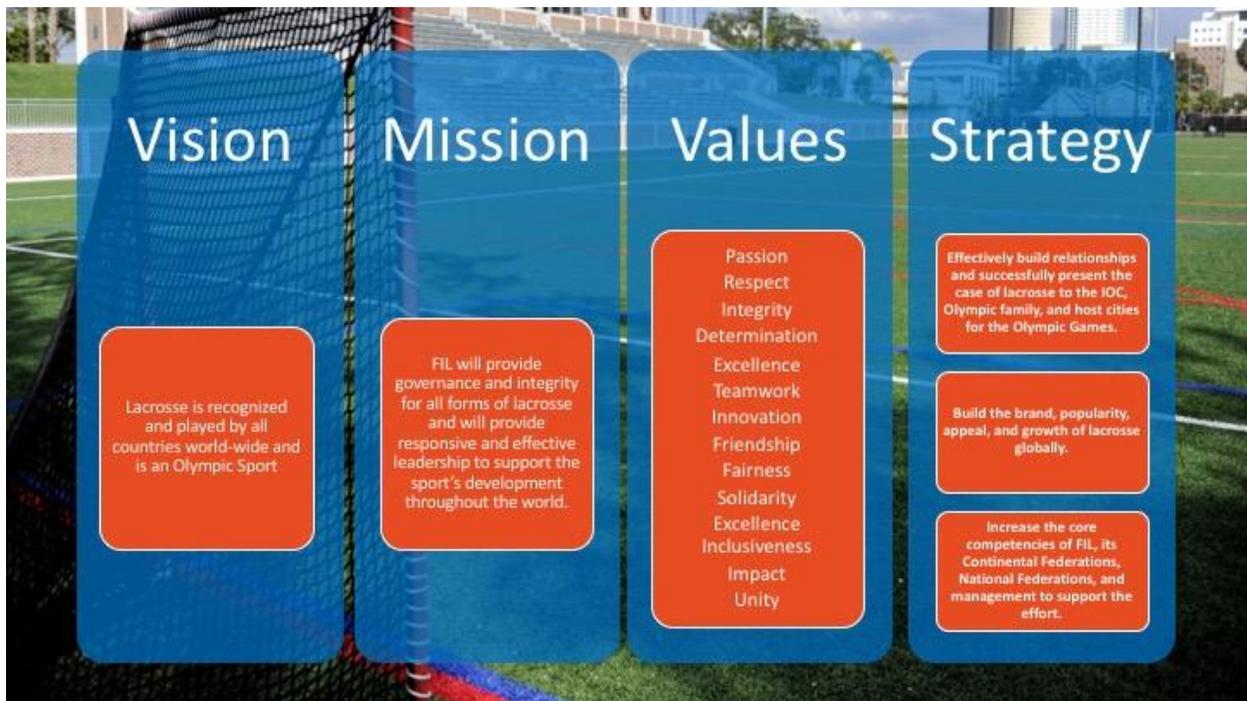
OLYMPIC VISION COMMITTEE



Executive Committee

Olympic Vision Campaign Board (advisory)





The following are key strategies that allow FIL to achieve its vision to build the brand and resources of lacrosse, grow the game, and lead and inspire.

Key Strategies

1. **Effectively build relationships and successfully present the case of lacrosse to the IOC, Olympic family, and host cities for the Olympic Games.**
2. **Build the brand, popularity, appeal, and growth of lacrosse globally.**



3. *Increase the core competencies of FIL, its Continental Federations, National Federations, and management to support the effort.*

Strategy 1. Effectively build relationships and successfully present the case of lacrosse to the IOC, Olympic family, and host cities for the Olympic Games.

Key Strategies	Become known, liked and respected within the Olympic Family and International Sports Community	Present a winning case for lacrosse
Tactics	<p>Hire TSE Consulting or other consultant to provide benchmarking survey of international sport community (year one only, cost \$20,000)</p> <p>Secure services of Olympic Consultants to gather information, develop key messaging, and support the effort.</p> <p>Develop lobby team that remains consistent for the long term to attend key IOC functions and international sport events and meetings.</p> <p>Support individuals within lacrosse or lacrosse backgrounds for election or selection to prominent positions in international sport (no cost)</p>	<p>Build case statement and messaging positioning supporting lacrosse as an Olympic sport</p> <p>Prepare initial materials to support the case, brochures, swag, promotional videos, digital and social media content</p> <p>Infuse all media channels with relevant messaging</p> <p>Recruit key supporters with influence from sport, business, and entertainment sectors</p> <p>Select key lobby team, consultants, and prepare and present the case to Paris 2024 and Los Angeles 2028</p>

Strategy 2. Build the brand, popularity, appeal, and growth of lacrosse globally.

Strategic Goal 2.1 - increase global brand awareness for FIL and international lacrosse.



Key Strategies	Analyze, build and convey the brand globally and to select Olympic audiences through Brand identity and Brand campaign	Within Brand identity and Campaign exercise develop sub-brand and positioning for Olympic Vision Campaign	Expand FIL's digital and social media reach and impact and that of OVC
Tactics	<p>Secure brand agency to assist in delivery and analysis</p> <p>Conduct brand identity exercise</p> <p>Confirm visual identity (logos/marks) and develop brand standards guide</p> <p>Finalize all brand elements and messaging</p> <p>Campaign materials</p> <p>Create and execute brand campaign with targeted Olympic Vision campaign</p>	<p>Develop visual identity, materials and messaging to support Olympic Vision Committee and its work</p> <p>* Budget and delivery plan for 2.1.2 contained in 2.1.1.</p>	Redesign and upgrade FI website

Key Strategies	Inform, educate and build goodwill with public, international sport community, Olympic family insiders, and global community	Maximize revenues and other resources through sponsor sales and engagement	Increase revenue and exposure through a comprehensive television broadcasting and live-stream digital media platform
Tactics	<p>Create and conduct annual and quadrennial FIL public relations program.</p> <p>Targeted Promotional campaign to support Olympic Vision</p> <p>Maintain and manage press relations with lacrosse family and Olympic family media</p> <p>Hire communications/brand/com</p>	<p>Create integrated partner/sponsor platform and sales strategy</p> <p>Hire Chief Revenue Officer to oversee all commercial programs and secure outside agency(s) to augment sales efforts if warranted</p> <p>Build integrated sponsor platform and sales strategy</p>	<p>Design and direct a comprehensive broadcasting program that encompasses digital, social, and linear television platforms.</p> <p>Generate revenue through the sale of broadcast rights packages and the licensing of original content</p>



	<p>mercial officer to oversee and handle day-to-day</p> <p>Media kit and press guide design, content, and distribution events and annual</p> <p>Write and distribute regular articles, newsletters and communication pieces released to media and others</p> <p>Create 'sports desk' for regular updates and content across digital media channels</p> <p>Develop advertising, sponsorship, and partnership programs with select Olympic family media (cost absorbed in other campaigns)</p>	<p>Develop and aggregate inventory of all sponsor assets</p> <p>Explore partnerships with NF's and other leagues</p> <p>Build assets through promotion and development</p> <p>Evaluate and price individual assets</p> <p>Price and package partnerships and sponsors</p> <p>Develop targets of potential sponsors and cultivate</p> <p>Sell</p> <p>Fulfill sponsor agreements and repeat process (It is anticipated that sponsor sales strategy will result in significant net revenue annually)</p>	<p>Aggregate content with lacrosse community and NF's.</p> <p>Secure FIL content and sales rights through negotiation and contract provisions</p> <p>Explore the use of outside sales agents</p> <p>Augment existing broadcast efforts with FIL resources to leverage exposure opportunities</p> <p>Leverage and share content with Olympic Vision effort</p>
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Key Strategies	Attract supporters and raise funds through private donations, foundations, and grants with priority funds to support the Olympic Vision effort	Expand the reach, visibility, awareness, and revenue for FIL and lacrosse through an aggressive merchandise and licensing program
Tactics	<p>Develop case statement</p> <p>Identify and cultivate prospects</p> <p>Solicit high end donors</p> <p>Create annual fund or giving programs</p> <p>Generate schedule of special events and activities to cultivate donors</p>	<p>Align merchandise and licensing platform with FIL brand objectives</p> <p>In conjunction with website redesign build e-commerce function Select merchandise partners and develop line of apparel</p> <p>Identify and contract for points-of-sale; retail, NF's, events, e-commerce, other.</p>



	<p>Research and identify potential grants and foundations – write grants</p> <p>Explore the development of new membership categories</p> <p>Build planned giving program</p> <p>Create and execute targeted fund-raising program with Olympic Vision as priority</p> <p>Develop and execute fund-raising events (net revenue generation only)</p>	<p>Develop a strategy and execute programs to maximize wholesale, direct-to-retail, and e-commerce licensing</p> <p>Identify co-branding or ‘official’ product programs, if any.</p> <p>Create specific line of Olympic Vision merchandise to raise funds and support the effort</p>
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Strategic Goal 2.2 – Provide a program of events that showcases and develops the sport and builds the brand, exposure and revenue of FIL.

Key Strategies	Appropriately manage the World Championships and FIL event platform to provide for more effective event bidding, host support, and risk management	Reimagine and invigorate the World Championships and FIL events platform	Support and grow the events platform and maximize revenue and exposure through the development of a shared commercial and broadcast platform with FIL event hosts
Tactics	<p>Develop and implement structure for event management system to include Competition Chair, Men and Women’s competition directors and committees, and management.</p> <p>Review and revise current FIL tendering and selection process to world class standards</p> <p>Create technical manual with appropriate FIL standards for event management and</p>	<p>Form internal working group to provide analysis and recommendations for improvements of Championship hosting comprised of former hosts, Continental Federations, National Federations, Athletes, Coaches, Officials, and Board.</p> <p>Secure world-class agency to assist with format and sport presentation</p> <p>Create working group to study competition/on-</p>	<p>Secure and aggregate FIL commercial and broadcast rights via host tendering and contracts</p> <p>Develop shared selling model to leverage partner and sponsor sales and revenue</p> <p>Build a mature FIL sponsorship program which provides ready support for Championships</p>



	<p>presentation linked to by-laws. Build and implement FIL event risk management and monitoring system.</p> <p>Review and revise Host contracts to provide clear commercial rights, responsibilities, obligations, and recourse</p>	<p>field product to explore viability of Olympic product and game improvements</p> <p>Competition committees to provide recommendations for qualification formats</p> <p>Board and Continental Federations to review and develop Continental Championships in all continents as feasible and align with FIL governance.</p>	<p>Incorporate Broadcast rights into FIL broadcast platform</p> <p>Increase exposure and build asset value through event promotion with annual PR goals and channels</p> <p>Increase exposure and build asset value through event promotion with FIL social media</p>
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Key Strategies	Pursue and gain inclusion of lacrosse in additional multi-sport events	Explore the development of urban lacrosse and other forms of lacrosse demonstrations and play
Tactics	<p>Review standards and requirements for various MSE's, Youth Olympic Games, Continental Championships, Asian Indoor Sports Games, and others.</p> <p>Enlist support of Continental Lacrosse Federations</p> <p>Investigate process steps for each Games</p> <p>Address any deficiencies that may exist with minimum requirements</p> <p>Process and tender applications</p> <p>Prepare and make presentations as required</p>	<p>Experiment with small dimension lacrosse, 3 vs. 3 and other forms</p> <p>Develop model for 7 vs. 7 and test</p> <p>Develop lacrosse skill challenges formats and hold beta events</p>

Strategic Goal 2.3 – Grow and retain people and country involvement in all forms of lacrosse including players, official, coaches, and administrators.

Key Strategies	Increase the number of full, associate, and allied members	Support and build National Federation capabilities to govern and grow lacrosse and compete
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		successfully at the international level
Tactics	Maintain paid development officer	Create library of templated resources available to National Federations <ul style="list-style-type: none"> • Strategic planning guide • Brand and promotional materials and brand guide • Sponsorship guide and ready sales deck • Governance documents and best practices • High performance planning manual • Hold regional best practices workshops
	Improve and update member and new member guidelines	
	Develop survey for member feedback	
	Hire a full-time development/technical director	
	Update and develop How to start, organize and market a new lacrosse organization	
	Create regional (continental federations) bodies administration and roles within FIL	
	Build grant (gifts) program for emerging FIL new countries	
	Create How to play lacrosse videos in multiple languages	
	Hold athlete clinics for new/emerging countries	
	Create, rebrand, and expand equipment grants for all sectors	
Proactive recruitment of new members		
Operate coaching and officiating clinics in conjunction with athlete development clinics		
Create on-line education program for coaches		

Strategy 3 - Increase the core competencies of FIL, its Continental Federations, National Federations, and management to support the effort.



Strategic Goal 3.0. – Effectively manage the administrative and business affairs of FIL and ensure financial sustainability.

Key Strategies	Timely distribution of information to all members	Attain best in world standard and model for professional IF governance
Tactics	<p>Create and distribute President's newsletter quarterly</p> <p>Communications policy established/reviewed</p> <p>Build and refine website section for member communications (two way)</p> <p>Clarify board and management roles in communication process</p>	<p>Review current governance practices compared to best in world standards</p> <p>Undertake annual board review</p> <p>General Assembly review undertaken with NF's</p>

Key Strategies	<u>Comply with relevant legislation, regulations, accountabilities, and standards</u>	<u>Best in world management and leadership effectiveness</u>
Tactics	<p>Annual financial reports audited with periodic board approval of outside auditor</p> <p>Posting of financial statements in members only and distribution to membership</p> <p>Directors and Officers insurance board reviewed periodically</p> <p>Annual board planning meeting developed and reviewed</p>	<p>Develop staffing plan with positions, timing, and budgets</p> <p>Hire key staff with Board approval – Appendix 2 contains staff job descriptions and cost of proposed staff is in proposed budget.</p> <p>Develop and implement management reporting and communication plans for Board, committees, Continental Federations, and National Federations</p>

Potential next steps

The implementation plan, preparation phase, and initial three phases are recommended as follows:



Preparation Phase

Last quarter 2018 and first quarter 2018

Development of OVC, plan approval, initial fund-raising and support for IOC recognition, strategic plan initiation

- a. Olympic Vision Committee structure and plan presented to FIL Board for Approval
- b. Initial Fund-raising plan and goals approved, meet and solicit lead donor(s)
- c. Support IOC Executive Board Sport recognition decision in Summer – lobby IOC leadership and maintain relationship and monitor application with IOC sports department.

PHASE I

Olympic Family assessment

Second quarter 2018

- a. *International Survey* – I am recommending that Burson-Marsteller (formerly TSE) Consulting or another consulting agency be engaged to conduct a survey of key international sport leaders. TSE is a recognized leader in the field of Olympic sport.

TSE Surveys is an international online survey tool that enables you to ask questions that are important to you in a confidential, user-friendly way to our panel of experts, who are all industry leaders in the world of international sport, such as:

- Senior executives of International Federations
- International sports journalists and sports editors
- Commercial sector sports specialists
- Other key influencers

TSE Surveys can swiftly provide FIL with knowledgeable information based on opinions from experts in international sport regarding your organization's development and the general perceptions of lacrosse within the world of Olympic sport.

- b. *Confidential meetings with key International Olympic Sport leaders*

The Chief Executive will schedule, arrange and conduct informal meetings with many key leaders of the Olympic family. It is recommended to meet in turn with Christophe deeper, IOC Director General, Christophe Dubi, Olympic Games Director, and Kit McConnell, Sport Director, and IOC Executive Board members, IOC Program Commission members, Sport Accord President and/or council members, Los Angeles and Paris OCOG leaders, Olympic Broadcasters especially NBC and others.



The goal of these meetings is to gain valuable information regarding the perception of the sport and the IF.

Phase I Deliverables

- Sport leader survey results
- Initial International Federation assessment
- Summary of IOC insider feedback

Phase II

Analysis of situation

Administrative Process

By-laws and Constitution

Key Organizational and Games memberships

Final Action Plan

- Review organizational assessment results
- Review the organizational documents
- Edit/Create necessary organizational documents that meet the desired standards of the IOC
- Create situational analysis of current environment of sport based on survey results and interviews within Olympic Family
- Political Action Plan and final strategic plan developed providing full road map for International Federation development and IOC Olympic Games sport inclusion

Based on the survey results and assessment, the Chief Executive, the OVC, and the FIL Board appointees would complete a political action plan as well as confirm and finalize the FIL strategic action plan which would identify a set of project objectives as well as key organizations and people necessary to meet strategic objectives.

Deliverables

- Situational Analysis of current sport and environment
- Assessment and analysis of FIL



- Recommended Organizational organic documents
- Recommendation for membership into various multi-sport Games
- Application for membership into selected International multi-sport organizations
- Action Plan for sport inclusion and final FIL strategic plan

Phase III

Key Relationship Meetings

Communication Plan

Lobbying strategy

- Develop and implement lobbying strategy by identifying key audience and meetings to attend and supporting activities as well as key consultants
- Create Brand identity, messaging, and brand campaign for lacrosse
- Build Olympic Vision media and communication strategy around important meetings, events, and key Olympic activities as well as progress against action plan with insider Olympic media.
- Implement action plan and promote progress around it.
- Begin to attend and/or exhibit at key events where key messages can be delivered
- Create materials and promotions that support Olympic Program inclusion

Phase III is the initial introduction phase of the campaign to introduce and promote lacrosse to the Olympic family and campaign for inclusion in the Paris 2024 and Los Angeles 2028 Olympic Games. in the Olympic Games program of Paris 2024 or Los Angeles 2028. This Phase has an overlap with Phase 2.

Phase III Deliverables

Deliverables

- Brand identity, messaging and brand campaign plan/execution
- Fund raising campaign to support Olympic vision
- Media and communication strategy and execution with Olympic insider media
- FIL strategic plan support and implementation
- Development of promotional materials to support campaign
- Lobbying and relationship building strategy and support
- Key event attendance and exhibition support- SportAccord 2018 and other International sport events



Phase IV

Plan implementation

Implement fully Strategic Plan

Execute Lobbying and event strategy

Continue Communication plan

Launch revenue generation and exposure platforms

Bid and host reimagined events

- Fully exercise lobbying and event strategy with IOC members, Program Commission, and Olympic leaders through the 2024 and 2028 OCOG Program process
- Provide cover and support for Lobbying efforts with media campaign
- Work to become valued member of Olympic Family
- Participate actively in key membership Organizations
- Fully implement FIL Strategic Plan to provide most attractive sport and IF of Olympic inclusion

The key outcomes for Phase IV are to win the recommendation of the Organizing Committee for the 2024 or 2028 Olympic Games to be placed on their sport program and then to have the IOC Program Commission, the IOC Executive Board, and the full IOC membership approve that recommendation. This would necessitate a supporting lobbying effort and media campaign. It will involve a candidature phase with the 2024 Host city Paris that will consist of a written application as well as in person presentations to the OCOG, and, hopefully, the IOC Program Commission, the IOC Executive Board, and the IOC membership as the Tokyo 2020 session as well as the same for Los Angeles 2028 four years later.

Phase IV - Deliverables

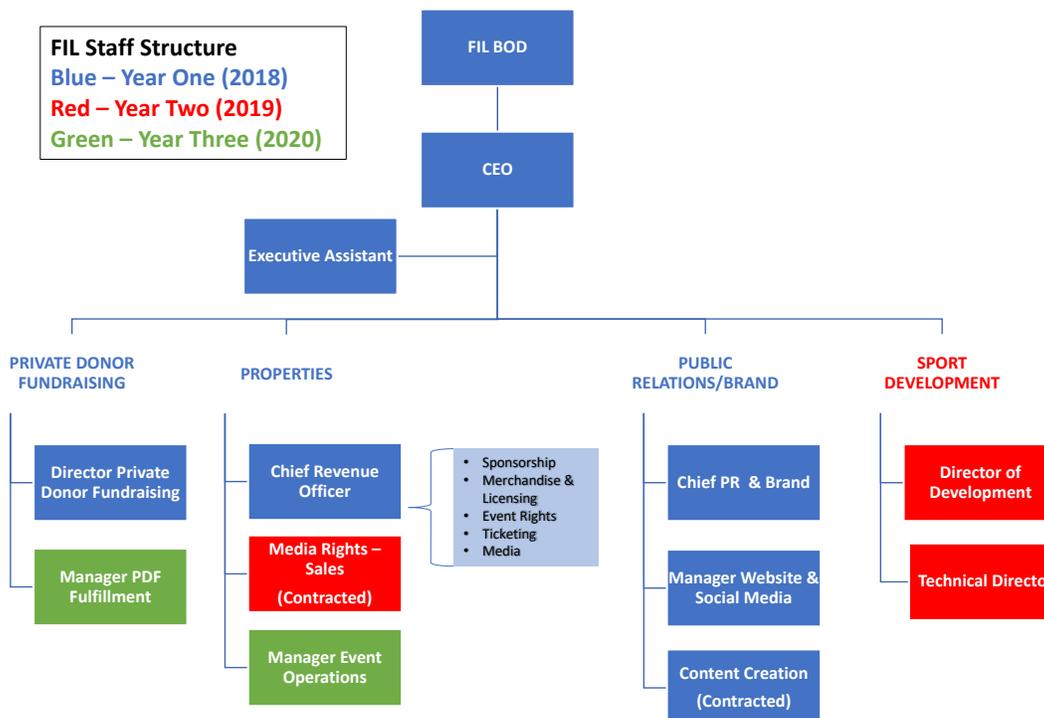
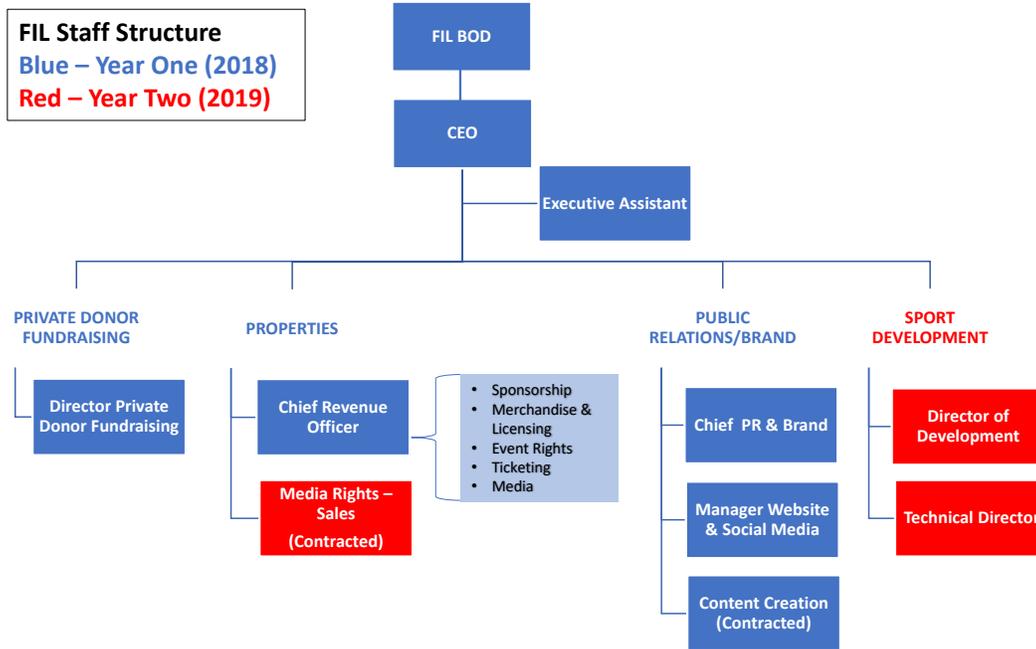
- Political Action plan implementation, periodic reports
- Website redesign and launch
- Social media plan and execution
- Website and social media content
- Broadcast platform
- World Championships reimagination
- Sponsorship and Merchandise/licensing sales



- National Federation Development
- FIL staffing/core competencies



Appendix 1- FIL Proposed Staff Organizational Chart and Job Descriptions



CEO Job Description- (from employment agreement)

The Chief Executive Officer (CEO) of the Federation of International Lacrosse (FIL) is responsible for the operation leadership of the FIL within strategic directions agreed upon by the FIL Board.

The CEO will develop the FIL organizational structure, operation and professional staff and will select and manage outsourced services and will deliver key organizational functions.

The CEO will be responsible for supporting the Board and delivering the following functions:

Marketing and Communications-

- Strengthen the standing of lacrosse on the world sporting stage.

- Develop and maintain effective contact and communications with FIL member federations and other relevant bodies.

- Develop and implement the FIL's communication and marketing strategy

Income Generation (fundraising and partnerships)

- Develop and implement the FIL's fundraising program

- Evolve and develop the structure and policies of FIL events

- Develop and manage the FIL's commercial activity relative to sponsorship platform and media rights

Financial and Legal

- Prepare the annual budget and manage the finances of FIL

- Ensure that all contractual matters relating to FIL operations are effectively negotiated, managed and organized

Development

- Support the development of lacrosse as a global sport

- Represent the FIL on other relevant bodies as required



Administrations

Advise the Board on all relevant matter

Organize and attend meetings of the FIL Board and General Assembly as required

Oversee the organization of FIL events

Oversight of the FIL's anti-doping program

Management of staff as assigned

Discharging other duties and functions as may be required from time and time



Chief Revenue Officer

The Federation of International Lacrosse (FIL) is the international governing body for men's and women's lacrosse. The FIL is responsible for the governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sport's development throughout the world.

Purpose and Reporting:

The Chief Revenue Officer reports directly to the Chief Executive Officer and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

General

- Support the CEO in managing the day-to-day operations of the International Federation
- As a member of the Senior team, work directly with the CEO to fulfill the requirements and expectations of the FIL Board of Directors; including the development and execution of long-range strategic and operational plans.

Broadcasting (Digital/Social/Television)

- Design and direct a comprehensive broadcasting platform and program that encompasses digital, social and linear television platforms
- Generate revenue through the sale of broadcast rights packages and the licensing of original content

Merchandise and licensing

- Develop and direct a merchandise and licensing program that supports the growth of the FIL brand and generates revenue

Commercial property and event development

- Develop, package, prospect and sell corporate partnerships, sponsorships, and supplier relationships on behalf of FIL and FIL partners
- Assist the CEO to reimagine and develop the World Championships and other events as properties that have well developed media interest, broadcast and digital rights, sponsor assets, social media following, and fan attendance.
- Build a properties model developing FIL assets for sale



- Leverage and build FIL events as properties for broadcast, digital media distribution, ticket sales, sponsorship, merchandise and all event related revenues



Chief Brand, PR and Communications Officer

The Federation of International Lacrosse (FIL) is the international governing body for men's and women's lacrosse. The FIL is responsible for the governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sport's development throughout the world.

Purpose and Reporting:

The Chief Brand, PR and Communications Officer reports directly to the chief executive officer and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

General

- Support the CEO in managing the day-to-day operations of the International Federation
- As a member of the Senior team, work directly with the CEO to fulfill the requirements and expectations of the FIL Board of Directors; including the development and execution of long-range strategic and operational plans.

Brand

- *Execute a process to define and build FIL's brand identity and visual marks system*
- *Develop and launch a brand campaign to increase FIL's brand exposure*
- *Manage brand architecture system and develop brands for all FIL activities and properties*

Strategic Communications

- Serve as FIL spokesperson
- Design and direct a comprehensive strategic communications strategy and program that raises the profile of the FIL globally and generates greater awareness and support for the sport.
- Strategically position the FIL, its leadership and the sport of lacrosse as a key requirement in the campaign to gain Olympic inclusion.
- Implement Board and President regular communications and National Federation communications
- Manage all FIL communications

Broadcasting (Digital/Social/Television)



- Design and direct a comprehensive broadcasting platform and program that encompasses digital, social and linear television platforms
- Generate revenue through the sale of broadcast rights packages and the licensing of original content

Website and social media

- Manage FIL website and all social media
- Supervise Social Media Manager
- Drive growth in FIL on-line fan base and audience and grow all forms of social media following for FIL



Director of Private Donor Fundraising – Job Description

The Federation of International Lacrosse (FIL) is the international governing body for men's and women's lacrosse. The FIL is responsible for the governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sport's development throughout the world.

Purpose and Reporting:

The Director of Private Donor Fundraising reports directly to the chief executive officer and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

General

- Support the CEO in managing the day-to-day operations of the International Federation
- As a member of the Senior team, work directly with the CEO to fulfill the requirements and expectations of the FIL Board of Directors; including the development and execution of long-range strategic and operational plans.

Capital Campaign

- Manage and oversee the Olympic Vision Capital Campaign
- Plan and execute all Capital Campaign fundraising events
- Identify prospective Capital Campaign donors
- Prepare internal progress reports for CEO, OVC, and other partners as necessary
- Develop all printed materials and fundraising collateral

Annual giving

- Develop and manage FIL's annual fundraising program
- Explore and report on the viability of direct mail or other forms of fundraising
- Develop and manage FIL's annual fundraising program
- Maintain ongoing communications with private and corporate donors
- Prepare and ensure accurate and timely reports to all donors and foundations
- Research and write requests for funding to foundations and other funding agencies
- Manage donor fulfillment programs at all FIL events
- Develop and execute fundraising events in support of Olympic vision Campaign and annual fundraising programs



Social Media Manager – Job Description

The Federation of International Lacrosse (FIL) is the international governing body for men's and women's lacrosse. The FIL is responsible for the governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sport's development throughout the world.

Purpose and Reporting:

The social media manager reports directly to the chief brand officer and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

The Social Media Manager will administer the company's social media marketing and advertising. Administration includes but is not limited to:

- Deliberate planning and goal setting
- Development of brand awareness and online reputation
- Content management
- SEO (search engine optimization) and generation of inbound traffic
- Cultivation of leads and sales

The Social Media Manager is a highly motivated, creative individual with experience and a passion for connecting with current and future customers. That passion comes through as he/she engages with customers and fans on a daily basis.

Content management duties include:

- Administrate the creation and publishing of relevant, original, high-quality content.
- Identify and improve organizational development aspects that would improve content
 - Create a regular publishing schedule.
 - Implement a content editorial calendar to manage content and plan specific, timely marketing campaigns.
- Promote content through social advertising.
- Manage social media marketing campaigns and day-to-day activities including:
 - Develop relevant content topics to reach the company's target customers.
 - Create, curate, and manage all published content (images, video and written).
 - Monitor, listen and respond to users in a "Social" way while cultivating leads and sales.
 - Conduct online advocacy and open a stream for cross-promotions.
 - Develop and expand community and/or influencer outreach efforts.
 - Oversee design (i.e.: Facebook Timeline cover, profile pic, thumbnails, ads, landing pages, Twitter profile, Blog, etc.).
 - Design, create and manage promotions and Social ad campaigns.



- Manage efforts in building online reviews and reputation. Monitor online reviews and respond to each review.
 - Analyze key metrics and tweak strategy as needed.
 - Compile reports for management showing results (ROI).
- Become an advocate for the company in social media spaces, engaging in dialogues and answering questions where appropriate.
 - Demonstrate ability to map out a comprehensive marketing plan. Drive strategies that are proven by testing and metrics.
 - Develop organizational elements to implement a proactive process for capturing happy, loyal customer online reviews.
 - Monitor trends in social media tools, applications, channels, design and strategy.
 - Identify threats and opportunities in user-generated content surrounding the company. Report notable threats to appropriate management.
 - Analyze campaigns and translate anecdotal or qualitative data into recommendations and plans for revising social media, content marketing, SEO and social advertising campaigns.
 - Monitor effective benchmarks (Best Practices) for measuring the impact of social media campaigns. Analyze, review, and report on effectiveness of campaigns to maximize results.



Director of Development (Sport)

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Purpose and Reporting:

The Director of Development reports directly to the chief executive officer and works closely with the Chair of the Development Committee and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

- Support the development committee to increase membership and forms of lacrosse as measured by increase in full, association and allied membership and numbers of athletes corresponding to member nations
- Implement policies and process for increasing the number of international officials, coaches and volunteers
- Update and improve member and new member guidelines; review of the new member procedure and criteria to be in good standing as a member of FIL
- Develop membership best practices seminars and materials
- Follow-up with current members on current criteria to insure all countries are compliant with membership rules
- Development survey, feedback from members on development; create and develop a survey to include SWOT and development needs
- Maintain accurate reporting for statistics of member countries on programs, events, and member numbers for FIL board and Development committee
- Review and update all administrative documents as required



- Assist in the development of regional and local events
- Create and maintain as current, “How to start, organize and market a new lacrosse organization” for prospective members
- Support new and prospective members to successfully start a lacrosse program, marketing and promotional initiatives and encouraging new members, support emerging member, and enhancing effectiveness of existing members
- Support Continental Federation development and effectiveness
- Support Development Committee to conduct and promote clinics and equipment grant program
- Build grant program for emerging new member federations



Competition Manager

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Purpose and Reporting:

The Manager of Competitions reports directly to the chief Revenue Officer and works closely with the FIL Board Competition Director and supports the achievement of the mission and goals of the FIL through effective event bidding and management.

Duties and Job Responsibilities:

Manage FIL's Competition and Athletes Programs including event direction/management, event registration and processing, event communication, event support, personnel and committee support, and other program-related duties and projects.

Specific responsibilities will include, but are not limited to:

- Management and oversight of FIL's Event competition management system
- Event registration, processing, and communication support for Competition Director
- Manage updates to competition and administrative guidelines in collaboration with Competition Director
- Manage qualification process for select World Events
- Create and maintain computerized records for World and other events. Ensure that records are complete, accurate and up-to-date. Includes managing and assisting with related data entry.
- Manage FIL response to player/team eligibility issues (inc. staff support to eligibility committees) –
- Support Event bid procedures and process assist in securing event hosts and bids –
- Work directly with Local Organizing Committees and Tournament Directors to coordinate event logistics –
- Prepare Event content for FIL Website
- Coordinate all competition-related aspects of championship event(s), including team selection/qualification, seeding, formats, scheduling, and competition rules.
- Attend championship event(s), as directed - Assist with site selection for future championship event(s) Event support
- Staff support to Competition and other committees, as assigned –
- Manage temporary staff hired for event related tasks Other program-related duties and projects



Social Media Manager – Job Description

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Purpose and Reporting:

The social media manager reports directly to the chief brand officer and supports the achievement of the mission and goals of the FIL and the effectiveness of the executive office.

Duties and Job Responsibilities:

The Social Media Manager will administer the company's social media marketing and advertising. Administration includes but is not limited to:

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 - Compile reports for management showing results (ROI).
- Become an advocate for the company in social media spaces, engaging in dialogues and answering questions where appropriate.
 - Demonstrate ability to map out a comprehensive marketing plan. Drive strategies that are proven by testing and metrics.
 - Develop organizational elements to implement a proactive process for capturing happy, loyal customer online reviews.
 - Monitor trends in social media tools, applications, channels, design and strategy.
 - Implement ongoing education to remain [highly effective](#).
 - Identify threats and opportunities in user-generated content surrounding the company. Report notable threats to appropriate management.
 - Analyze campaigns and translate anecdotal or qualitative data into recommendations and plans for revising social media, content marketing, SEO and social advertising campaigns.
 - Monitor effective benchmarks (Best Practices) for measuring the impact of social media campaigns. Analyze, review, and report on effectiveness of campaigns to maximize results.

Qualifications and Experience

- Possesses knowledge and experience in the tenets of traditional marketing. Marketing degree is welcomed but not required with relevant work experience.
- Demonstrates creativity and documented immersion in social media. (Give links to profiles as examples).
- Proficient in content marketing theory and application.
- Experience sourcing and managing content development and publishing.
- Exhibits the ability to jump from the creative side of marketing to analytical side, able to demonstrate why their ideas are analytically sound.
- Displays in-depth knowledge and understanding of social media platforms, their respective participants (Facebook, Twitter, Instagram, YouTube, Pinterest etc.) and how each platform can be deployed in different scenarios.
- Maintains excellent writing and language skills.
- Enjoys a working knowledge of the blogging ecosystem relevant to the company's field.
- Displays ability to effectively communicate information and ideas in written and video format.
- Excels at building and maintaining sales relationships, online and off.
- Practices superior time management.
- Is a team player with the confidence to take the lead and guide other employees when necessary? (i.e.: content development, creation and editing of content, and online reputation management).
- Makes evident good technical understanding and can pick up new tools quickly.
- Maintains a working knowledge of principles of SEO including keyword research and Google Analytics. Highly knowledgeable in the principles of "Search and Social."
- Possesses functional knowledge and/or personal experience with WordPress.
- Demonstrates winning Social Customer Service techniques such as empathy, patience, advocacy and conflict resolution.



- Possesses great ability to identify potential negative or crisis and apply conflict resolution principles to mitigate issues

Executive Assistant Job Description

Purpose and Reporting:

The Executive Assistant reports directly the Chief Executive Officer and supports the achievement of the mission and goals of the Federation and the effectiveness of the Executive Office. The EA will also support the President of the Federation from time to time as assigned by the CEO.

Executive Assistant Job Responsibilities:

Enhances executive's effectiveness by providing information management support; representing the executive and organization to others.

Produces information by transcribing, formatting, inputting, editing, retrieving, copying, and transmitting text, data, and graphics.

- Conserves executive's time by reading, researching, and routing correspondence; drafting letters and documents; collecting and analyzing information; initiating telecommunications.
- Maintains executive's appointment schedule by planning and scheduling meetings, conferences, teleconferences, and travel.
- Represents the executive by attending assigned meetings in the executive's absence; speaking for the executive.
- Welcomes guests and customers by greeting them, in person or on the telephone; answering or directing inquiries.
- Maintains customer confidence and protects operations by keeping information confidential.
- Completes assigned projects and follows up on results.
- Prepares reports by collecting and analyzing information.
- Secures information by completing data base backups.
- Provides historical reference by developing and utilizing filing and retrieval systems; recording meeting discussions.
- Maintains office supplies inventory by checking stock to determine inventory level; anticipating needed supplies; evaluating new office products; placing and expediting orders for supplies; verifying receipt of supplies.
- Ensures operation of equipment by completing preventive maintenance requirements; following manufacturer's instructions; troubleshooting malfunctions; calling for repairs; maintaining equipment inventories; evaluating new equipment and techniques.
- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Contributes to team effort by accomplishing related results as needed.
- Prepares and maintains financial reports



- Assists with the management of the internal Information Technology and web site maintenance as required.
- Produces reports and documents on Excel, Microsoft word, and Power point as needed and requested.
- Supports the implementation and management of Office 365 for the Chief Executive and the Board.

Executive Assistant Skills and Qualifications:

Writing Skills, Reporting Skills, Supply Management, Scheduling, Microsoft Office/Office 365 Skills, Organization, Time Management, Presentation Skills, Equipment Maintenance, Travel Logistics, Information Technology, Financial Reporting, Verbal Communication

