



FIFPRO

**ASIA/OCEANIA
STRATEGIC FRAMEWORK
2023-2026**

Power to the players.



FOREWORD

In 2023 FIFPRO released its strategic framework for the proceeding three years. The framework provides a comprehensive vision and roadmap towards a destination: “a better world in which the people who bring football to life have the power to shape it.” The FIFPRO Asia/Oceania Strategic Framework aims to ensure the division becomes a leading contributor to this overarching global objective while acknowledging that this will only be possible through strong and effective member unions throughout the Asia and Oceania region.

The starting point for these twin objectives must be where the member unions and the players presently find themselves. FIFPRO Asia/Oceania and its member unions have achieved much despite facing enormous and sustained resistance. However, there remains much to do to ensure players have the power to shape the game.

This path will not be easy, but it is necessary. The outstanding work undertaken across the region shows that progress is possible.

Our collective resolve, commitment to good governance and effective strategy will be as vital as ever; in them, we can achieve the interdependent objectives of strong unions and a strong FIFPRO Asia/Oceania.

Our new strategy answers the question of how we plan to achieve these ambitious objectives and respond to the demands of this complex and diverse region.

It aims to bring together the lessons from what we have collectively achieved, address where we have fallen short and critically unlock the power of the players to shape their industry.

FIFPRO Asia/Oceania knows it cannot achieve this alone and will continue to work with allies inside and outside of football to advance our objectives.

This new strategy is our roadmap towards a better industry. Together we know we are ready to take this journey with the people we have the privilege to represent – the players.

Power to the players.

Takuya Yamazaki
FIFPRO Asia/Oceania Chair

FIFPRO ASIA/OCEANIA

WHO WE ARE

FIFPRO Asia/Oceania is the exclusive collective international voice of professional footballers of Asia and Oceania. Representing over 6,000 players, FIFPRO Asia/Oceania is made up of 11 member unions.

UZBEKISTAN
CANDIDATE MEMBER



JPFA
JAPAN



KPFA
SOUTH KOREA



KYRGYZSTAN
CANDIDATE MEMBER



QPA
QATAR



FPAI
INDIA



THAILAND
OBSERVER



PFAM
MALAYSIA



IPPA
INDONESIA



PFA
AUSTRALIA



NZPFA
NEW ZEALAND

STRATEGIC SETTING

OUR STARTING POINT, MAY 2023

FIFPRO Asia/Oceania is confronted with great opportunity and equally immense challenges. To chart the path forward for the players, and the game, we must first deeply understand where we are beginning from, and identify where opportunity, resistance and support will be found. It is critical that FIFPRO Asia/Oceania remains responsive rather than reactive to the challenges beyond our direct control while also building a coherent and clear strategy that can unite the division and its members.



CHALLENGES

<p>Influence in the region</p>	<p>Despite our efforts, the Asian Football Confederation (AFC) and many of its members continue to resist engaging with the players and their chosen representatives.</p>
<p>Cultural resistance</p>	<p>The environment the players and their unions attempt to work in remains largely hostile and culturally resistant.</p>
<p>Precariousness of the players' career paths across the region</p>	<p>Players across the region continue to be subjected to retribution when asserting their rights, whilst the short-term nature of their careers only enhances the impact of these practices.</p>
<p>Diversity</p>	<p>The Asia and Oceania region represents the most diverse region on earth, and with the members of FIFPRO Asia/Oceania at vastly different stages of their development, any strategy must be flexible.</p>
<p>Organising</p>	<p>A union consciousness must often be built from ground zero with players operating in societies, clubs and leagues that have no history or culture of unionism.</p>
<p>Mismatch of arms</p>	<p>The financial strength of leagues, clubs and federations continues to rapidly rise. In places such as the Gulf, stratospheric levels of investment have shifted the economic reality of Asian football.</p>

OPPORTUNITIES

<p>Shifting global football political environment</p>	<p>As illustrated by the 2022 FIFA Men's World Cup Qatar, the rapid rise of the Saudi Pro League and that country's touted bid for the 2030 FIFA Men's World Cup, western Europe is being challenged as the political and economic centre of football.</p>
<p>FIFA and its confederations' regulatory legitimacy is being challenged</p>	<p>Frustrated with a lack of influence, organisations such as the World Leagues Forum (WLF) have grown in their intent and capacity to disrupt the status quo, whilst the Super League proposal shook the sport's traditional power base.</p>
<p>Gender equality</p>	<p>Is fundamental to the future of football and will be a central principle to investing in the sport across the region.</p>
<p>Building global Human Rights movement</p>	<p>Having proactively been cultivated by FIFPRO, World Players' Association (WPA) and others, this movement has built leverage and will only grow in significance.</p>
<p>Players from the region consistently playing for the world's biggest clubs in the biggest leagues</p>	<p>The migration of top Asian talent into the world's biggest leagues continues to gather pace.</p>
<p>Player activism</p>	<p>Players across the region have been at the forefront of social and industry change.</p>
<p>Commercial importance of player rights</p>	<p>Competition organisers remain reliant on the transfer of player Name Image Likeness (NIL) to commercialise their events, and often these arrangements are opaque, leaving them vulnerable to challenge from players.</p>
<p>Clear and coherent global strategy of FIFPRO and our allies</p>	<p>As the industry has become more diverse and fragmented, FIFPRO's agenda and strategy has become more coherent, clear and focused, and allies have also multiplied in the form of WPA, ITUC, ILO and the WLF.</p>
<p>Global Agreements</p>	<p>ILO Conventions around the right to organise and to collectively bargain are instruments to be leveraged.</p>
<p>Thought leadership</p>	<p>FIFPRO's ability to deliver in-depth analysis and research has been enhanced, creating the opportunity for the division to lead the region in advocating on policy.</p>
<p>Fragmentation of mainstream media</p>	<p>As consumer habits change, a significant upheaval is occurring, creating new partnership opportunities.</p>

STRATEGIC FRAMEWORK

OUR MISSION AND PURPOSE:

***FIFPRO Asia/Oceania
Supports Players***

STRATEGIC VISION:



**STRONG REGIONAL REPRESENTATION
AND GLOBAL INFLUENCE**



EFFECTIVE MEMBER UNIONS

STRATEGIC OBJECTIVES:



PLAYER ORGANISING AND MOBILISING



MEMBER UNIONS



BARGAINING AND LEVERAGE



DIVERSITY



INNOVATION, DATA AND ALLIANCES

OUR VALUES AND GUIDING PRINCIPLES:



FUTURE



RESPECT



PARTNERSHIP



PROFESSIONALISM



GOOD GOVERNANCE AND FAIR PLAY



MISSION AND PURPOSE

FIFPRO Asia/Oceania supports players. This has been the long-term mission of FIFPRO Asia/Oceania, which will be achieved through the division effectively contributing to the player association and union movement, developing strong member unions, protecting the rights of players and building effective partnerships.



1. FUTURE

We take a long-term approach, believing in the future of sporting success, prosperity and cultural importance of football in Asia and Oceania



2. RESPECT

We respect the industry's institutions and recognise that the interests of the game and the players are intertwined



3. PARTNERSHIP

We believe in a partnership approach built on relationships of mutual trust and confidence with the football authorities, stakeholders and players of Asia and Oceania



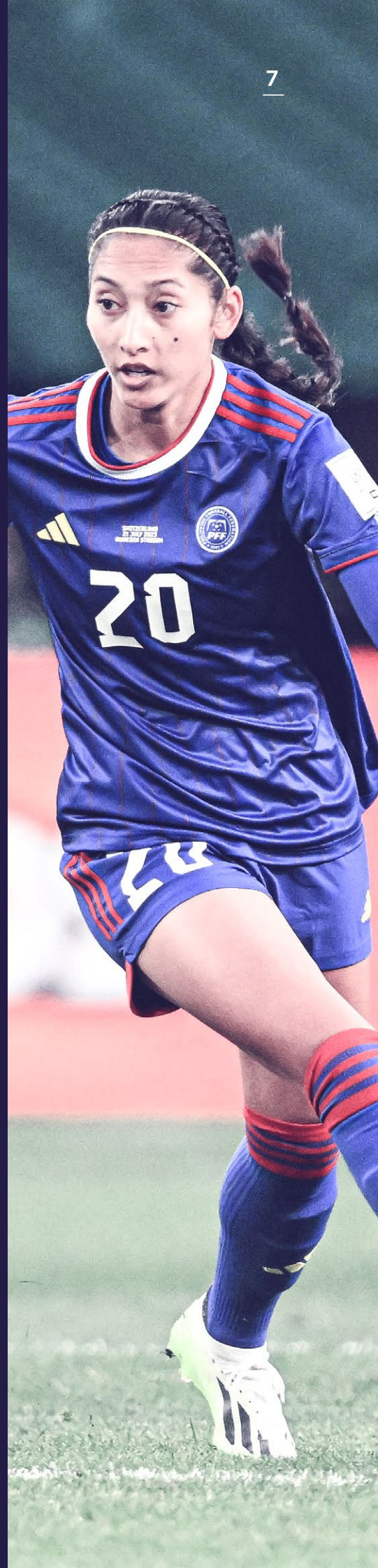
4. PROFESSIONALISM

We see FIFPRO Asia/Oceania and its members as making a major contribution to the development and professionalisation of Asian and Oceanian football



5. GOOD GOVERNANCE AND FAIR PLAY

We must uphold the highest standards of good governance, citizenship and fair play and work towards ensuring football in Asia and Oceania is free from corruption, poor governance, racism, match-fixing and doping



STRATEGIC VISION



STRONG REGIONAL REPRESENTATION AND GLOBAL INFLUENCE

Provide effective representation for players at the regional level and ensure an influential voice for the division within FIFPRO.



EFFECTIVE MEMBER UNIONS

Support the division's members to deliver world class representation and advice.

This vision will be pursued through the following strategic objectives:



PLAYER ORGANISING AND MOBILISING

Through education and empowerment, establish a powerful voice for the players across the region.



MEMBER UNIONS

Through capacity building, support and leadership, establish the division as FIFPRO's most effective.



BARGAINING AND LEVERAGE

Position FIFPRO Asia/Oceania as the body to act on behalf of players at the regional level and as the key supporter of the division's members' progress.



DIVERSITY

Respect, protect and promote the diversity of the division's members while pursuing a workplace for players that is free from all forms of discrimination and risks to their human rights.



INNOVATION, DATA AND ALLIANCES

Proactively shape the future of Asian and Oceanian football through evidence-based research, analysis and partnerships.

STRATEGIC OBJECTIVES

1

Embed a strong culture of organising across the region, underpinned by high levels of membership and player involvement in decision-making

2

Ensure the players' voice is highly influential and visible across the region

3

Design and implement strategic advocacy and industrial campaigns that advance the collective interests of the players across the region

1

Lead and sustainably resource bespoke union development programs across the division

2

Develop a timeless organisational culture that positions the division and its members as champions of the game

3

Ensure world-class standards of governance that provide industry leadership and player empowerment

1

Build effective relationships with strategic partners such as the AFC and the ILO, through leveraging the Global Labour Accord between FIFPRO and the WLF

2

Access to remedy to allow for the enforcement of hard-won player rights

3

Develop a proactive approach to strategic litigation and action at a domestic and regional level to advance the rights of players

1

To be a leader in the development and implementation of FIFPRO's EDI strategy

2

Institute proactive and responsive anti-racism and anti-discrimination campaigns to protect the rights of players

1

Be a critical voice in the discussion of the industry's strategy for the development of Asia and Oceanian football through cutting edge research and analysis

2

Cultivate a movement of like-minded organisations across the region to enhance our capacity and best-practice sharing

3

Safeguard player data rights and develop a means for player and union exploitation



OUR ELEMENTS OF EFFECTIVE EXECUTION

To support the delivery of the strategic framework, three interactive elements of effective execution - culture, leadership and governance - will be implemented. The systematic application of these elements will allow FIFPRO Asia/Oceania to govern and measure its progress against its stated objectives.



CULTURE

- An inclusive, innovative and high-performance organisation
- Deep commitment to ongoing learning and development
- Effective and respectful engagement with the game's stakeholders



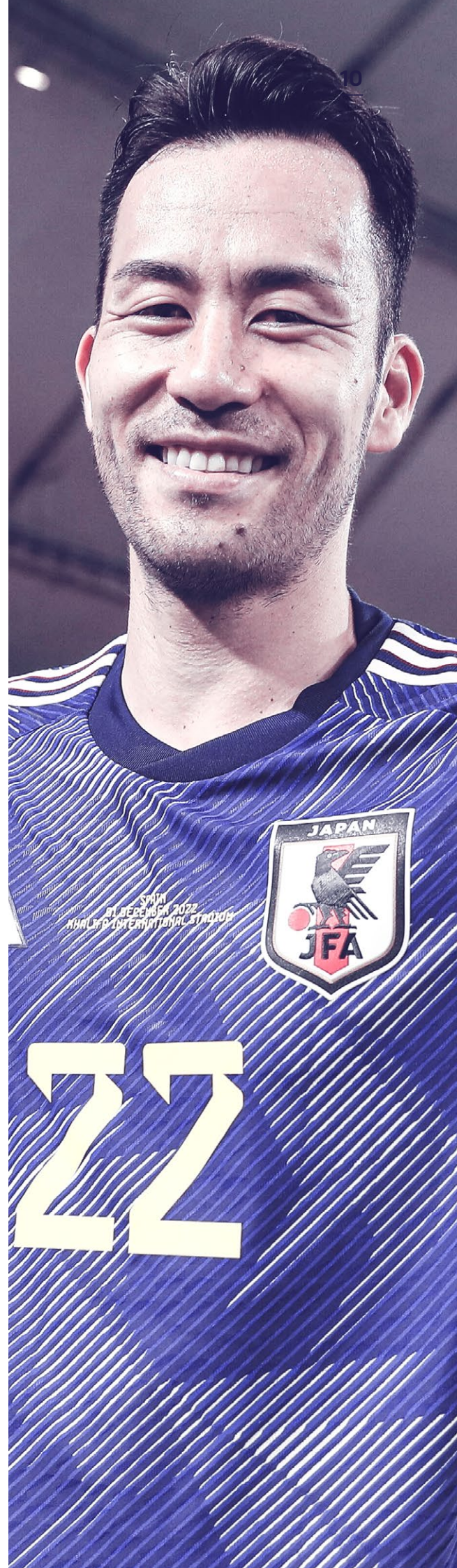
LEADERSHIP

- Attracting and retaining outstanding people to work in the game and the movement
- Positioning FIFPRO Asia/Oceania as a highly respected voice of the game and champion for the industry



GOVERNANCE

- Provide world-class standards of corporate governance
- Ensure world class standards of service delivery to member unions



STRATEGIC OBJECTIVE

PLAYER ORGANISING AND MOBILISING

OBJECTIVE	WE WILL ACTIVATE THIS THROUGH THE FOLLOWING ACTIONS....	WE WILL KNOW THIS HAS BEEN ACHIEVED WHEN...
<p>1</p> <p><i>Embed a strong culture of organising across the region, underpinned by high levels of membership and player involvement in decision-making</i></p>	<ul style="list-style-type: none"> ▪ Developing and delivering player induction, training and awareness-building programs that can be implemented across the division ▪ Building our capacity to effectively represent and positively impact players across the region ▪ Enhancing the division's capacity to communicate effectively across a range of languages ▪ Building targeted awareness-raising programs that build union consciousness across the region ▪ Telling the players' stories across the region and focusing on their impact 	<ul style="list-style-type: none"> ▪ There are high levels of player membership across the division's members ▪ Players having a deep understanding of their workplace, their rights and responsibilities ▪ Players are speaking publicly in support of the positions taken by FIFPRO
<p>2</p> <p><i>Ensure the players' voice is highly influential and visible across the region</i></p>	<ul style="list-style-type: none"> ▪ A strong and respected player voice through the establishment of a FIFPRO Asia/Oceania Regional Player Council ▪ Developing a clear communication strategy designed to tell the players' stories authentically and respectfully ▪ Positioning FIFPRO Asia/Oceania as the highly respected voice of the players 	<ul style="list-style-type: none"> ▪ The positions taken by FIFPRO Asia/Oceania are utilised to effect positive change ▪ The view of FIFPRO Asia/Oceania is sought and respected ▪ Players are the face of FIFPRO Asia/Oceania
<p>3</p> <p><i>Designing and implementing strategic advocacy and industrial campaigns that advance the collective interests of the players across the region</i></p>	<ul style="list-style-type: none"> ▪ Establishing an expert legal and commercial group to map and assess legal options available across the region ▪ Developing and implementing a club and/or league benchmarking tool that can be used to map player experiences across national teams, leagues and clubs ▪ Empowering the FIFPRO Asia/Oceania Regional Player Council to take a public leadership role in relation to issues impacting the players and the game 	<ul style="list-style-type: none"> ▪ The division and its members have increased leverage at the bargaining table ▪ Player labour rights and respected and protected ▪ FIFPRO Asia/Oceania's campaigns are respected and have significant and positive impact

STRATEGIC OBJECTIVE MEMBER UNIONS

OBJECTIVE	WE WILL ACTIVATE THIS THROUGH THE FOLLOWING ACTIONS....	WE WILL KNOW THIS HAS BEEN ACHIEVED WHEN...
<p>1</p> <p><i>Lead and sustainably resource bespoke union development programs across the division</i></p>	<ul style="list-style-type: none"> ▪ Establishing an expert Capacity Building Committee tasked with supporting the development of the division’s members and potential new members ▪ Supporting the development and successful implementation of the FIFPRO Academy ▪ Examining the feasibility of a division litigation fund to allow for strategic litigation as and when required ▪ Embedding a culture and system of sharing best practices and resources to allow for the rapid development of member unions 	<ul style="list-style-type: none"> ▪ The division’s members are ranked amongst the strongest and most effective globally ▪ The Capacity Building Committee has established itself as a key contributor to the division’s success ▪ FIFPRO Asia/Oceania has supported members across the region in pursuit of key individual and collective legal action ▪ The FIFPRO Academy is a key onboarding and development tool that is widely used to support the learning and development of union staff and emerging player leaders
<p>2</p> <p><i>Develop a timeless organisational culture that positions the division and its members as champions of the game</i></p>	<ul style="list-style-type: none"> ▪ Developing and fostering a culture that aligns with our values and principles ▪ Celebrating and protecting our diversity and taking decisive and effective action to fight against all forms of discrimination ▪ Investing in the development of player and union leaders ▪ Taking a quality improvement approach to all aspects of the division’s work 	<ul style="list-style-type: none"> ▪ The division has a culture that values meaningful work and relationships ▪ FIFPRO Asia/Oceania is an aspirational place to work ▪ We attract and retain outstanding people to work for the players and the game
<p>3</p> <p><i>Ensure world-class standards of governance that provide industry leadership and player empowerment</i></p>	<ul style="list-style-type: none"> ▪ Having a clear and transparent process to assess the progress of the division ▪ Having a clear policy for member feedback ▪ Ensuring the highest standards of corporate governance ▪ Ensure that diversity and inclusion sit at the heart of the division 	<ul style="list-style-type: none"> ▪ We have strong and engaged member unions ▪ We have implemented best practice policies and procedures ▪ The players have high levels of confidence in FIFPRO Asia/Oceania and its member unions

STRATEGIC OBJECTIVE BARGAINING AND LEVERAGE

OBJECTIVE	WE WILL ACTIVATE THIS THROUGH THE FOLLOWING ACTIONS....	WE WILL KNOW THIS HAS BEEN ACHIEVED WHEN...
<p>1</p> <p><i>Build effective relationships with strategic partners such as the AFC and the ILO, through leveraging the Global Labour Accord between FIFPRO and the WLF</i></p>	<ul style="list-style-type: none"> ▪ Building evidence-based policy positions ▪ Cultivating a deep understanding of the policy objectives of all stakeholders within the industry ▪ Fostering a collaborative culture that allows for effective partnerships 	<ul style="list-style-type: none"> ▪ The division has regular and meaningful engagement with stakeholders ▪ The role of the division is respected ▪ The division has comprehensive agreements in place that govern the engagement with organisations such as the AFC
<p>2</p> <p><i>Access to remedy and enforcement of hard-won player rights</i></p>	<ul style="list-style-type: none"> ▪ Establishing FIFA compliant National Dispute Resolution Chambers in the countries of all FIFPRO Asia/Oceania members ▪ Establishing partnerships with labour unions and human rights organisations to build leverage and influence ▪ Enhancing the established FIFPRO Asia/Oceania Player Advocacy Manual and ensuring regional best practice learning opportunities 	<ul style="list-style-type: none"> ▪ All of the division's members have a compliant National Dispute Resolution Chamber ▪ The division's unions are well equipped and resourced to deal with disputes, with players highly satisfied with services
<p>3</p> <p><i>Develop a proactive approach to strategic litigation and action at a domestic and regional level to advance the rights of players</i></p>	<ul style="list-style-type: none"> ▪ If deemed feasible, establishing a strategic litigation fund that can be accessed for usage at the domestic or regional level ▪ Support the development of a global strategic litigation plan by FIFPRO ▪ Develop an agreed regional approach to securing the commercial rights of players across the region 	<ul style="list-style-type: none"> ▪ The division has implemented the global strategic litigation plan ▪ Unions have taken strategic legal action with the full support of the division ▪ Member Associations and leagues recognise that the absence of a collective bargaining agreement creates enormous uncertainty

STRATEGIC OBJECTIVE
DIVERSITY AND INCLUSION

OBJECTIVE	WE WILL ACTIVATE THIS THROUGH THE FOLLOWING ACTIONS....	WE WILL KNOW THIS HAS BEEN ACHIEVED WHEN...
<p>1</p> <p><i>To be a leader in the development and implementation of FIFPRO's EDI strategy</i></p>	<ul style="list-style-type: none"> ▪ Providing representation to support the development of FIFPRO's EDI strategy ▪ Having a clear implementation plan for the division ▪ Supporting the division's member unions to embed equality, diversity and inclusion in all aspects of their operations 	<ul style="list-style-type: none"> ▪ The division and its members reflect the diversity of the players across the region ▪ All union staff and players across the region feel supported, valued and accepted, knowing that FIFPRO Asia/Oceania will protect and respect their rights
<p>2</p> <p><i>Institute proactive and responsive anti-racism and anti-discrimination campaigns to protect the rights of players</i></p>	<ul style="list-style-type: none"> ▪ Establishing a learning and development culture ▪ Building the capacity of the division and its members to undertake proactive campaigns ▪ Establishing a divisional expert Human Rights Committee to ensure FIFPRO Asia/Oceania and its members have access to the best possible advice and support 	<ul style="list-style-type: none"> ▪ The division can respond effectively when the rights of players are breached ▪ The division can proactively address known risks ▪ FIFPRO Asia/Oceania is known as a champion of player rights



STRATEGIC OBJECTIVE INNOVATION, DATA AND ALLIANCES

OBJECTIVE	WE WILL ACTIVATE THIS THROUGH THE FOLLOWING ACTIONS....	WE WILL KNOW THIS HAS BEEN ACHIEVED WHEN...
<p>1</p> <p><i>Be a critical voice in the discussion of the industry's strategy for the development of Asian and Oceanian football through cutting edge research and analysis</i></p>	<ul style="list-style-type: none"> Investing in cutting edge research and policy development Deeply understanding the business of football in the region Building the players' vision for the game in the region Developing a comprehensive communications strategy to leverage research and policy outputs 	<ul style="list-style-type: none"> The division's research and policy work is sought after and well known Positions taken by FIFPRO Asia/Oceania are being championed by the players and stakeholders FIFPRO Asia/Oceania is seen as the region's most thoughtful and visionary organisation
<p>2</p> <p><i>Cultivate a movement of like-minded organisations across the region to enhance our capacity and best practice sharing</i></p>	<ul style="list-style-type: none"> Establishing the FIFPRO Asia/Oceania Congress as one of the most important regional football events Developing an engagement strategy for cultivating a movement of like-minded organisations to establish strategic partnerships Being a proactive member of the movement across the region 	<ul style="list-style-type: none"> Stakeholders and the media are proactively seeking involvement in the FIFPRO Asia/Oceania Congress FIFPRO Asia/Oceania is invited to speak at and contribute to other congresses and regional events
<p>3</p> <p><i>Safeguard player data rights and develop a means for player and union exploitation</i></p>	<ul style="list-style-type: none"> Being an influential contributor to the FIFPRO IQ Expert Group Mapping the current player data rights treatment across the division Examining potential unique commercial opportunities for the division 	<ul style="list-style-type: none"> The division feels connected, influential and positively impacted by the work of the FIFPRO IQ Expert Group Members have a clear practice for dealing with the treatment of player data The division has a clear commercial strategy



*FUTURE
RESPECT
PARTNERSHIP
PROFESSIONALISM
GOOD GOVERNANCE AND FAIR PLAY*

Power to the players.

