

INTERNATIONAL ICE HOCKEY FEDERATION

ICE26

IIHF STRATEGY 2022–2026

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**INTERNATIONAL
ICE HOCKEY
FEDERATION**



Bonjour,

Every organization must have a vision, but to make that vision a reality, a Strategic Plan must be developed, implemented, and executed.

I am pleased to say that after nearly a full year of survey, discussions, and development, we are pleased to share with you the IIHF's Strategic Plan for the next four years.

Called "ICE26", the Council has worked with IIHF Staff to create this comprehensive strategy that will guide our decisions and drive our initiatives and projects. We have sought input from many stakeholders in the ice hockey world, in particular from you, our Member National Associations (MNAs). The full Strategic Plan is being presented now during the 2022 IIHF Semi-Annual Congress and I strongly encourage all our members to reach out to the IIHF if you want to know more about ICE26.

That said, a Strategic Plan is much easier to develop than it is to execute, and for this we will be relying on the support and cooperation from all our stakeholders, in particular our MNAs and marketing partners. ICE26 was only made possible through an open participatory forum that brought in opinions, statements, and beliefs on what the IIHF stands for and where it should be going.

Good communication helped us build this Strategic Plan, we want to ensure that good communication going forward helps to put this plan into action.

Therefore, we are excited to get working on ICE26, and we hope you will share our enthusiasm and commitment as we head into this new and exciting phase of IIHF history. Let's hit the ice!



Luc Tardif, IIHF PRESIDENT

MISSION

To work with all stakeholders to make ice hockey an accessible, attractive and competitive sport and to generate added-value for our members.

VISION

Global leader in winter sports.

VALUES

INTEGRITY

RESPECT

PASSION

COMMUNITY

ICE26

GOALS & KEY INITIATIVES

INNOVATE

- Undertake a digital transformation program
- Drive new sustainable initiatives
- Refresh the World Championship structure
- Strengthen IIHF's global presence

COLLABORATE

- Develop an annual global ice hockey forum
- Increase collaboration with Olympic stakeholders
- Analyze use of international breaks
- Strengthen commercial partnerships

EXPAND

- Build a targeted development program
- Create engaging promotional campaigns
- Develop a fresh women's hockey concept
- Establish a new 3-on-3 discipline



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VISION



VALUE

Integrity

The IIHF is fully committed to protecting ice hockey, its players, coaches, officials and fans against any form of cheating or abuse. In addition, it is the IIHF's top priority to strengthen the ethics in the sport and to tackle any ethical misconduct.

Respect

VALUE

The IIHF together with its Member National Associations must strive to develop not just good hockey players but also good people. Through IIHF competitions, IIHF camps, and coaching seminars we aim to instill values of fair play and respect at all levels of the game.



VALUE

Passion

Through inclusivity and promotion of the game, the IIHF aims to instill a passion for ice hockey among all players, coaches, administrators, and fans, that will carry over across generations and grow the game.

Community

VALUE

The strength of our sport comes from our unity. The international ice hockey family is a real and tangible resource for our game, allowing our Member National Associations not just to compete together but also to support, share knowledge with, and assist each other with the development of the sport.



GOAL

INNOVATE

To build our capacity as an organization that excels in the modern era.

- Undertake a digital transformation program across the IIHF to improve the delivery of our work.
- Drive new sustainable initiatives to reduce the sport's environmental footprint and increase its inclusivity.
- Refresh the World Championship structure to maximise the appeal of our events and make best use of our resources.
- Strengthen the IIHF's global presence to ensure regional support, understanding, and representation to MNAs.

INITIATIVES



GOAL

COLLABORATE

To drive partnerships that serve the best interests of our sport and our players.

- Develop an annual global ice hockey forum to bring key stakeholders, experts, and fans together.
- Increase the collaboration with Olympic stakeholders to ensure optimal exposure through Winter Olympic and Youth Olympic Games.
- Analyze use of international breaks to increase relevance and attractiveness of IIHF events for professional players, leagues, and clubs.
- Strengthen commercial partnerships to optimize media and marketing efforts in priority markets.

INITIATIVES



EXPAND

To reach more players and fans through stronger MNAs and new offerings.

- Build a new targeted development program that provides every MNA with a clear path forward.
- Create engaging promotional campaigns that promote ice hockey as an exciting, clean, and safe sport for fans and young players in priority growth markets.
- Develop a fresh women's hockey concept that differentiates and brings value added opportunities to the women's game.
- Establish a new 3-on-3 discipline that provides competitive opportunities for developing ice hockey nations.



ICE26 Roadmap

COUNCIL COMMITMENT

November
2021

RESEARCH & ANALYSIS

December 2021 –
April 2022

FRAMEWORK & FEEDBACK

May 2022 –
August 2022

FINAL STRATEGY & IMPLEMENTATION

September 2022 –
onwards 2022



***Let's hit
the ice!***

#ICE26

For further information or inquires,
please contact: office@iihf.com

www.iihf.com