DEUTSCHER FUSSBALL-BUND



FRAUEN IM FUSSBALL (Women in Football) is one of three major future projects of the DFB with the task of developing a holistic strategy for women's and girls' football and for women in football in Germany from the grassroots to the top.

The objectives and fields of action include strengthening the structures, increasing public awareness, improving the promotion of talent and top players as well as age-appropriate offers for women and girls.

In addition, more women are to take on responsible functions in different areas of football in the future. In doing so, we must make full use of the overlap areas that exist with the "Project Future" focussing on sporting development and the
„Amateur Football Future Strategy" as laid down in the Master Plan 2024.
At the same time, the special challenges for women in football are to be addressed with specific objectives and measures; synergies between the individual areas such as the women's national team, the women's national leagues and amateur football are to be promoted in order to develop the full potential of women and girls in football.

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## EDITORIAL BEND NEUENDORF

## Dear friends, women and girls,

Two years ago, we celebrated 50 years of women's football in Germany together. At the time, we were all agreed that women have made a remarkable impact on football and have achieved a great deal in a wide variety of areas. Over the past five decades, our women have achieved major victories and successes. They have also been involved in committees and clubs, enriching football as a whole. But we are aware of the fact that women still need to be even more deeply involved in football. It is obvious to me that there is a great deal of potential in this area and that we need to support and promote our women and girls even more. To this end, we have developed the "Women in Football 2027" strategy, which we are pleased to present to you in this brochure.

The aim of this strategy is to continue to be in a position to win titles with our female national teams. The formula for this is simple. As is the case with the men: without the grassroots, there can be no professional sports. We have to promote the grassroots. We have to improve conditions for women in all areas. We need more women and girls in football, as players, coaches, referees, fans, officials and as leading figures on and off the pitch. It is absolutely essentia that we increase the visibility of women's football.

We have already achieved a lot in this regard, but we want to see more of it. Girls need role models to help guide and inspire them.

Across the world, women's football has been developing well of late. More and more girls are playing football, and the level at the top is impressively high now. In Germany, we can see that the representation of women in the German Football Association (DFB) is improving all the time. There are now five women on the DFB Presidential Board. With their expertise, they offer new perspectives and provide fresh impetus. Together, we will achieve a great deal. Together we will implement the "Women in Football 2027" strategy, and bit by bit we will ensure that women and girls in Germany encounter better and better conditions for living out their love of football. That is something I am very much looking forward to.


BERND NEUENDORF
DFB President


## VISION

## Football offers

 equal opportunities for everyone.
## MISSION

## We move football forward,

by enabling women and girls to reach their full potential on and off the pitch and create the basis for international success.

## REASON WHY

Football is the most popular sport in the world.
And we, the DFB, are its largest national association. We aim to be the home for everyone who loves football and wants to grow with it. Social responsibility arises from our commitment: Who, if not us, should succeed in using the unifying power of the game to bring people together, to promote the joy of sport and exercise and to celebrate victories together?

## Football is for everyone.

That's why we have to make it attractive and accessible for everyone. However, with the proportion of women hovering at some 15 percent, the DFB is still far from representing society.

We must and will change that. We want to enable women and girls in football to write success stories that inspire and unite.

Only in this way can football reach its full potential.

## STATUS



Over the last 50 years, women's football has experienced a remarkable development in Germany and worldwide. Women in football are conquering their place more and more in the voluntary bodies of associations and clubs as well as in the professional field of football.

Nevertheless, there are many challenges to master in the future so that women and girls can reach their full potential.


## AREAS OF POTENTIAL

## A HUGE AMOUNT OF INTEREST

Interest in women's football in Germany has been at a high level for years (>18.4 million people in Germany from the age of 14).

## WOMEN AND DIVERSITY

## CHALLENGES

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## DECREASING NUMBER OF ACTIVE FEMALE PLAYERS

The number of girls' teams has roughly halved since 2010.

## DECLINING SPECTATOR INTEREST

Spectator numbers in the FLYERALARM FrauenBundesliga are stagnating ( $<1,000$ ). When it comes to women's international matches, they have been decreasing for years.

TOO FEW WOMEN IN POSITIONS OF RESPONSIBILITY IN THE DFB

Women are underrepresented in DFB committees (<21\%), DFB commissions ( $<15 \%$ ) and in the
management levels of full-time positions (<21\%)

## A LACK OF VISIBILITY

Despite an increased presence, women's football is still under-represented in the media.

The topics of women and diversity are hugely relevant to society at large and will also be factors that contribute towards economic success in the future.

AN ATMOSPHERE OF OPTIMISM

The UEFA Women's Euro will set new standards in public perception. FIFA, UEFA and many national associations are already investing heavily in women's football.

THE VALUE-CREATION FACTOR

Interest in women's football offers enormous and rapid growth potential and ultimately leads to economic success.

# KEY <br> TOPICS 

create
RESPECT
strengthen
$\nabla$
RELEVANCE/ VISIBILITY

## SPORTING

 SUCCESSESPARTICIPATION

$\rightarrow \square \square \square \square \square \square \square$



## SUCCESS

Our national teams and the clubs in the Frauen-Bundesliga have won international titles.

more
VISIBILITY

The media reach of women's
football has doubled across all platforms.

more
ACTIVE

The number of active female players, coaches and referees has increased by 25\%.


SHARE OF WOMEN

The proportion of women in the
DFB's committees and
full-time management levels is at least 30\%.

- IT'S OUR NATIONAI. TEAMS THAT EXERT' THE GREATEST' ATTRACTION, SO OUR OBJECTIVE IS FOR GERMAN WOMEN'S AND GIRI.S' FOO'TBALI. TO RETURN TO THE GI.OBAL ELITE.

OLIVER BIERHOFF
Director of national teams and academy


Our national teams and the clubs in the Frauen-Bundesliga have won international titles.


## INTRO

The number of girls' teams and active female players in Germany has been on the decline for several years now, while at the same time we see ourselves facing steadily increasing competition on the international stage. Now is the time to act in order to make German women's and girls' football world-class again and to permanently establish it as such.

To this end, we are working with almost 50 people in five sport-specific areas of activity (coaches, competitions, support structures, national teams and data-driven football development) to develop sustainable solutions centred around female players.


# * SPOR'T AND ESPPECIALII THE VALUES THAT FOOTBALI. CONVEYS ARE THE GLUE THAT HOLIDS SOCIETY TOGETHER. THAT' IS WHY IT IS SO IMPORTIANT TO GET MORE GIRIS INTERESTEID IN OUR SPORT AND MAKE THEM JOIN A CI.UB. 




The number of active female players, coaches and referees has increased by 25\%.


## INTRO

Together with the regional associations and the clubs, more women and girls should be inspired to play football again - above all as active players, but also as coaches and referees. It is therefore important to further develop and adapt football offerings in order to enable all people interested in football to actively participate on and off the pitch. Pilot projects, among other things, are to be used to test new games and competitions that address the changed needs of the players and reach the target group.

Many measures taken by the DFB and the regional associations are designed for football as a whole and will therefore also benefit women and girls (e.g. Future Strategy for Amateur Football/Master Plan 2024).

## AS-IS STATUS AND GOALS

## ACTIVE

 PLAYERS
## 147,861

beginning of the $21 / 22$ season

by 2027

## VALID FEMALECOACHING

 LICENSE HOLDERS
beginning of the $21 / 22$ season

ACTIVE REFEREES

## 1,545

beginning of the $21 / 22$ season

by 2027

## STRATEGY \& TACTICS

## STRATEGY DEVELOPMENT IN THE REGIONAL ASSOCIATIONS

Anchoring the women and girls sector in football in the strategies of the regional associations.

- "DFB-ASSIST" (pilot projects), i.e. advice and support for the regional associations by the DFB in the development of a specific women and girls' football strategy based on the overarching goals of the DFB strategy "Women in Football".

> STRENGTHENINGCLUBS AS THE MOSTIMPORTANT ORGANISATIONALUNIT: MORE CLUBS WITH MULTIPLE FEMALE TEAMS

The new approach to identity, namely putting players and clubs at the centre, can be seen in the structured package of measures which is part of the 2024 master plan. Many of these measures are designed for football as a whole and will therefore also benefit women and girls.

ATTRACT GIRLS TO FOOTBALL AS EARLY AS POSSIBLE (U5-U10).

Attracting the youngest players - attracting the youngest target group through new game formats, a targeted approach and by convincing parents that girls and football do go together.

- Using new game formats for children's football and empowering girls in particular: easier integration into mixed teams; normalisation, especially among parents; and a greater chance of forming girls' teams from $U 13$ onwards, as the teams are smaller.
- Implementation of the UEFA Playmakers project to engage the key target group of 5-8-year-old girls (pilot projects).
- Holding the "Tag des Mädchenfußballs" (Day of Girls' Football) with a focus on the youth target group.
- Taking a targeted approach and getting parents on board.


## CREATE NEEDS-BASED PLAYING OPPORTUNITIES AND STRENGTHEN COMPETITIONS

Creating more flexible opportunities for playing and preventing drop-out.

- Mixed matches throughout all age groups and divisions in the amateur sector (U19 women in U19/U17 junior teams/women in men's teams) in order to create more opportunities for playing and to help prevent drop-out.
- Regional associations and districts use the options for greater flexibility (smaller team sizes, etc.) within the DFB Youth/Game Regulations to create local opportunities to play in all age groups.


## QUALIFIED COACHES FOR FEMALETEAMS, MORE <br> (AND MORE OUTSTANDING) FEMALECOACHES

Good coaches and good coaching are important factors for keeping people engaged. The training of coaches ensures the long-term success of the clubs and underpins player development.

- Introduce special coaching courses for players of the FLYERALARM FrauenBundesliga and 2nd Bundesliga enabling them to obtain their B license.
- Survey of all coaches with $C$ and $B$ licences on matters including potential hurdles in coach education ("Projekt zukunft weiblich" DFB initiative for the promotion of women in sports).

INCREASE REPRESENTATION AND VISIBILITY OF WOMEN AND GIRLS IN FOOTBALL AND CONSOLIDATE SUPPORT STRUCTURES

- Implementation of leadership programmes in the regional associations: one-year programme with at least three training modules (e.g. leadership, self-management, communication and change management) and optional mentoring.


## $\nabla$

## CURRENT MEASURES AND PROJECTS

- Extensive data analysis (studies, megatrends and data from DFBnet).
- Development of strategic goals for women and girls in amateur football.
- Conception and piloting of the DFBAssist project in three regional associations.
- Day of Girls' Football (campaign day to attract girls to clubs) in all 21 regional associations (existing programme).
- Support for women or girls ONLY courses from the regional associations (junior coach, C/B licence).


W WOMEN'S FOOHIBALII IS MAKING A HUGE IEEAP FORWARD, BOTH IN SPORIIING IERMS AND IN THE MARIKETING DIMENSION: WE ARE EXPANDING THIS.


The media reach of women's football has doubled across all platforms.


## INTRO

Media reach begins on the pitch. We will only succeed in increasing media reach for the long term if we can manage to increase the attractiveness of women's football matches as an entertainment event to the extent that they also fill the stadiums on site. Interest in women's football offers huge and rapid potential for growth and ultimately leads to economic success.

CUMULATIVE REACH (SENIOR NATIONAL TEAM, BUNDESLIGA, DFBCUP)

## AS-IS STATUS AND GOALS

SOCIAL MEDIA (SENIOR NATIONAL TEAM, BUNDESLIGA)
267 мıLıе
Season 2021/2022

by 2027

SPECTATORS OF THE WOMEN'S DFB CUP FINAL 2022

17,531
28.05.2022
$\nabla$ +100\%
by 2027

## STRATEGY \& TACTIS

INDEPENDENT MARKETING FOR THE WOMEN'S FOOTBALL SECTOR

Marketing of the women's national team, FLYERALARM Frauen-Bundesliga and DFB-Pokal Frauen brands as part of a separate women's sector in order to successfully exploit the specific strengths and social relevance of the topic of women in football commercially.

## CREATING ATMOSPHERE AND FILLING UP STADIUMS

- Organisation of marquee-type matches for the women's national team, the FLYERALARM Frauen-Bundesliga and the DFB-Pokal Frauen, thus generating a pull effect in terms of core spectator growth and creating a foundation for optimised marketing
- Further expansion and establishment of the DFB-Pokal Frauen final as a stand-out event in the landscape of German women's sport (including bolstering ticket promotion measures, expanding the supporting programme/family fan festival and establishing it as a networking platform). In addition, the entire DFB-Pokal Frauen competition is to be upgraded, from the first round to the final in Cologne.
- Central implementation of measures to attract spectators to the FLYERALARM Frauen-Bundesliga (including ticket portal, Best Friends Day and workshops).

IMPROVING THE QUALITY OF THE TV PRODUCT AND THE REACH OF MATCH BROADCASTS

For the first time, independent tendering of media rights for the women's sector from 2023/24 onwards in order to create an overall product consisting of live and highlight broadcasts:

- Taking media products to a new level by optimising production standards, broadcasting independently (control of the product remains with the DFB) and collecting and utilising match data.
- Creating opportunities for marketing in international markets.
- Redesigning the match schedule to create a unique selling point for the FLYERALARM Frauen-Bundesliga, e.g. through Monday matches.


## EXPANSION OF DIGITALCHANNELS

- Building up a digital platform/content hub for "Women in Football" on dfb.de.
- Expansion of content production aimed at specific target groups for the social media channels of the FLYERALARM FrauenBundesliga, the women's national team as well as "Nicht ohne meine Mädels" \#nomm ("Not without my girls").
- Regular targeted placement of content from the women's sector on the DFB TikTok channel.
- Expansion of content production for DFB channels (TikTok, YouTube, Instagram, Facebook, Twitter) at tournaments: daily productions (long and short form), incl. presenter and a studio to increase the number of content pieces.
- Increase reach through partnership with OneFootball (test for WEURO).


## RAISING THE PROFILE OF FEMALE NATIONAL PLAYERS

- Launch of the first documentary series worldwide about a women's national team in cooperation with Warner Bros.


## BUNDLING COMMUNICATION ACTIVITIES FOR THE WOMEN'S SECTOR

- Bundling of communication activities for the women's sector through lead agency brand communication in order to increase reach, recognition and appeal.


## $\nabla$

## CURRENT MEASURES AND PROJECTS

- Complete production of all FLYERALARM Frauen-Bundesliga matches since 2021/2022
- One live FLYERALARM Frauen-Bundesliga free-TV match per match day on Eurosport and highlights in ARD Sportschau.
- Active role in international TV rights marketing including first deals in USA and sub-Saharan Africa.
- DFB-Pokal Frauen in 2021/2022 also on Sky alongside ARD; best independent TV contract (approx. 50\% increase) since 2022/2023.
- Production of a documentary on the women's senior national team with Warner Bros.
- Intensification of cooperation with the clubs of the women's national leagues by forming and establishing working groups, including for press spokespersons, marketing, highinterest matches and DFL/DFB.

- THE PROPORTION OF WOMEN ON THE DFB PREESIDENHIAI. BOARID IS 30 PEIRCENF. THIS IS A FIRS" S"TEP THAT' SHOUILD BE FOIIIOWED BY OTHERS. WE MUST DEMAND DIVERSITY AND SET" AN EXAMPIE.

CÉLIA ŠAŠIĆ
Ex-German international, DFB Vice-President
for Equality and Diversity

GOAL 04 By 2027
The proportion of women in the DFB's committees and full-time management levels is at least $30 \%$.


## INTRO

The DFB aspires to be the go-to body for the entire football community in Germany. Therefore, the promotion of women as well as diversity in general in the professional field of football and the volunteer-driven structures is crucial. In view of globalisation, as well as demographic and social changes, we see diversity as an indispensable asset and a key factor for achieving success.

## AS-IS STATUS AND GOALS

## PROPORTION OF WOMEN

 IN DFB BODIES20.8\%

Status May 2022
$\nabla$

by 2027

## PROPORTION OF WOMEN

 IN DFB COMMISSIONS
## 14.9\%

Status May 2022
$\nabla$

by 2027

PROPORTION OF WOMEN IN FULL-TIME POSITIONS AT ALL MANAGEMENT LEVELS

Total employees


Status May 2022
$\nabla$

by 2027

## STRATEGY \& TACTICS

RAISING AWARENESS OF DIVERSITY AS AN AREA OF POTENTIAL

Present the benefits of diversity in all its facets and highlight the benefits for organisations and full-time and voluntary staff. Raise awareness of unconscious bias.

- Create programmes for members of DFB and regional association committees and full-time staff


## A SHARED MINDSET

Encourage conviction and advocacy for diversity from the top down, embodying the DFB mission statement.

- Communicate the DFB mission statement, provide support for it and demand that it is applied.
- Use diversity-sensitive words and imagery both internally and externally, in all publications and communications.


## STRUCTURALCHANGES

Analyse structures, collect data, dismantle structural barriers/discrimination.

- Amend statutes, implement gender-inclusive language.
- Development and implementation of a diversity strategy for DFB full-time positions (piloting).
- Diversity-sensitive recruiting policy (full-time positions/volunteers)


## EMPOWERMENT

Create a safe environment and opportunities for dialogue for under-represented groups.

- Prevent discrimination: build up networks and establish focus group workshops for diverse groups (including women in football, cultural diversity).
- Active and visible promotion of careers (reserve two DFB/DFL scholarship places for women taking part in the „Professional Football Management" certificate programme).
- Demonstrate opportunities for participation and identify talents (volunteering).


## IMPROVING VISIBILITY

Creating and promoting role models and inspirational figures.

- Story telling about diversity at DFB.
- Building networks e.g.DFB FEMALE. BRILLIANCE
- Employer branding/employer marketing.


## CHANGING AND FIRMLY ESTABLISHING THE CULTURE

By addressing the above points, culture will change for the better, staff and member loyalty will increase and a positive image will be formed.

## $\nabla$

## CURRENT MEASURES AND PROJECTS

- Leadership programmes for women at DFB level and in the regional associations since 2016.
- Diversity Know House for DFB female staff in 2021.
- Promotion of gender-inclusive communications material (in words and images on all channels)/publication of DFB internal guidelines for gender-inclusive language in September 2020.
- Exchanges of expertise and discussions focussing on women and sexism in football.
- Identification of talented volunteers through DFB measures (e.g. football heroes).
- Bundestag (the DFB's triennial congress) resolution on the diverse composition of DFB bodies.
- Bundestag resolution on the development of genderinclusive statutes.



# OUTLOOK 




# PROFESSIONALISATION FRAUEN-BUNDESLIGEN 

As the top division and flagship for the overall development of women's football in Germany, the FLYERALARM Frauen-Bundesliga is one of the most important cornerstones. Sufficiently self-assured to call itself one of the best leagues in the world, the focus is on continued professionalisation, increasing visibility and achieving the best conditions possible for our players. The 2. Frauen-Bundesliga is to be developed further in order to provide a strong foundation and springboard for talent.


FLYERALARM FLYERALA FRAUEN-
BUNDESIGA


FRAUENBUNDESLIGA

## 01. GUIDELINES FOR STRENGTHENING THE FRAUEN-BUNDESLIGA

With the "Guidelines for Strengthening the Frauen-Bundesliga", the DFB has passed a ground-breaking resolution that is primarily focused on pursuing the following goals:

## INCREASED AWARENESS

through improved media reach and intensified communication/PR by the DFB.

FINANCIALSTIMULUS
through central marketing contracts
(TV, sponsors, licensing rights).

## BOOSTING THE FLYERALARM

Frauen-Bundesliga and $2^{\text {nd }}$ Frauen-Bundesliga brands by taking targeted measures.

## PROFESSIONALISATION OF THE LEAGUES

(e.g. framework conditions, licensing procedures,
joint ticket portal, promotion of strategy process).

## MEASURES AND RESOURCES TO BE ALLOCATED TO

 ACHIEVE THESE OBJECTIVES
## MEDIA PRODUCTION

Ensure complete media production to a professional standard as the basis for marketing media rights nationally and internationally, thus providing greater visibility for the league and sponsors and serving as a foundation for higher media revenues that can be distributed to the clubs.

## COLLECTION OF MATCH DATA

Collection of match data as a basis for sports development, media production and further marketing opportunities (e.g. graphic sponsor).

MEDIA DAY
Permanent establishment of the Media Day and thus increased visibility through the production of content aimed at specific target groups by partners and the DFB.

## TICKET PORTAL

Financing of measures to increase the number of spectators in the stadiums and to further build up the brand.

## ELECTRONIC LICENSING PROCEDURE

Professionalisation of the league through the expansion of the electronic licensing procedure.

## INVOLVEMENT OF AGENCIES

Reviewing the involvement of external expertise in order for the Frauen-Bundesliga brands to take a more targeted direction.

## PERSONNEL

Faster implementation of the identified action items by providing additional personnel resources in DFB GmbH \& Co. KG and DFB e.V. in the areas of marketing \& sales, match operations and communication.


## 02. DUAL CAREERS

The "Dual Career" project aims to enable players in the women's national leagues to combine competitive sport with personal and professional development in the best way possible.
The intention is also to lay a foundation for keeping these players in football for the long term.

CONCRETE MEASURES

- Awarding full-time scholarships for bachelor's degree courses for players in the FLYERALARM Frauen-Bundesliga
- Further educational courses on the topic of "Mental strength through sports psychology".
- Special B+ coaching license course for players in the FLYERALARM Frauen-Bundesliga.

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## 03. DFL/DFB COOPERATION

In the report of the DFL's "Taskforce on the Future of Professional Football" (February 2021), the promotion of women's football and, in particular, the professionalisation of the women's national leagues was put forward as a recommended course of action.

In a joint working group including representatives from the DFL, DFB and clubs from the women's national leagues, a series of measures
was developed that includes numerous joint communication measures and the implementation and publication of a joint study on the significance of women's football (start of the 2022/23 season).
$>$
AS THE TOP DIVISION AND FLLAG-SHIP OF WOMEN'S FOOTBALI. IN GERMANY, THE FIYERALARM FRAUENBUNDESLIGA IS ONE OF THE MOST IMIPORTANT CORNERSTONES. AS ONE OF THE LEEADING ILEAGUES WORLID-WIIE, THE FOCUS IS ON CONTINUED PROFESSIONAIISATION, INCREASING VISIBILIITY AND ACHIEVING THE BEST CONDITIONS POSSIBILE FOR OUR PI_AYERS. THE 2ND FRAUEN-BUNDESLIGA IS TO BE DEVEIOPPED FURTHER IN ORIDER TO PROVIDE A STRONG FOUNDATION AND SPRINGIBOARD FOR TAIENT.

$>$<br>\section*{SIEGFRIED DIETRICH}<br>Chairman of the DFB Women's Bundesliga Committee and fully-authorised Representative of Eintracht Frankfurt Fußball AG

# 2027 WORLD CUP BID 

Together with the Belgian (RBFA) and the Dutch (KNVB) Football Associations, the DFB is making a bid to host the FIFA Women's World Cup 2027 and has documented this in a Memorandum of Undertaking.

Under the slogan "Breaking New Ground", this joint bid from the heart of Europe is intended to strengthen relations between the three national football governing bodies and send a signal of community. The primary objective of the bid is to advance the growth of women's football, both in the host countries and internationally. In Germany in particular, this world-class event is intended to increase enthusiasm for women's football for the long term - at the grassroots level, at the top and, last but not least,
among spectators. In addition to this, the organisation of the tournament is expected to have a positive effect on female coaches and referees.

The 2011 World Cup in our own country already demonstrated how much enthusiasm can potentially be generated by such an event. The aim is that such euphoria is not only sparked in the host cities in North Rhine Westphalia, but will also provide new impetus for the advancement of women's football across the entire country.

THE TWO PILLARS OF THE BID

## GOING ABOVE EXPECTATIONS FOR THE WOMEN'S WORLDCUP

The FIFA Women's World Cup is still evolving. In this, only its tenth edition, we will deliver a world-class tournament that goes above expectations and brings a new boost for the women's game.

## GOING BEYOND BORDERS FOR THE WOMEN'S WORLD CUP

Our strength lies in our cohesion. We believe that for women's football to progress in a sustainable manner, we must go beyond our borders and use the FIFA Women's World Cup to support the game's growth in all 211 FIFA Member Associations.


More information on the 2027 World Cup bid at www.bng2027.com


## WE BELIEVE "HAT" OUR CENTIRAI. IOCATION IN EUROPE

 AND "HE SHOIR" IISTHNCES BETHWEEN THE VENUES WIII. MAKE FOR A UNIQUE AND CONTEMPORARY WORIID CUP. SUCH A WORIID CUP IS A HUGE OPPORITUNITY 'TO GENERATE ENIHUSIASM AMONG AIII. WOMEN AND TO THE FOO"'IBALI. FAMII.Y.

$\Rightarrow$<br>HEIKE ULLRICH<br>DFB General Secretary




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[^0]:    - Expansion of company networks, e.g. with DFB partners.

