

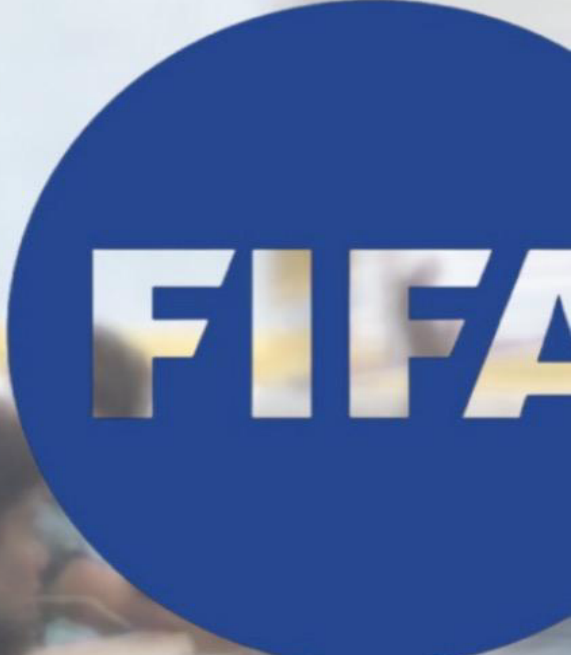
FIFA

International Federation of
Association Football

TOPIC:

**The Future of Football: Balancing a
Future Amid Commercialization,
Financial Influence, and Global
Expansion**

**President: Mohammad Ali Hariri
Deputy President: Rayan Lakkis
Chair: Abbas El Zein**



FIFA

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I. Committee Description:

The International Federation of Association

Football (FIFA) is the international governing body responsible for overseeing association football, futsal, and beach soccer all over the world. Founded in 1904, FIFA demonstrates international football

through its member associations and works with

continental confederations, such as national federations, leagues, clubs, players, referees, sponsors, and other shareholders. FIFA plays a key role in shaping the future of football. It

works on major international competitions, establishes regulations, supports

football development, protects the reputation of the sport, and promotes

cooperation among its 211 member associations. Moreover as the future evolves,

and technology becomes advanced, reaching its peak levels, globally connected

FIFA's responsibilities have expanded.

FIFA serves as the sovereign governing authority of world football and is

committed to ensuring the proper development and administration of the game at every level. One

of its predominant responsibilities is systematizing major international tournaments, including the

FIFA World Cup, FIFA Women's World Cup, FIFA Club World Cup, and various youth

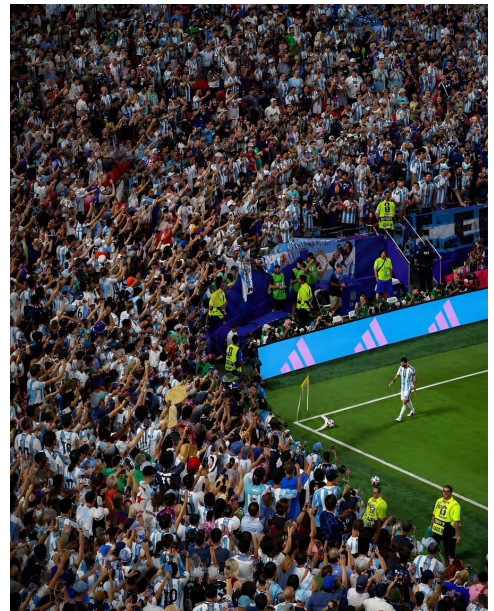
competitions that bring together nations from across the world. These events not only promote

international cooperation and cultural exchange but also celebrate sporting excellence. Its duties

are to:



- Organize International Competitions: conduct significant tournaments such as the FIFA World Cup, FIFA Women's World Cup, FIFA Club World Cup, and junior competitions to promote sporting perfection and international coordination.
- Develop Football Worldwide: support member associations through funding, and capital improvement programs, grassroot projects, coaching education, and youth development initiatives
- Protect the Reputation of Football: Combat Corruption, Illegal Betting, Match-Fixing, and other Unethical Practices that Ruin Fair Play: Football global success has transformed it into one of the leading industries. While commodification and technological advancement have created unparalleled opportunities for expansion, they have also introduced concerns regarding economic leverage, competitive equity, and unethical practices. As FIFA continues to expand their industry internationally, an important question emerges: how can football continue to unfold without jeopardizing the principles of fair play, probity, and equal competition that define the sport?



II. Introduction to Topic

Football is far more than the world's most popular sport; it is a global institution that transcends borders, cultures, and generations. As the international governing body shaping this beautiful sport, FIFA bears the responsibility of ensuring the game and its spirit live long, preserving its integrity, accessibility, universal appeal and surely its magic in uniting people together.

Over the past decade, football has undergone an unprecedented transformation that could've shook what the whole game is today. The rapid commercialization, technological advancements and the mass global expansion have introduced a phase of football like no before. From the record-breaking broadcasting agreements and the expansion of international competitions to the advanced Video Assistant Referee (VAR), the game has faced institutional innovation that is marked to be generational. While these developments can reshape football into an era substantially upgraded, they do also introduce complex and diverse challenges ranging from competitive balance, financial sustainability, player welfare and governance all the way to the relationship between the game of football and its global fanbase.

As football continues to evolve, FIFA is placed with the duty of balancing competing priorities. The International Federation of Association Football (FIFA) works on one main goal, which is to promote a balanced and well structured future that would align harmony along with the innovative and financial threats there is to come. To do so, major stakeholders take part in deliberating how this balance can be attained while also knowing how each party's confidential objectives and priorities may differ from one another. They are expected to critically evaluate current status and trade-offs of what is currently occurring in the world of this game. They would then negotiate

innovative solutions and develop long-term strategies to promote sustainable growth of this industry while safeguarding the principles this sport is built upon. The committee objective would not merely be based on navigating through the obstacles and challenges of the current time but upon achieving a balanced vision for the future of this game amid commercialization, financial influence, and global expansion.

Throughout past years, major events leading to the course of this committee deliberating the future of the game at this very day have occurred, and they are as follows:

1-The Introduction of The UEFA Super League (2021)

April 2021 marks the very day twelve of Europe's most prominent and respected football clubs announced plans to establish a football league like no before, the European Super League (ESL). It acts as a largely closed competition intended to feature permanent founding members alongside a restricted number of qualifying clubs only thus stripping away opportunities from tons of other clubs and teams. Proponents argued how such a project could generate billions of dollars into the industry, economically booming the financial status of every single stakeholder involved.

On the other hand, the proposal faced immediate backlash from supporters, players, domestic football leagues, national associations and clubs, UEFA and FIFA all



arguing how it threatened the very principles the game was built upon and challenged them. It

undermined the importance and perseverance of sporting merit, competitive integrity, and stripped away the chance of tons of clubs in their inclusion due to the strict qualifying system integrated with this competition. Following this mass widespread of opposing parties to the idea, the majority of the founding clubs withdrew from the project within days and overthrew the whole idea. Nevertheless, the proposal reignited global debate over the balance between private interests and the preservation of the games traditional competitive structure, stripping away the values the whole game held and marked it as a key point of reference for any discussion regarding the future of the sport.

2- Expansion of the FIFA World Cup (2026) and FIFA Club World Cup (2023-2025)

The 2026 FIFA World Cup marked a major transformation in the structure and global reach of international football. Jointly hosted by Mexico, Canada, and the United States, it became the first edition of the tournament to include up to 48 national teams and hosted across three countries. The expanded format increased the tournament games to 104 matches across 16 host states with the inclusion of a new Round of 32 in the knockout stage. FIFA presented the expansion as a means of providing more nations with access to football's most prestigious competition, promoting the sport in developing markets and generating greater broadcasting, sponsorship, tourism, and matchday revenues. However, the reform also raised concerns regarding the tournament length, extreme and rapid travel demand, environmental impact, competitive quality, logistical pressure, and the additional workload placed onto players. These conditions raised the question of whether it was possible for corruption to elapse in such a high stakes competition. They also formed as threats to players where the whole team could get affected negatively which then influenced the

quality of their performance in the matches. Foreigners faced problems while trying to enter the host countries amid the competition where visas weren't easily granted, stripping away opportunities from referees, players, or even the families and the loved ones of the players competing from attending and witnessing the event that held the world together for 39 days straight.

Likely in December 2023, FIFA officially approved the expansion of the FIFA Club World Cup from a seven-team annual tournament to a 32-team competition. The reform was introduced with the goal of increasing global representation, providing more clubs from all six confederations with opportunities to compete at the greatest stage of them all while also strengthening the commercial appeal of the game by expanded broadcasting, increased sponsorship and mass matchday revenue. While the expansion was highlighted as a historical marker to institutional renewal within the industry and a step towards globalizing the sport, the expansion triggered great criticism over an increasingly congested



football calendar, greater physical demands on players, and possible conflicts with domestic competitions. These concerns raised the wider question of whether the continued expansion of international tournaments is sustainable in the long term. It reflected a wider challenge that had to be considered regarding balancing commercial growth

and wider global participation without compromising player welfare, competition quality or the overall stability of the football calendar.

3-Introduction of the Video Assistant Referee (VAR)

Following extensive trials across domestic and international competitions, the Video Assistant Referee (VAR) system was officially introduced at the 2018 FIFA World Cup to assist match officials in reviewing clear and obvious errors related to goals, penalty decisions, direct red cards, and cases of mistaken identity. The technology was designed to improve the accuracy and fairness of refereeing decisions while preserving the integrity of the game. Although VAR has successfully corrected numerous match-changing errors, it has also sparked ongoing debate regarding lengthy interruptions, consistency in decision-making, transparency of the review process, and its impact on the flow and emotional nature of football. It raised questions to supporters and spectators of whether such innovations within the industry could mark threats of possible corruption or bribery when making decisions, shaking the principles and values the game holds. The implementation of VAR illustrates the broader challenge of integrating technological innovation into football while maintaining fairness, spectator experience and confidence in the governance of the sport.



A. Link to the Theme:

The theme of Yin and Yang highlights the idea that true progress comes from balancing two different yet complementary forces. This is directly reflected in the future of football, where increasing financial influence, rapid commercialization, and global expansion introduce many potential opportunities while also giving rise to numerous obstacles and challenges. The “Yang” side of the concept reflects ambition, growth, innovation, technological advancement, and the overall popularity of the game. These elements support the crucial core ideas and values the game has, which in hand helps it reach new audiences, improve infrastructure, raise the overall quality of the game, and create economic opportunities. On the other hand, the “Yin” side of the theory represents what makes the game special; it represents the values that preserve football true identity including fairness, community involvement, welfare of the players, accessibility, sporting integrity and nonetheless the passion and the love of every single supporter towards this beautiful game and how much it means to them. These traditional values will ensure that the sport remains meaningful and inclusive even while financial growth drives the game forward. It is noteworthy that the goal is never to reject these global expansions and rapid innovation, but to create a sustainable balance that praises harmony between the opposites. The economic rise supports the principles of the game rather than overshadowing it. The same as how the Yin and Yang require one another to maintain sacred balance within them, the future of football highly depends on the balance of profit with purpose, tradition with innovation, and global growth with the protection of the game’s principles and values. This harmony is important to ensure that this sport continues to thrive as a successful

global industry, maintaining the sport that unites people, cultures, and borders from all around the world.

B. Link to SDG:

SDG 16: Peace, Justice and Strong Institutions

Football looks for strong, fair institutions that can stand in the face and resist the pressures that commercialization and money create. Transparent and effective governance, regulation, and enforcement will promote the equality and inclusiveness in the game, enabling players, clubs, and countries to reach their highest potential in their performance. Furthermore, strong institutions foster social integrity and responsibility, enhancing on the ability of the sport to thrive and reach its development promise



SDG 9: Industry, Innovation and Infrastructure

Football development and growth depends on the investment in infrastructure and embracing new technologies as it improves. Moreover, it requires sustainable investment in infrastructure and significant innovation to scale the sports outreach while also ensuring that it creates social and economic value. The game



sustainability and accessibility are improved by the development of sporting goods, stadiums, and related infrastructure that's supported and enhanced by digital technologies and innovation.

C. Link to pillars of Good Governance:

Transparency:

Transparency is a tool important to enhance confidence and trust in the sports organizations governance, performance, and management. Leagues, clubs, and other entities involved in the sports business must emphasise the use of transparency and openness in their operations, including their dealings with other firms and their finances. This practice will surely lower the chance of corruption and mismanagement risks while also making sure to prevent the exploitation of the games revenues. Moreover, transparency enables and allows boosting the fans' confidence, accountability, players, sponsors, and other stakeholders in the sports governance and integrity.

Accountability:

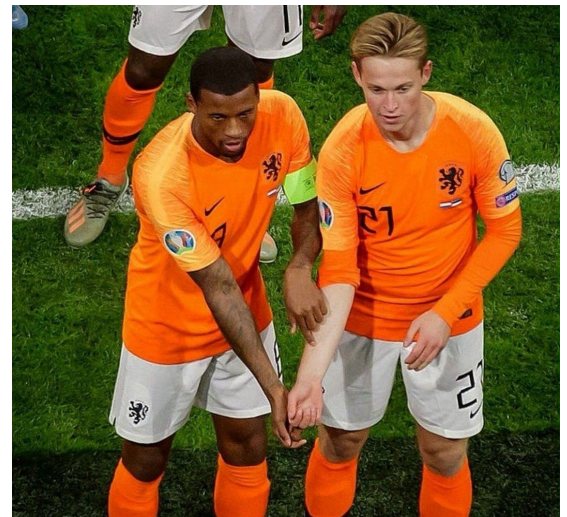
Football leagues, clubs, owners, policy makers, and administrators are required to be answerable and report on their actions and decisions, being both beneficial and adverse. Individuals and organizations in the sports industry must accept the responsibility for the explicit conduct of their conduct. An initiative like that will thus promote trust and integrity while also addressing and fettering violations of the regulations and laws of the sport. Accountability is essential in ensuring that football administrators hold the power and responsibility that benefit the game and its stakeholders including of course the leagues, players, clubs, and fans. This practice also

encourages the game into honest and fair dealings which is important to improve its development and sustainability.

III. Subtopics:

Subtopic A- Safeguarding Fair Play through the Regulation of Technology and the Prevention of Unethical Practices in Football

Football has long been founded upon the principles of fairness, integrity, and respect for the Laws of the Game. However, the rapid evolution of technology and the increasing commercialization of modern football have introduced newer and brighter innovative opportunities alongside complex ethical challenges. While innovations such as the Video Assistant Referee (VAR), goal-line technology, wearable performance tracking systems, and advanced data analytics have significantly enhanced decision-making, player

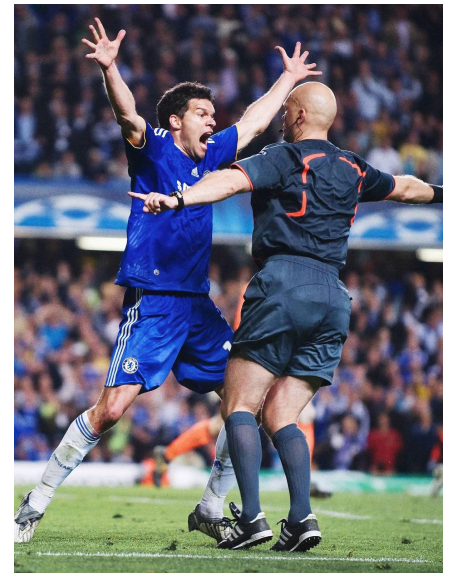


development, and match preparation; they have also generated ongoing debate regarding consistency, transparency, privacy and the preservation of football's traditional character. This creates controversy within the very game that's meant to be built upon righteous principles and values.

Alongside technological advancements, football continues to face a wide range of unethical practices that threaten the credibility, fairness, and long-term sustainability of the sport. Match-

fixing, illegal betting syndicates, financial doping through unsustainable spending, breaches of Financial Fair Play regulations, corruption, bribery, conflicts of interest, discrimination, racism, the misuse of performance-enhancing substances, age and identity fraud, and the emerging risks of digital manipulation and cyber interference have demonstrated that safeguarding fair play extends far beyond what occurs on the pitch. These practices distort competition, erode public trust in football institutions, compromise the principles of sporting merit, and highlight the growing need for stronger governance, transparent regulation, and international cooperation.

Modern football has already witnessed numerous examples that illustrate the urgency of these challenges. The introduction of technologies such as the Video Assistant Referee (VAR) and Semi-Automated Offside Technology has significantly improved refereeing accuracy, yet debates surrounding consistency, transparency, and the pace of decision-making continue to divide players, officials, and supporters alike. Similarly, controversies surrounding Financial Fair Play compliance, allegations of financial doping, and high-profile match-fixing and corruption cases have demonstrated that preserving



sporting integrity requires more than technological advancement alone. These developments emphasize the need for comprehensive regulatory frameworks capable of adapting to an increasingly complex and rapidly evolving football landscape.

As football continues to embrace innovation, governing bodies are confronted with the responsibility of ensuring that technological progress strengthens rather than compromises the

game. Effective regulation must encourage innovation while preserving competitive integrity, protecting players and officials, ensuring transparency in decision-making, and maintaining the trust of supporters worldwide. Delegates must therefore evaluate how FIFA and its stakeholders can establish comprehensive governance frameworks that harness the benefits of technology while preventing unethical practices, ultimately safeguarding fair play for future generations.



The
Balance

Football
Index

To reflect

the central

objective of this committee, balancing football future amid commercialization, financial influence, and global expansion, the FIFA Executive Council will operate with a live Football Balance Index throughout the course of the conference. The Index is designed to demonstrate that decisions concerning the future of football rarely produce benefits without accompanying trade-offs. A policy that generates greater revenue, for example, may simultaneously increase fixture congestion, while greater global expansion may create new opportunities but place pressure on existing competitions, which would emerge newer problems or issues in the presence of its benefits.

The Index will evaluate the state of world football through five interconnected pillars: Competitive Integrity, Financial Sustainability, Global Development, Player & Fan Welfare, and Governance & Transparency. Each pillar will begin the conference at a predetermined baseline and may fluctuate according to the actions taken by delegates. Major directives, amendments, agreements, deliberation outcomes, press conferences displayed through broadcasting a live statement, delegates' announcements, and responses to developments within the committee may positively or negatively influence one or several pillars.

Importantly, the Football Balance Index does not determine whether a proposal passes or fails, nor does it restrict delegates from pursuing particular policies. Instead, it provides a visual representation of the possible consequences of their decisions and encourages delegates to consider football's long-term future rather than immediate gains alone. It displays a risk assessment that would be a consequence to any action occurring within the course of the conference. Decisions that significantly strengthen one pillar while neglecting another may create new challenges requiring further action from the Council.

Should any pillar reach a critically low level, the consequences may extend beyond the Index itself. The dais may introduce realistic developments or crisis updates reflecting the deterioration of that area, requiring delegates to respond accordingly. Ultimately, there is no single path toward achieving a perfect score; the objective is to maintain a sustainable balance between the competing forces shaping the future of football.

IV. Football Balance Index

Pillar		What It Represents
Competitive Integrity		Fair competition, sporting merit, competitive balance, and the overall integrity of football competitions
Financial Sustainability		Long-term financial stability, responsible spending, investment, and economic viability across the football ecosystem
Global Development		Worldwide accessibility, development of emerging football regions, and the international growth of the sport
Player & Fan Welfare		Player health, fixture congestion, fan accessibility, affordability, and the overall well-being of football's key stakeholders
Governance & Transparency		Accountability, ethical governance, regulatory effectiveness, and transparency within football institutions

V. Main Stakeholders:

- Real Madrid CF

Founded in 1902, Real Madrid CF has developed into one of the most successful and commercially influential football clubs in the world. Its extensive sporting achievements, international fanbase, sponsorship portfolio, broadcasting value, and global brand have given the club considerable influence beyond the pitch. Real Madrid has also played an important role in debates surrounding



the future structure of European football, most notably as a leading supporter of the European Super League project announced in 2021 under club president Florentino Pérez.

Real Madrid relevance to the topic lies particularly in the growing influence of elite clubs over the commercial and structural development of football. The club has supported reforms intended to increase revenues and reshape elite competition, while also operating within the regulatory frameworks established by FIFA, UEFA, and domestic authorities. Its position, therefore, reflects the tension between commercial growth and club autonomy on one hand, and established governance structures, competitive accessibility, and sporting merit on the other. As one of football most powerful institutions, decisions concerning

competition formats, broadcasting, financial regulation, global expansion, and the international calendar can directly affect its interests.

- FC Barcelona

Founded in 1899, FC Barcelona has developed into one of the world's most prominent football institutions, combining extensive sporting success with a global supporter base and considerable commercial influence. Unlike many elite European clubs controlled by private owners or investment groups, Barcelona operates under a member-owned model in which its registered members elect the club's leadership. Despite its



commercial strength, the club has faced significant financial difficulties in recent years, placing issues of debt, spending restrictions, revenue generation, and long-term financial sustainability at the center of its development. Barcelona's position is particularly relevant to the committee due to its involvement in debates surrounding both the financial and structural future of elite football. As one of the founding clubs of the proposed European Super League, Barcelona has supported attempts to reform European competition and develop new revenue opportunities while its financial circumstances simultaneously demonstrate the pressures facing even the world's largest football institutions. The club therefore represents the challenge of balancing commercial ambition and global competitiveness with responsible financial management, regulatory compliance, sporting merit, and sustainable governance.

- Al Hilal SFC

Founded in 1957, Al Hilal has become one of Saudi Arabia's most successful clubs and a major force within Asian football. Its domestic and continental achievements established its importance long before the recent expansion of Saudi football investment; however, the transformation of the Saudi football industry has substantially increased the club's international visibility and financial capacity. The acquisition of a majority ownership stake by Saudi Arabia's Public Investment Fund in 2023, alongside major investment across the Saudi Pro League, contributed to the arrival of internationally established players and increased global attention toward Saudi club football.



Al Hilal represents an important shift in the geographical distribution of football's financial and sporting influence. Its rise challenges the historical concentration of elite club football within Europe and demonstrates the potential for investment to accelerate the development and international visibility of emerging football markets. The club therefore has significant interests in global competition access, international recognition, commercial expansion, investment freedom, and the distribution of opportunities between established and developing football regions. Its position allows delegates to examine whether global expansion can genuinely redistribute footballing influence or simply create new concentrations of financial power.

- UEFA

Founded in 1954, the Union of European Football Associations (UEFA) governs association football across Europe and organizes some of the world's most commercially significant competitions, including the UEFA Champions League and UEFA European Championship. The



growth of European club football has made UEFA one of the most influential institutions within the global football system. It has also played a central regulatory role through measures addressing club licensing, financial sustainability, competition structures, and sporting integrity. Its opposition to the proposed European Super League further demonstrated its interest in protecting the existing structure of European competition and qualification based upon sporting merit.

Although UEFA and FIFA cooperate extensively, their interests do not necessarily align in every area. The expansion of international competitions, control over the football calendar, regulatory authority, commercial revenues, and the relationship between clubs and governing institutions can create competing priorities. UEFA therefore represents a crucial institutional stakeholder capable of influencing governance, financial regulation, competitive integrity, and the balance between continental and global football. Its presence within the committee introduces the question of how FIFA's ambitions for worldwide expansion can coexist with established continental competitions and governing structures.

- FIFPRO

Founded in 1965, FIFPRO is the international organization representing professional footballers and national player associations around the world. As the commercial and competitive demands of professional football have expanded, the organization has become increasingly

involved in discussions concerning players' employment conditions, workload, recovery periods, health and safety, discrimination, data rights, and participation in decisions affecting the football calendar.



This gives professional players a collective institutional voice in a system otherwise heavily influenced by clubs, competition organizers, investors, and governing bodies.

FIFPRO's relevance has grown alongside the continued expansion of domestic, continental, and international competitions. While additional tournaments and matches may generate greater broadcasting revenues, sponsorship opportunities, and global exposure, they can simultaneously increase physical demands and reduce recovery periods for players. FIFPRO therefore represents an essential counterbalance to purely commercial considerations, advocating that Player & Fan Welfare and the long-term sustainability of professional careers remain central to football's development. Its position also extends into

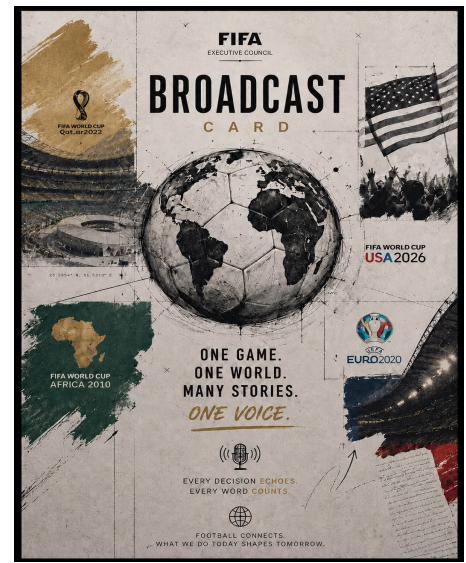
emerging issues involving player data, technology, employment rights, and the extent to which players should participate in decisions shaping the future of the sport.

VI. Committee Mechanics: Card System and Additional Motion

A. The Card System:

Broadcast: A broadcast card is a card that can be used strategically throughout the course of the conference, allowing delegates to have influence on the information that's being publicly communicated. It can also be used to request a decision, development, information, an announcement, to publicize an agreement taken by possibly one or more delegates or a specific statement. Delegates should use this card when they believe that public communication could benefit them in their response to an opponent's action, in gaining support, strengthening their position, or possibly influencing the direction of a crisis. It could be used when two or more delegates agree upon something that would change or influence the path conference.

One card is given to each delegate at the beginning of each conference day. Cards can then be traded for agreements, back-up or anything a delegate may want in return which would also benefit them and change how the course of the conference is moving. Strategic trades of these cards are highly important for delegates as they can get benefits and advantages in return.



The request should be directly submitted with the card along with a note to the dais members, who have the authority to reject or approve the card depending on whether it's reasonable and of course meaningful or influential to the conference. Delegates should use this card strategically and smartly rather than immediately, as its effectiveness relies on information being communicated and good timing. The broadcast card can also be added to other delegate cards and combine them to strengthen their action where they can coordinate their request through notes to the dais members. Once submitted, dais members will decide whether the broadcast card proposed can be carried out. Using these cards wisely by announcing “under the table” movements or agreements by certain delegates, announcements that have just occurred to the delegate to take action on as the conference commences, or any important piece of information needed to be publicized would in turn emerge from the given card. Thus, use it wisely, for it carries great power throughout the conference.

B. Additional Motion:

Motion to Form Football Coalitions:

The Motion to Form Football Coalitions allows two or more delegates with aligned interests or objectives to formally establish a coalition during the course of the conference. Unlike traditional informal blocs, Football Coalitions represent recognized partnerships between stakeholders seeking to collectively influence the future direction of football.

Coalitions may consist of different types of stakeholders, including clubs, leagues, governing bodies, football associations, player representatives, commercial actors, or influential figures. Members may coordinate negotiations, develop joint proposals, establish common positions, and

cooperate on actions addressing the committee's agenda. The formation of a coalition does not remove the individual authority or interests of its members, and delegates may withdraw from, oppose, or renegotiate aspects of their coalition when their interests no longer align.

Football Coalitions should be established around a clear shared objective and are intended to encourage strategic cooperation between stakeholders whose interests may otherwise differ. Their objectives may concern matters such as competition reform, financial regulation, player welfare, technological development, commercial expansion, governance, or the global development of football.

Once recognized by the dais, a coalition may collectively pursue proposals and long-term agreements throughout the conference. Delegates may also strategically use other committee mechanisms, including the Broadcast Card, to publicize the formation, position, agreements, or actions of their coalition when approved by the dais.

Procedure: A delegate wishing to establish a Football Coalition must raise the Motion to Form a Football Coalition and identify the participating stakeholders and the coalition's primary objective. The coalition will become formally recognized following approval by the dais and confirmation from the delegates involved. Coalitions may later expand through the admission of additional consenting members and may be dissolved if their members choose to terminate their cooperation.

VII. Suggested Solutions:

To maintain a balance between the integrity of the sport and the economic growth of football, all delegates are required to enforce solutions that enhance responsible commercialization, financial

transparency, and equal opportunities. These solutions have to address this influence on the broadcasters, sponsors, financial institutions, and corporations while making sure that the commercial expansion doesn't affect the sports credibility. Some suggested solutions are:

- Establishing stronger financial sustainability regulations to limit excessive spending, financial dumping, and unsustainable ownership practices while preserving legitimate investment;
- Reforming revenue-distribution mechanisms across FIFA competitions to promote greater competitive balance and support clubs and associations in developing football markets;
- Regulating the expansion of domestic and international competitions through coordinated scheduling frameworks that balance commercial growth with player welfare and fixture congestion;
- Strengthening transparency and accountability within FIFA, clubs, ownership groups, and football governing institutions through enhanced financial disclosure, independent oversight, and conflict-of-interest regulations;
- Promoting sustainable global expansion through investment in grassroots football, infrastructure, academies, and emerging football markets while safeguarding sporting merit and competitive integrity.

VIII. Questions to Consider, Tips, Suggested Sites:

A. Questions to consider:

- How can football club X balance the maintenance of competitive fairness with the pursuit of financial success and the integrity of the game?

- How can players' association and the players protect their rights and welfare while the sport becomes highly demanding financially and incredibly commercialised?
- How can stakeholder X make sure that the expansion of the sport is beneficial for grassroots development, smaller football nations, and local leagues?
- What are the responsibilities that broadcasters and sponsors should have to make sure that their financial influence doesn't affect football in a bad way nor its fans nor its values?
- How can football governing bodies and investors be able to balance the huge financial growth while maintaining football accessibility and identity of its culture?

B. Tips:

- Delegates are expected to stay in character at all times during formal sessions, representing what their stakeholder stands for and what goals and objectives it most likely aims towards while avoiding personal opinions and beliefs.
- Be attentive during the flow of debate and rules of procedure.
- Make use of every single chance to speak in; debate is key to finding resolutions between stakeholders of such a committee.
- Prepare debatable questions and topics. The topic is widely debatable among numerous points of views and various points and claims delegates can point out; thus improvising towards what the conference is immediately tackling is highly encouraged as it shows readiness, attentiveness, and confidence in the conference.

- Keep an eye out for all the latest news and info about the topic and your stakeholder's stance. Stances, actions, or even beliefs may change any second; so keeping yourselves updated gives you leverage during the actual conference.
- Focus on the other delegates' speeches and jot down any important information that's of value. Speeches are one of the key parts of the conference where stakeholders are able to announce, clarify, or even expand towards their own ideas; make use of that.
- Avoid inventing wrongful cases and misinformation. Dais members are fully aware of what is going on in current time regarding this industry so any suspicious information which isn't accurate or authentic will act as a disadvantage to the delegate rather than benefiting from it.
- Avoid plagiarism! It is highly encouraged to use AI, yet delegates must acknowledge and assess where to use it and how. Benefit as much as you can from such resources in open-minded ways.
- Prepare and research cases beyond the ones stated in the background guide.
- Concentrate on negotiating with one another throughout the conference in order to find common ground on what the future of this industry should look like.
- Remain diplomatic at all times. Diplomacy is one if not the most important aspect of a MUN conference. Debate diplomatically in order to reach reasonable resolutions by the end of the conference.

C. Suggested Sites:

- **FIFA** — Official FIFA regulations, financial information, competitions, and development programs. <https://www.fifa.com/>
- **UEFA** — Football governance, club finances, financial sustainability, and competitions. <https://www.uefa.com/>
- **FIFPRO** — Player rights, welfare, working conditions, and professional footballers' interests. <https://fifpro.org/>
- **UNESCO Sport** — Sport development, equality, integrity, and international sporting policies. <https://www.unesco.org/en/sport-and-anti-doping>

IX. Represented Delegations:

Football Clubs	Real Madrid CF
	FC Barcelona
	Atlético Madrid
	Bayern Munich
	Manchester City

	Manchester United
	Liverpool FC
	Arsenal FC
	Borussia Dortmund
	Paris Saint-Germain
	Chelsea FC
	Juventus
	Newcastle United
	AC Milan

	Inter Milan
	Ajax
	SL Benfica
	Sporting CP
	Inter Miami CF
	RB Leipzig
	FC Porto
	Bayer Leverkusen
	Al Nassr

	Al Hilal
	Aston Villa
	Tottenham Hotspur
	Flamengo
	Palmeiras
	Galatasaray
	Trabzonspor
	Fenerbahçe
	Beşiktaş

	Al-Sadd
	Al-Ittihad
	Santos FC
National Football Associations	The Football Association (FA) — England
	Royal Spanish Football Federation (RFEF) — Spain
	French Football Federation (FFF) — France
	Brazilian Football Confederation (CBF) — Brazil

	Argentine Football Association (AFA) — Argentina
	U.S. Soccer Federation (USSF) — United States
Football Representatives	UEFA
	FIFPRO
	CONMEBOL
	Premier League
	LaLiga
	Ligue 1

	Serie A
	Bundesliga
	MLS
	Saudi Pro League
Commercial & Football Industry Powers	Adidas
	Nike
	beIN SPORTS
	EA Sports

X. Contact Us:

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XI. Presidents Note:

Dear Delegates,

It is my pleasure to welcome you to the FIFA Executive Council, a committee built around a game that extends far beyond ninety minutes on the pitch. It is an absolute honor to host such a committee centered around something that, for billions across the world, has always been more than just a game. Football has the rare ability to make entire cities celebrate, generations dream, and people separated by borders, languages, and cultures come together and unite through a shared passion for the game.

Yet the game we know is changing. Unprecedented commercial growth, expanding financial influence, emerging technologies, and football continued globalization are creating opportunities that previous generations could scarcely have imagined—while placing the values and traditions that shaped the sport under increasing pressure. The decisions surrounding its future are no longer simply sporting decisions; they affect players, clubs, supporters, institutions, and communities across the world.

Throughout this conference, you will carry more than the name of a stakeholder. You will carry its history, ambitions, responsibilities, and vision for what football should become. There will be no perfect decision. Every expansion creates a trade-off, every reform has consequences, and every

ambition will encounter another. Your challenge is therefore not simply to change football, but to determine which changes are worth making and what must be protected along the way.

Debate boldly. Negotiate strategically. Build unlikely alliances and challenge ideas you once considered unquestionable. But above all, remember that the decisions you make should serve something greater than any individual club, institution, or interest: the future of the game itself.

This committee was designed to be dynamic, strategic, and unpredictable. Use every opportunity available to you, but remember that influence is most powerful when used with purpose.

I look forward to seeing what future you choose to build. See you soon!

Mohammad Ali Hariri

President, FIFA

XII. SGs' Note:

Dear Delegates,

As your Secretary-Generals, we hope this background guide gives you a strong foundation for the discussions ahead and helps you approach your committee with confidence. Beyond preparation, this conference is an opportunity to challenge yourself, step into new perspectives, and take part in conversations that demand thought and initiative.

This year's theme, "Yin and Yang: The Harmony in Opposites", reflects the idea that opposing sides can exist in balance, whether between conflict and cooperation or speaking and listening. It reminds us that meaningful progress often begins when we learn to understand perspectives different from our own.

As Leo Buscaglia said, "Change is the end result of all true learning," and we hope this experience leaves you with a stronger sense of the value your voice can carry. We cannot wait to meet you and see what you bring to this conference.

Warm regards,

The 15th HHHSMUN Secretary Generals

Mia, Hani, Omar

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