



WELCOME TO THE FUTURE  
**2022-2023**

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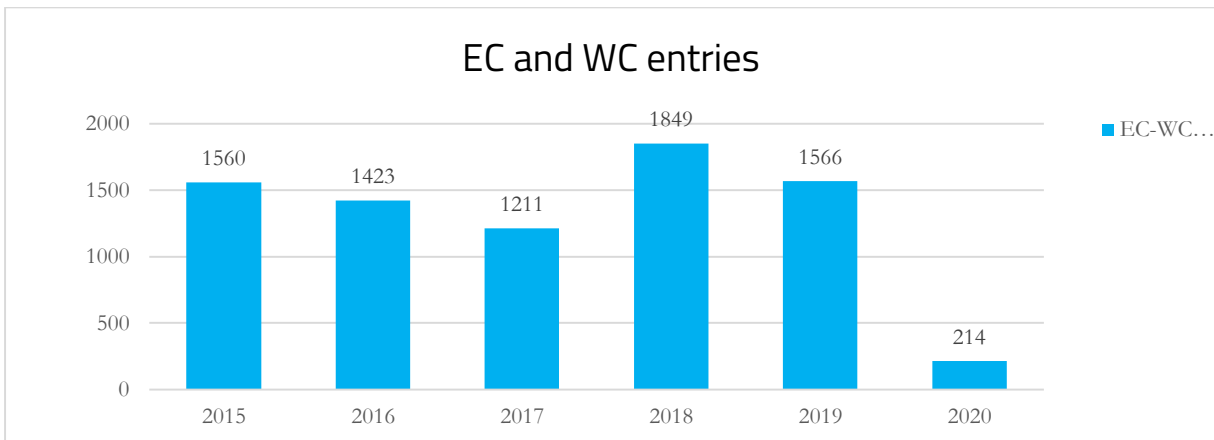
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# Executive Summary

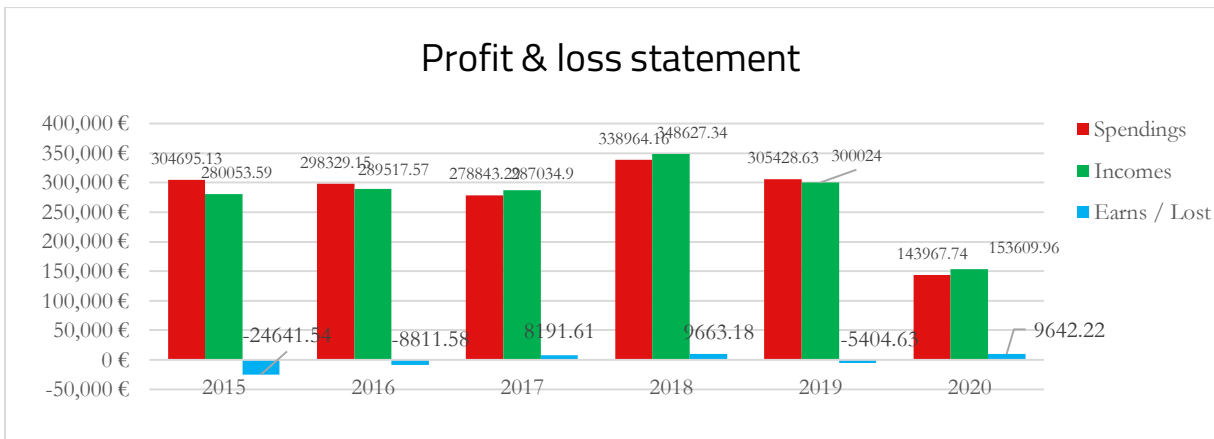
## Highlights

In the last 3 years, EFRA has been able to improve its records and relationships with all persons involved in European and World Championship races (federations, manufacturers, drivers and organizers). Likewise, the perception of EFRA as the central axis of radio control cars in competition as "The Official Way" to participate in International Races has been clearly improved, thanks, in a large way, to the huge amount of work done by the EFRA board and for a large increase in the number of viewers. The first season of Facebook live streaming reached 12.6M people through Facebook posts and a further 5.7M

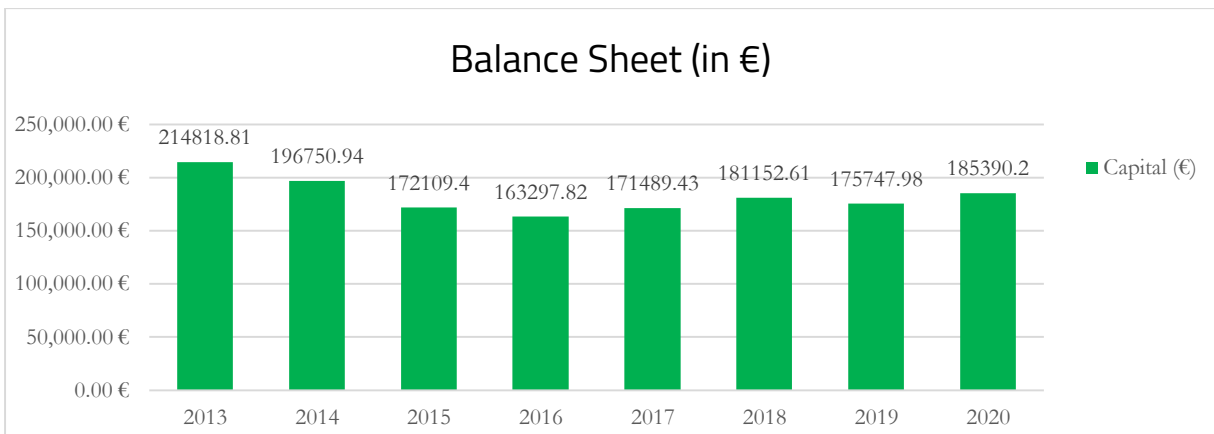
views and 25.000 followers (source: RC Racing TV report 2018), we kept a good result in YouTube Live Streaming and we had good news in specialized media partners to our events thru media@efra.ws. Also, it is important to focus on the economic results, increasing our gross capital due a positive result of 2017 and also in 2018. With this information, we consider that this is the right time for EFRA to establish this Development Plan with the main goal of creating a necessary impulse to bring EFRA to a new standard for the next generation of drivers.



Source: EFRA web site



Source: EFRA financial report 2020



Source: EFRA financial report 2020

## Objectives

The targets that EFRA wants to reach with this Development Plan are not especially different from those established in the EFRA Constitution (chapter 2, article 2), however we must be ambitious in the impact that we want to achieve. This includes building closer relationships with drivers and regaining the popularity EFRA has lost in the last decade, mainly due to the loss of contact with the current generation of young drivers and people in radio control cars. Our main objectives can be enumerated in 5 main projects to work over.

1. **Leadership in image and communication in RC Competition in Europe.** Promotion of competition RC outside of the RC world. Being the leader in terms of marketing, viewers, communication and image in the RC world across Europe and exporting this leadership outside of the RC world, particularly in Europe (but not exclusively to Europe). To get sponsors from outside of RC, to find out new ways of communication to reach new public, new viewers and new fans in our sport, create a new image of EFRA, improve marketing resources and to spread our sport in new and different ways of communication (such as Instagram & Twitter). To also create enthusiasm and a positive image and experience of the RC community, making people interested enough to seek out a local club & National Federation and become a part of our unique environment across Europe.
2. **Leadership in the organization of International Events.** Our goal in this chapter is to improve our race structures, in terms of efficiency, coordinating International events with organizers, federations, EFRA and manufacturers (if needed), and to be the leader in such events. This project will include the Improvement of our venues, improvement of human and economic resources in our races, choosing the right venues working with federations, improve driver registration and improve our ways of communication with all concerned.
3. **To improve EFRA incomes by 30% in the next 4 years (2020-2023).** To get a successful Development Plan which consists of reaching the goals that we propose and to implement all improvements required, obviously we will need the financial resources to do it. To invest in the necessary equipment and raise the income needed to get our targets will be the reason to work in this

chapter. We must look at new sources of income, new procedures to get sponsors within RC but also from outside the RC world, to explore the possibility to get income from broadcasting rights such as PPV and new platforms, Associate Members, Homologations incomes, and try to explore the viability for other income streams (online shop, etc.).

4. **Improvement of our internal structures.** Improve the internal efficiency in terms of time dedicated by our volunteer members and relations with federations which means improvements of communication and voting system to be flexible and dynamic enough to get fast decisions. It may require a revision of EFRA Constitution, rules and procedures in a deep way. Ways to work: Internal communication and meetings, using working groups for important items, reconfiguring committees (disciplinary committee, technical committee and Sport committee and others..) with a role to create rules, procedures or penalties. We can analyze any similar projects or ideas to achieve this point.
5. **Creation of a Youth Development program.** The idea in this subject must be concentrated to approach children, youths and future generations to Radio Control Cars, making this sport visible and accessible at all levels of racing. We have to work for them in a local level with race organizers, National Federations and to create coordination and cooperation with our marketing and image department to make RC cars visible to younger people. Creation of a new brand specially dedicated for children and people not exposed to RC, media content dedicated specially for children and youths, racing in public areas, coordinating children's events at European Championships and World Championships in Europe, and additional special events for kids to get support for them to participate in WC events.

## Mission Statement

To promote and expand RC model cars inside and outside of the RC community, adapting competition RC to new generations, and adding new race formats to international events similar to what we can find in other successful major sports, according to the objectives marked in the EFRA Constitution.

## Vision Statement

To become a modern RC federation, a leader within the RC community and to become a reference bloc

inside IFMAR. Our actions should enhance the satisfaction of EFRA members and our European drivers making Rules, International events and RC Media Content with professionalism, effective, economically sustainable and competitive.

## Keys to Success

Our keys to success include:

1. the appreciation of EFRA as the primary Federation of RC in Europe
2. the appreciation of our events as European Championships
3. the representation of our members (Federations) in the world federation IFMAR (International Federation of Model Auto Racing) which is empowered to organise World Championships in RC cars
4. last but not most important, the knowledge, determination and know-how of our Board members to reach goals planned for EFRA. At the International level is *impossible* to get a team with levels of knowledge about all classes of actual RC, with enough experience to be able to organize with success an international event and with ability to create fair and important rules without any business interest.

## Project Plan

Here to develop all projects made in the EFRA Development Plan. In each chapter, we will explain the projects and subprojects so that both the objective and the development are understood. Also, each project and subproject will be accompanied by a budget to be implemented. Finally, we will create a table to illustrate the execution times of each project and subproject.

We will explain projects as follows:

**Goal:** We will create a goal for each project. Goals are a fundamental part of any good Development Plan. They specify where the idea is going and how we will get there. Goals should be SMART (Specific, Measurable, Attainable, Realistic and Time-bound). This will help to ensure they are strategic and clearly defined. The goal will be checked in the different reviews of the Plan during next 3 years.

**Development:** We will make a clear explanation what is the project about and how are we going to do it. It is possible to divide a project into phases makes it possible to lead it in the best possible direction. By dividing the organisation of each project into phases, the total workload is divided into smaller components.



# **EFRA DEVELOPMENT PLAN**

## **Project 1**

**Leadership in image and communication  
within RC Competition in Europe**





## 1. Introduction

The current world lives completely connected and the awareness of any activity expands very quickly, sometimes almost before the physical event has occurred. This situation extends through businesses, sport and events. Today, like many full-size sporting events, RC events of all types and sizes are followed online by a large community via the Internet, YouTube and especially through Facebook. Fans can easily find information about their favourite drivers, view live broadcasts on hand held screens and instantly share their opinions of the races they watch. Racing teams and fans both at home and attending the events look for a variety of content, including:

- live timing to follow who is fastest
- live streaming of the racing on-track
- reporting including race results and racing innovations
- photos of the racing action as well as from the pit areas
- comments from the drivers in 'pit walks' and reactions from race winners

All of this information can be found through several different sources, however we propose that with this project, EFRA can lead a cohesive and fully integrated path so that FANS and drivers can find all the current coverage and details for events they are interested in, as well as be signposted on how to participate in the next event or to be a competitor in future EFRA Events.

The RC hobby became widely popular in the 1970s and therefore a substantial portion of active RC hobbyists are in the 35-65 age bracket. The communication methods to service this community has evolved dramatically over the last several decades and is quite well covered at the moment, however it is necessary to expand the RC community to new age ranges. We feel marketing efforts must focus on those between in the 10-20 and 30-40 age brackets. These audiences must be captured with new and innovative communication platforms, as well as through existing social networks.

## 2. What do we have now?

Currently, EFRA has active communication channels through its web site [www.efra.ws](http://www.efra.ws) as well as a powerful communication channel via FACEBOOK. In addition, EFRA has a MEDIA PARTNER agreement (from 2019 with CTRL Media) which is renewed annually where said company provides EFRA with coverage of the main events (mainly European Championships) which include live and pre-recorded

videos, still photography, graphics, commentators and reports that are then uploaded mainly to the EFRA website [www.efra.ws](http://www.efra.ws) and the private channels of the MEDIA PARTNER. Finally, informative email communication is distributed via the appropriate Section Chair's [@efra.ws](mailto:@efra.ws) email address.

## 3. What do we want to achieve?

1. EFRA wishes to maximise the reach and distribution of RC competition outside of the RC hobbyist world.
2. Become the leader in terms of RC marketing, viewers, effective communication and engagement within Europe, and mirroring this leadership to beyond the RC world -particularly in Europe - but not exclusively.
3. Engage with the existing RC community, expanding the appeal and reachability of RC to potential members with interest in our sport, but who have yet to enquire and make contact with EFRA.
4. To extend and diversify communication platforms to capture those new potential drivers. A focus must be given to identify and deliver content to the preferred methods of the younger demographic.

## 4. Sub-projects

### 4.1 Efficient and effective event coverage in the same way as full-scale motorsport equivalents.

**Goal:** To create coverage of the official EFRA events that meets the current standards of technical coverage of the motorsport, with the aim to achieve a potential increase of the live audience of the event. This includes retaining the current RC community during the live coverage and attracting new potential RC enthusiasts. We also aspire to create a television package powerful enough to be offered to future communication channels both inside and outside of RC world.

**Develop:** The development of this project must focus mainly on the pre-event planning with the media partner to agree the format and level of coverage at official EFRA events. This will be our biggest step-change from previous agreements. Before developing the rationale of the new coverage system, we must segment the types of audience we want to reach. This proposal focuses on 2 primary segments:

- Active EFRA Viewer: Audience within the RC community that currently follows our events
- New Viewer: New audience that has no knowledge related to RC competition or, if it has, has not engaged with current platforms

Let us now briefly expand the important points of each segment:

#### 4.1.1 Active EFRA Viewer - Audience within the RC community that currently follows our events

This segment could be described as 'invested viewers'. They are usually people who are or who align to competitive RC via national and/or international events, family and friends of the drivers attending the event, or people related with organization or localities of events at all levels. This group usually expects maximum coverage of the event in quantitative terms; that is, that EFRA covers the race event from all possible angles. This includes technical aspects such as:

- live timing
- classifications
- race schedules of different heats, groups and finals.

As an audience with a vested interest in the event, they enjoy seeing the various personalities such as top drivers being interviewed and in other features, and they also want to see their friends, fellow club members, colleagues or family in the different phases of the competition and in the photo albums that are published. This segment will also actively participate in social networks, including asking to see specific drivers on track or in the pitting area. They will also ask for technical detail and reports, as well as confidently contributing to any controversial situations that happen during decisive moments of the event.

This segment may consider a pay-per-view or subscription if the quality of the coverage is efficient to view and digest and/or has some qualitative availability and exclusivity.

#### 4.1.2 New viewer: New audience that has no knowledge related to RC competition or, if it has, has not engaged with current platforms:

This segment could be considered 'casual viewers', and is a new extension of our audience for EFRA events. We believe our closest demographic would be people between 10-40 years old who are interested in Motorsport, but with little or no contact with the RC community. They could solely consider the RC coverage as an additional choice of viewing entertainment but, at the same time, we could find a certain percentage of people in this group have their interest piqued, look into the RC hobby and begin their journey into active RC community life.

This segment would include people conversant with the standard of coverage for Motorsport, with continuous entertainment in an easy to understand format that provides moments of extreme emotion during the event. These viewers want good commentators to keep them up to speed with the race and allow them to follow it, without having to know the rules in their entirety. Likewise, within the continuity of the broadcast, they would enjoy additional content to enhance their knowledge of, and identification with, the sport. Whilst potentially enjoying the banter of the live viewers comments, this group may not have the knowledge or confidence to participate directly. However, if this area of interactivity could influence certain aspects of the content output, there may be a wider appeal.

We would not expect this segment to be willing to pay a subscription to view EFRA content, unless such coverage was as part of a wider channel with additional sports or other content.

Following the above summaries of the two main audience groups, we must describe the idea that underlies this project: looking for ways to attract and meet the needs of both groups. This idea should focus on the following points:

- Develop a coverage footprint in line with Motorsport events, that is, focusing on the final day (mainly Saturday in EC's), leaving Practice and Qualification for a more basic live coverage (fixed camera, live timing, no commentator) and extensive reports outside the live coverage, allowing reflection and interviews with the drivers and points of interest during those days. We have to upload these reports to the EFRA YouTube channel where the consumer can access at any time.
- The coverage of the main event must consist of a succinct LIVE Program packaged for an approximately 4-5 hour block. In this show, all the finals must be transmitted in their entirety, covering all drivers, and enhanced coverage with videos which have been pre-produced, where technical points, previous results, interviews and interesting details are highlighted.
- Advertising must be considered to add cohesion and allow the event to be financed, making an advertising carousel of the different EFRA sponsors (Associate Members mandatory) and specific sponsors for individual events.
- Special focus on the schedule and coverage of the MAIN FINAL, with the PRO drivers, but without neglecting the quality of coverage of the LOWER

FINALS. The Media Partner will need to be flexible in the case of unforeseen circumstances where the timetable must be adapted (i.e., changes due to weather). EFRA must work closely with the Media Partner to coordinate any changes.

- The photographic coverage must represent the range of people who attend the event, including both PRO and hobby drivers. It must reflect the quality of the EFRA event and the positive, competitive and technical atmosphere of the RC competition.
- Pre-produced continuity videos must be made in advance of the event, using the library of past footage, adding material provided by EFRA, Associate Members and other sources which the Media Partner considers can add value.
- Live interviews, opening ceremony, prize ceremony and press conferences of the TQ and podium must be mandatory to add quality and strength to the broadcast.
- Controversial situations should be considered, as they can captivate and add an additional dimension to the coverage, but always from the favourable angle of EFRA and maintaining the impartiality of such situations.
- All content produced must be uploaded to online EFRA channels. All rights of the content produced must be retained by EFRA. These rights may be shared, assigned or sold to a third party.
- All retransmission channels must be measurable and auditable in order to take corrective measures if the audience numbers are not those desired by EFRA.
- Subtitles should be considered for the event coverage, especially in the pre-produced videos.

#### 4.2 EFRA YouTube channel.

**Goal:** The goal of this project is to create a YouTube channel for EFRA. The predominant reasons are:

- To consolidate all the Media content including race coverage and reports in a single channel where viewers can access them easily, instead of having them in different private channels of our Media Partners.
- An EFRA channel would allow easy measurement and analysis of the audience related to the EFRA events, in regards to specific videos and also subscribers of the channel. This would provide an additional route of communication between the RC community and EFRA. With this information, corrective actions may be taken by the EFRA Board in order to extend the audience reach. In terms of marketing metrics, the creation

of a YouTube account would give EFRA the possibility of accessing the entire Google tool kit for measuring web page access and linking with other social networks.

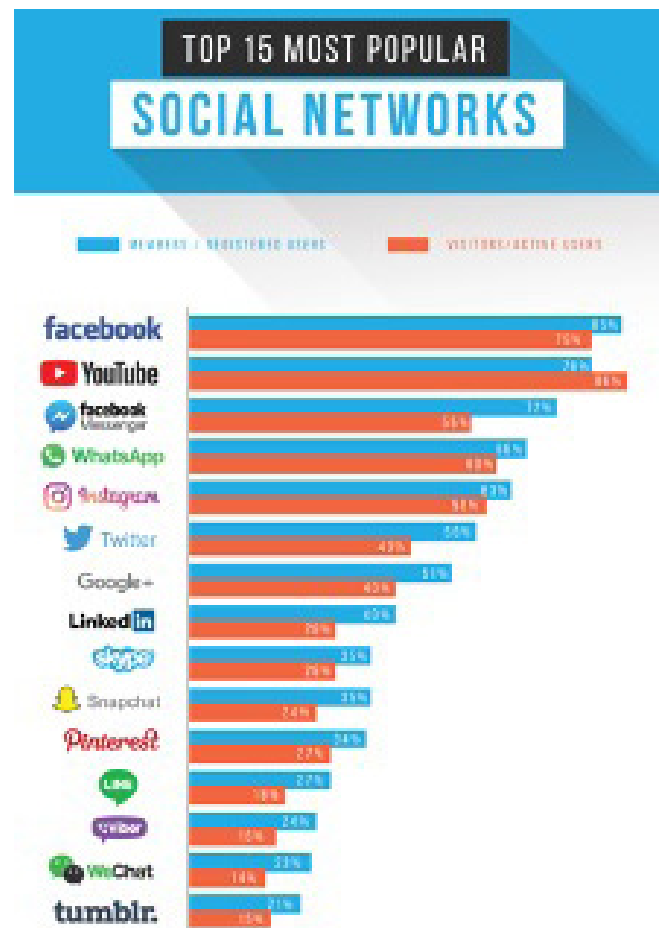
- The channel could turn into a possible source of income in the medium/long term through the number of subscribers and viewers of the videos, either through YouTube or by the possibility of including advertising in the published videos (AM members).

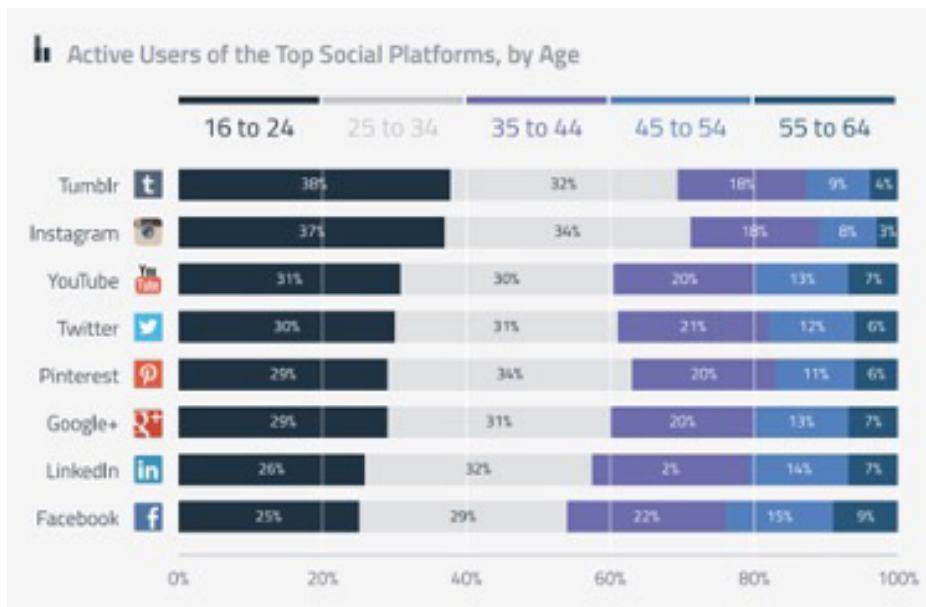
**Develop:** Follow all the necessary steps required by YouTube to create our own EFRA account on Google, which will open the possibility of creating the channel itself. For this task, we can get the help of our Media Partner.

#### 4.3 New strands of social media: Mainly Facebook and Instagram but with awareness of alternative social media platforms.

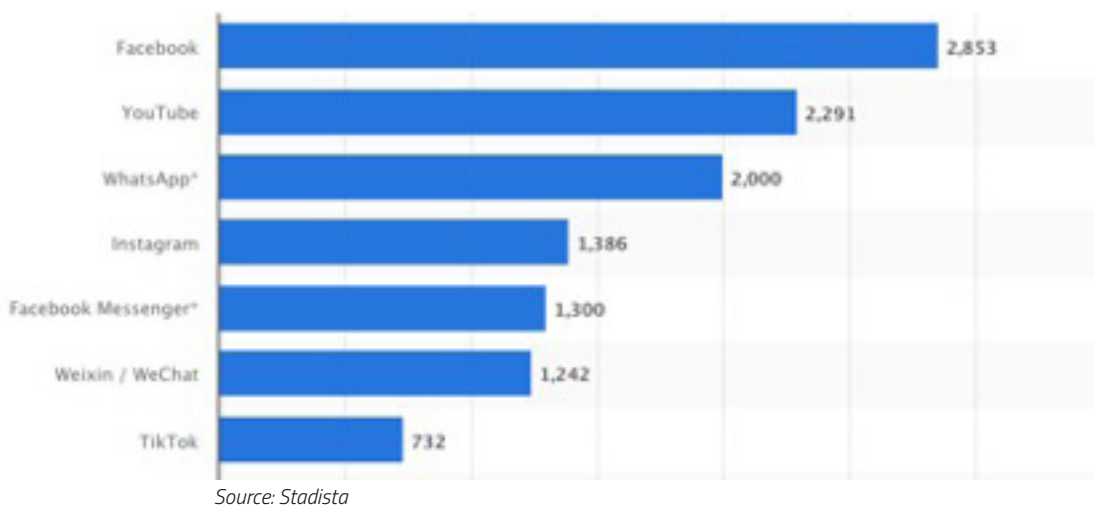
**Goal:** Generate new communication channels with drivers, federations and users, opting for the most popular channels in which EFRA does not yet have a presence. According to Global Index Web study, the following infographics of active users by age have been developed, which we can use to align our position on social networks.

Through the Global Web Index, we can obtain information from the top 15 most popular social networks:





And finally, Social Network information by total number of users:



With the information obtained by the different sources, we can see that initially the "FACEBOOK family" composed by Facebook, Instagram, Messenger and WhatsApp brings together 6.1 billion users (considering all accounts together, which doesn't mean "different users"). And secondly, we have YouTube with a total of 2.2 billion users. With all this information, in this project we will choose to open the channels in the "FACEBOOK family" and YouTube; the most popular and with largest target audiences:

- **YouTube:** For this channel EFRA has created a separate sub-project (number 2)
- **Instagram:** A social network and application. Its function is to upload photos and videos, allow users to apply photographic filters and effects, text and various macros to them. The photos can get likes, be shared by users and commented on.
- **Facebook Messenger:** The official Facebook Messenger application that allows you to interact with Facebook users in private conversations

each other. Facebook Messenger allows users to interact with receiving notifications, newsletters and customer service. In the last few years, instant messaging businesses through Messenger has become an increasingly popular way for customers to communicate with businesses, asking questions and arranging assistance.

- **WhatsApp:** An Instant Messaging application to receive and send text messages and phone calls, photos, videos and documents. Like Messenger, above, WhatsApp has become a popular way for customers and businesses to interact.
- **TikTok:** is a video-focused social network. It hosts a variety of short-form user videos, from genres like dance, comedy, and education, with durations from 15 seconds to three minutes. As of October 2020, TikTok surpassed over 2 billion mobile downloads worldwide. Morning Consult ranked TikTok as the third fastest growing brand of 2020, after only Zoom and Peacock.

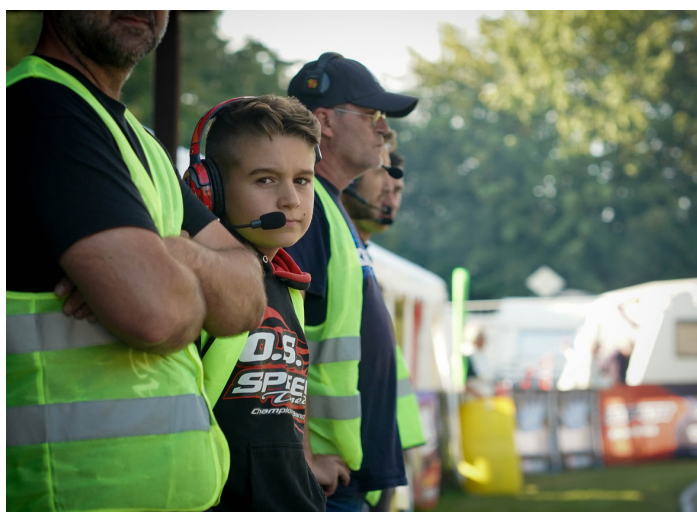
## 2021\_04\_15 NEW PLATFORM TWITCH.TV.

After some investigation EFRA considers that the Twitch.tv is a good platform to catch new fans and outsiders to RC community in the ages of 16-35 years old.

Twitch is an American video live streaming service that focuses on video game live streaming, including broadcasts of esports competitions. In addition, it offers music broadcasts, creative content, and more recently, "in real life" streams. It is operated by Twitch Interactive, a subsidiary of Amazon.com, Inc and was introduced in June 2011 as a spin-off of the general-interest streaming platform Justin.tv. Content on the site can be viewed either live or via video on demand.

The average age range of users is 21 years old, with 76 percent of viewers aged between 18 and 49. A retrospective compiled by the company is available today and offers an overview of how the service has grown since the beginning of last year. Twitch was first launched in 2011 and has grown massively since, with 15 million active daily users. Twitch is no longer just for broadcasting video games: many artists are active on the site, and Formula One recently experimented with broadcasting on Twitch. The postponement of live motorsports in reaction to the COVID-19 pandemic saw many racing series pursue e-sport sim racing, and many active Formula One racers have their own Twitch channels. Broadcasters can earn money from subscribers, who are able to watch older broadcasts. Viewers watching for free can only watch live broadcasts.

**Develop:** Follow all the necessary steps required by the various Social Networks to create our own EFRA account. For this task, we can get the help of our Media Partner.



## 4.4 New logo and new EFRA icon

**Goal:** Develop a new icon to represent the EFRA brand, revising and modernizing the image of EFRA, with the aim of embedding the perception of modernization towards the EFRA target audience.

**Develop:** When we talk about a revision of the corporate image, we must realize that EFRA is a huge ship, powered by many hours of time and effort invested by many volunteers, to whom every racer owes a debt. EFRA as a democratic federation belongs to the volunteers and it is a reflection of them. We must not simply try to modernize EFRA's brand and communications on a whim and we must not risk jeopardizing EFRA's core identity. What we plan is a deeply respectful and careful, reflective process that should not leave anyone behind.

The Project must cover multiple areas and we must get the help of companies in relation to BRANDING and Communication to obtain a professional, dynamic and modern result at the same time. The areas that require revision are:

- Logo
- Fonts
- Website
- Banners and posters
- Letter templates
- EFRA officer clothing (EFRA Board, referees and other staff)
- Miscellaneous (stickers, tools...)
- Merchandising

## 4.5 Inside EFRA newsletter

**Goal:** The goal of this project is to produce a monthly newsletter containing all the important news from the Federation, with subjects including competitions and new developments. This newsletter would seek to inform drivers and organizations of news happening within the RC community. Another possible target is that it can serve as a source of income with the inclusion of advertising. The Associate Members must be included, giving more value to the annual Associate Member fees, but it would also be possible to incorporate outside sponsors.

**Develop:** The development of this project must be carried out by the PR Officer inside the EFRA BOARD and in collaboration with the Media Partner. It would be produced via email through a suitable newsletter generator software (Mailchimp or equivalent). Each Section Chair would submit their contributions to cover considered important highlights from their section (rules, upcoming races, reports of recent

events, etc.) and the Executive Office could also generate news related to the day to day running and position of the Federation. A deadline will be established for sending publications. The email will be sent to the entire database of drivers and federations who have given their consent via the EFRA website. Federation members and Associate Members would be asked to forward relevant parts of the newsletter to their members, customers and social media content.

#### 4.6. EFRA PR officer

**Goal:** Appointment of a person within the EFRA Board responsible for coordinating the content published for EFRA through the different channels/platforms. A Public Relations Officer will coordinate the contributions from the different Sections, the Executive Office and the Media Partner.

**Develop:** The Public Relations Officer will manage the relationship between the different Section Chairs, members of the Executive Office and the Media Partner. Also (according the HANDBOOK 2.4.4 PAGE 24), they will maintain contact with the EFRA Executive. The PR Officer will coordinate all EFRA communications and promotional work, as decided by the AGM and EFRA Executive Committee. The PR Officer will attend the EFRA AGM and EFRA Committee meetings when necessary and coordinate the production and distribution of EFRA news.

According to the Project described in this section, the role will form a full time position when all Projects are underway. This person will report to the Executive Committee.

#### 4.7. EFRA ambassadors

What are EFRA ambassadors?

An EFRA ambassador is a person who represents EFRA as organisation and who is relevant to the target audience. An ambassador is the human representation of EFRA. It is someone relevant and is the personification of what EFRA wants to convey to its target audience. Therefore, we speak of a EFRA ambassador as a person who easily raises awareness of EFRA by improving the branding of EFRA. The objective of the EFRA ambassador is to achieve credibility for EFRA as a brand and to establish it within his or her group of influence.

**Goal:** To create the figure of EFRA ambassador with relevant persons inside and outside of RC where we can help EFRA to promote the values of our RC

Motorsport like friends, family, competition and consistency like every sport. EFRA looks for people who lives with passion for RC and they can show to RC community and outsiders, what is our sport, how to join, tips, videos, work in the schools with Federations, etc. Also, EFRA is looking for people outside of RC with influence in other sports who can show our RC Motorsport outside of our world.

What does this person do for EFRA?

They will bring EFRA races, services and values closer to the drivers, attracting their attention through spots, publications or offline promotional actions.

In order to make contact with the target audience, the ambassador will show the best profile of EFRA through images and videos, either on the EFRA web, and/or with content on the EFRA's own social profiles and those of EFRA, when representing it at events.

What characteristics should an EFRA ambassador have?

##### *Basic marketing knowledge*

It is essential that they know the basics, so they can understand what they do, what the purpose is, the importance of their contributions to EFRA and to help to attract more drivers and fans.

##### *Attractive personality*

You should have a good reputation, be communicative, outgoing, proactive and convey a positive image.

##### *Natural leadership*

You need to be influential and have followers who are willing to listen to you, you need to be a natural attraction and when you speak, you need to be listened to, and you need to be able to generate trust and confidence.

##### *Social media presence*

Not only do you need to have a large audience on social media platforms, you also need to have an engaged following that matches EFRA target audience. This way you will be able to reach more potential viewers, drivers and fans.

Who could be a potential EFRA ambassador?

A good potential EFRA ambassador could be chosen from the following groups of people involved in RC:

- Top driver in each section: An active top European driver who fulfils the conditions required above to be an EFRA ambassador. Ideal for attracting new drivers to EFRA racing and potential fans.
- An RC Legend: A European person with a long legacy in RC, directly related to a specific section or who has been able to participate in different sections.

Ideal for linking active drivers, RC manufacturers and outsiders.

- Person related to the RC manufacturer: At the suggestion of our Associate Members, a manufacturer can have a reputable person who can attract the attention of new drivers and at the same time provide value to the Associate Members.
- Influential person outside the RC world: A relevant person from any sector who has been involved in the RC at some point in time. This group could give us an important relevance outside the RC world.

### How to choose an EFRA Ambassador?

We can use different ways to elect an EFRA Ambassador. The format we could use as a starting point is as follows:

- Election of 5 people from the different groups of influence according to the previous section. The Working Group must decide these 5 candidates to be selected.
- Discussion within the Working Group of the possible discards.
- Contact with the candidates in an established order of priority.
- Final agreement

EFRA ambassadors will be in this position for 2 years period.

EFRA would prepare a personalised document and contract for each candidate with the conditions set

out in the position. The new EFRA ambassador will start the cooperation after document is signed with dates proposed on it.

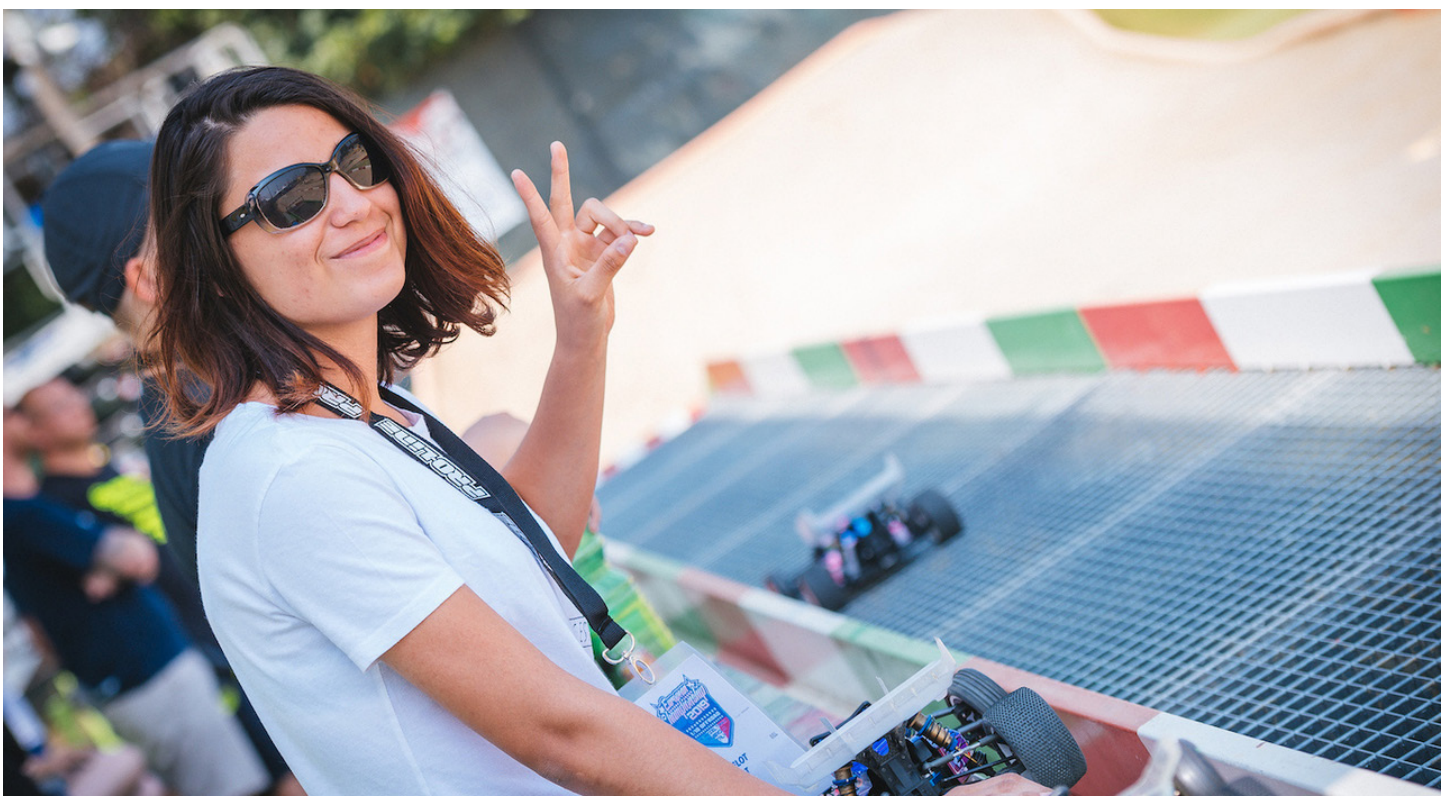
A document with basic guidelines will be released and published in order to provide to the applicant's information about how to be and ambassador, including information about the implications of being an EFRA Ambassador.

### What compensation should we set for EFRA ambassadors?

EFRA is a non-profit organization and economical compensation is not allowed in the Constitution. But EFRA is aware that a kind of compensation could be possible in order to motivate potential EFRA Ambassadors.

These compensations can be based on services and products (videos, promotion, AM agreement), based in to cover expenses (under justification) or based on the National Federation support (special agreement with National Federations). Any compensation must be subject to EFRA's spending capacity on this sub-project and approved by the EFRA procedures.

Finally, EFRA and the EFRA ambassador should bear in mind that such a contribution may benefit both equally, as the EFRA ambassador may also benefit from the image that EFRA projects within the RC community.



# **EFRA DEVELOPMENT PLAN**

## **Project 2**

**Leadership in the organization of  
International Events**





## 1. Introduction

To enable and maintain the leadership involved in the organization of international events is a difficult and complicated task that involves numerous logistical resources including people, funds and time, that all need to be developed in this Project.

EFRA pioneered the organization of International RC events in the 70s. EFRA created the standard in model car track layouts, race procedures, safety issues, track selection and human resources when nothing else existed. These standards and procedures still exist today thanks to the success of early EFRA events, and have been adopted by all organizations and federations within Europe and around the world.

However, we must recognize that after almost 50 years, EFRA needs to adapt these standards to generate greater attraction within the RC community. This will be achieved by prioritizing the media coverage as one of the focuses of the event, generating a new image within the tracks in which EFRA events are going to be organized new positions to be covered, improvements in the live time coverage and live streaming, prize ceremony and opening ceremony, election of the candidate tracks and, in general, a thorough review of all EFRA event coverage. All this, of course, should be achieved without detracting from the strategies that have historically led us to success and recognition.

The goal of this Project is to improve the structure of our races, in terms of EFRA's efficiency to manage and coordinate International events with organizers, federations, and manufacturers.

## 2. What do we have now?

At this time, we have strengths and weaknesses that we can divide into different sub projects:

### 2.1 Tracks:

**Strengths:** At the moment, we have rules and check lists that cover the basic aspects of the tracks where EFRA events are held. Our strengths are the track security measures and conforming to the sports regulation standards required to run the event.

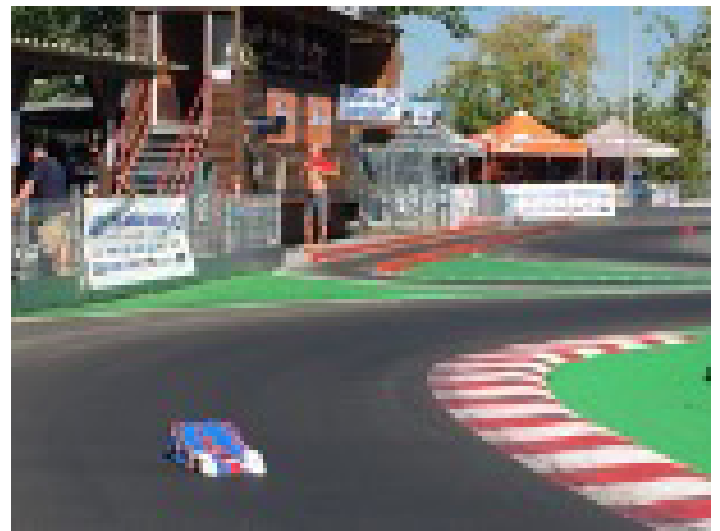
**Weaknesses:** The track decoration, level of media access and overall presentation are left to the organizer and are not controlled by EFRA. We only provide Associate Members with EFRA banners and flags to make the event recognizable to the public,

although sometimes it is scarce and does not fulfil its purpose or is not placed properly.

### 2.2 Staffing at events:

**Strengths:** Currently, EFRA only provides the Section Chairman and EFRA Referee, who have been previously selected.

**Weaknesses:** A high percentage of the staffing resources are delegated to the organizer, so the success of the event often depends on the luck of having sufficient numbers and effective staff. At the moment, EFRA does not have the capacity to provide the main staff team (except in very specific and rare situations). On the other hand, EFRA also does not have the financial or executive capacity to make the other staff positions required more attractive (such as hiring a track Announcer).



### 2.3 Choice of tracks:

**Strengths:** At this time, EFRA has clearly regulated procedures by which tracks are chosen for EFRA Events through the federations. This choice is based on EFRA's confidence in the national federation's proposed track and its ability to carry out the event. The Federation is responsible at all times for this monitoring and control. EFRA also reserves the right to act if any procedure is not in accordance with the rules.

**Weaknesses:** In many occasions, the track is chosen without a qualitative base because the federations present at the AGM (sometimes in small numbers) vote with tactical criteria and/or proximity. Currently, in some cases, the federations do not exercise exhaustive control of the proposed track and this can cause a gap in standards. There is also a significant difference between "professional" tracks and "club" tracks, which means a difference in concept. While

the professional tracks behave like businesses, the tracks organized by clubs without any profit motivation have different and diametrically opposed needs that have to be met.

#### 2.4 Opening and Prize Ceremonies:

**Strengths:** EFRA, have the OPENING CEREMONY and the PRIZE ceremony registered in our procedures and rules. The current concept echoes the opening ceremonies of the Olympics, where the countries parade one by one with their flag and uniform around the track and convene to hear different speeches by the organizer and for EFRA to officially open the event. This has been a well-received and integral part of the event by many of the long-time EFRA participants.

**Weaknesses:** The view of the opening ceremony is changing, many now consider it a 'burden' and 'old fashioned' by many of the drivers. With regards to the PRIZE ceremony, it is performed after the technical inspection and after the legal protest time has passed. This generates a considerable delay which struggles to hold the attention of the general public, who do not wait for the delivery of the trophies and leave the track beforehand, and in turn is not extensively covered by the Media Partner. In addition, the trophy presentation areas are not standardized in European Championship events, with no control by EFRA over these procedures. Finally, the EFRA Medal is an additional award to the trophy given by the organizer, but it could be subject to revision.



#### 2.5 Driver registration:

**Strengths:** Following the latest changes in the registration process, the registration of drivers for EFRA events has been greatly improved. The driver can register directly on the EFRA website and can be kept informed about the status of their registration.

The Federation processes the economic and validity of the registration, tasking the Section Chairman of EFRA with the final approval of the submission. There is potential to tweak the system for improvement.

**Weaknesses:** With regard to the allocation of places, it is the Federations that exercise 100% control of the places and allocations. EFRA does not have any power to assign places, either through direct assignation or through some merit acquired by the driver. This therefore means that EFRA does not consider the "Wild Card", an international invitation to participate in the European event, which could mean we are missing an opportunity to increase our presence in this international event. Finally, because EFRA has no direct contact with the driver before and during the event, all responsibility of this control is left to the Federations (team managers) and the organizer in some cases, creating a lack of consistency of communication standards, resulting in information being lost before reaching drivers and/or interested parties.

#### 2.6 Race formats:

**Strengths:** EFRA determines and implements race formats according to the different sections. Basically, there are two clearly differentiated formats: electric cars and IC cars. For the most part, these are in easily digestible 'chunks' of racing entertainment of 5 to 8 minutes, ideal for online video viewing. This makes individual races easy for casual viewers to watch and enjoy.

**Weaknesses:** The race formats have barely altered in the last 30 years, with small exceptions that have been determined by technical car issues or organizational issues of the event (e.g., time, duration, etc.). This area has no visibility for the follower or fan, without input from the media coverage of the event, and is based purely on technical and organizational criteria. There is a wide margin for improvement in this area.

#### 2.7 Sections:

**Strengths:** At this moment, EFRA has a great Sections with a good balance between on road – Off road and IC – EP sections. All of those are well-regulated and they are aware of updates that manufacturers, federations and drivers can provide in order to improve them.

**Weaknesses:** Although all areas of RC cars are well covered, at this moment we don't specifically have a

subclass in any Section which could be considered a starter class (i.e., as Moto3 & Moto2 are compared with MotoGP). This is where most of the important technical matters can be controlled with limited and/or with controlled parts (control tires and so on). Stock class in EP Touring CAR could be considered a "starter class" but this isn't the case. Additionally, at the moment EFRA doesn't have any tie-ins with E-sports in same way other big motorsports and/or other common sports do.

## 2.8 EFRA EVENTS:

**Strengths:** At this time EFRA has clearly defined different events under the "EFRA flag". These are ECs, GPs, and IRs. After the last AGM, these formats have been modified, giving space to WU races and 'promotion' races, which are events that EFRA may consider interesting to be sponsored but without EFRA control.

**Weaknesses:** Although there are sufficient classes of events and ECs remain as the main event of the Class, we cannot ignore that the passing of time has generated a kind of 'collapse' of the race calendar. Also, the creation of RACING SERIES in different classes by private organizations, who have created a successful business model, accompanied by targeted marketing where fun is sold as the main point, have generated 'disenchantment' of the drivers in EFRA events, where the rules, fairness in competition and the technical specifications are the priorities.

## 3. What do we want to achieve?

Our goal in this project is to improve our race structures, in terms of EFRA's efficiency to manage and coordinate international events with organizers, federations, and manufacturers.

More specifically, EFRA wants to increase the number of participants, sponsors and FANS with the goal to promote our sport at a similar level to professional motorsports events around Europe. Finally, another important goal of this project is to be linked closely with Project 1 (Leadership in image and communication in RC Competition in Europe) working collaboratively to combine race structures with media content to attract and retain drivers, FANS and sponsors.

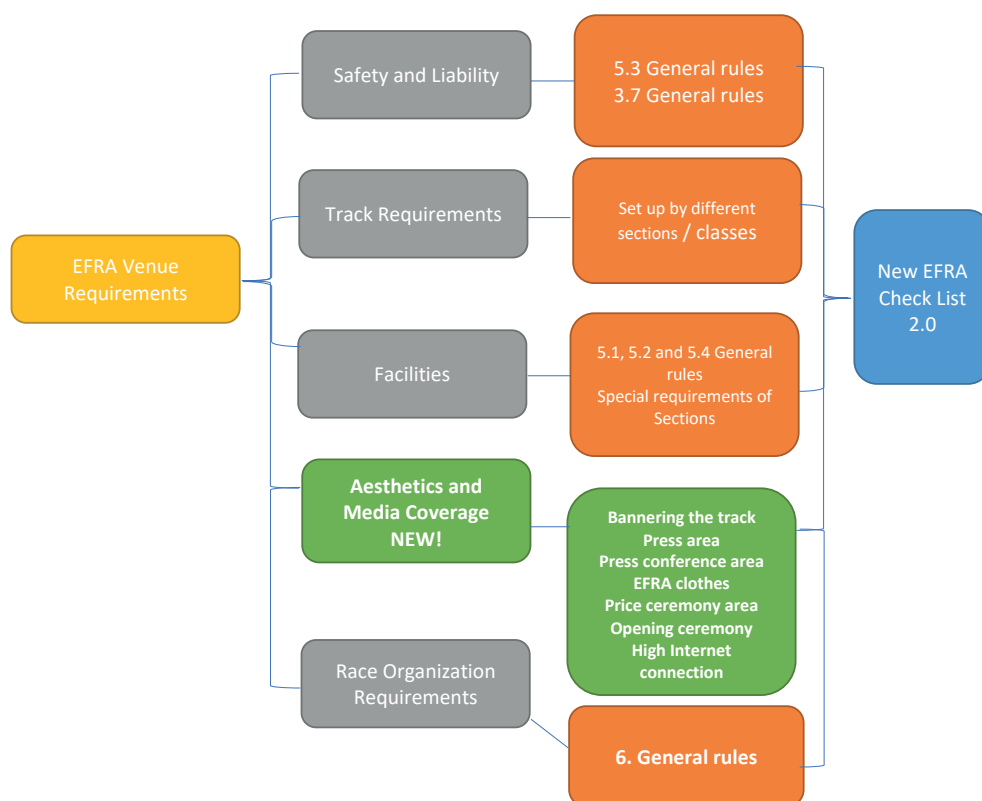
## 4. Sub-projects

### 4.1 Tracks – Venue at EFRA Events.

**Goal:** To create a procedure in order to procure the right track for EFRA Sanctioned Events, covering all relevant aspects of the venue in terms of safety, quality, surface, aesthetics and facilities. In this sub project we are going to cover specific points relating to the venue, without any reference to the staffing resources which will be covered in another sub project.

#### 4.1.1 Development

In order to reach our goal, we have to improve the following areas:



4.1.2 Safety and liability:

Review and improve current rules and procedures.

4.1.3 Track requirements:

Review and improve current rules and procedures.

4.1.4 Facilities:

Review and improve current rules and procedures.

4.1.5 Race organizations requirements:

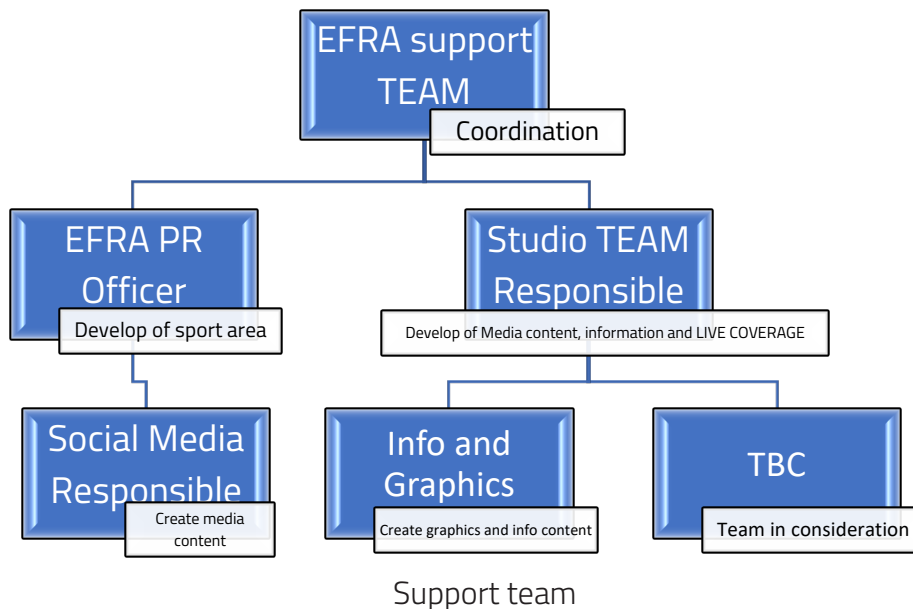
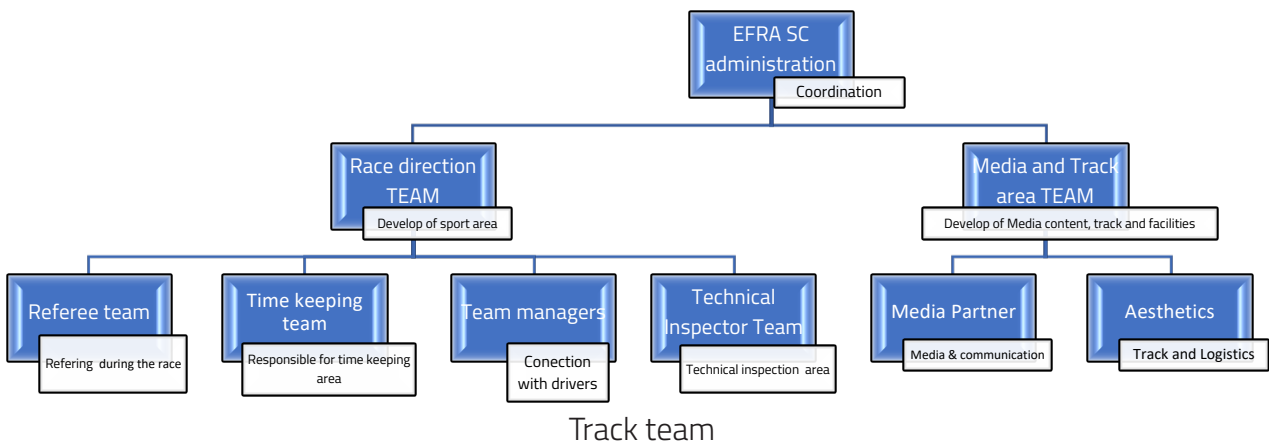
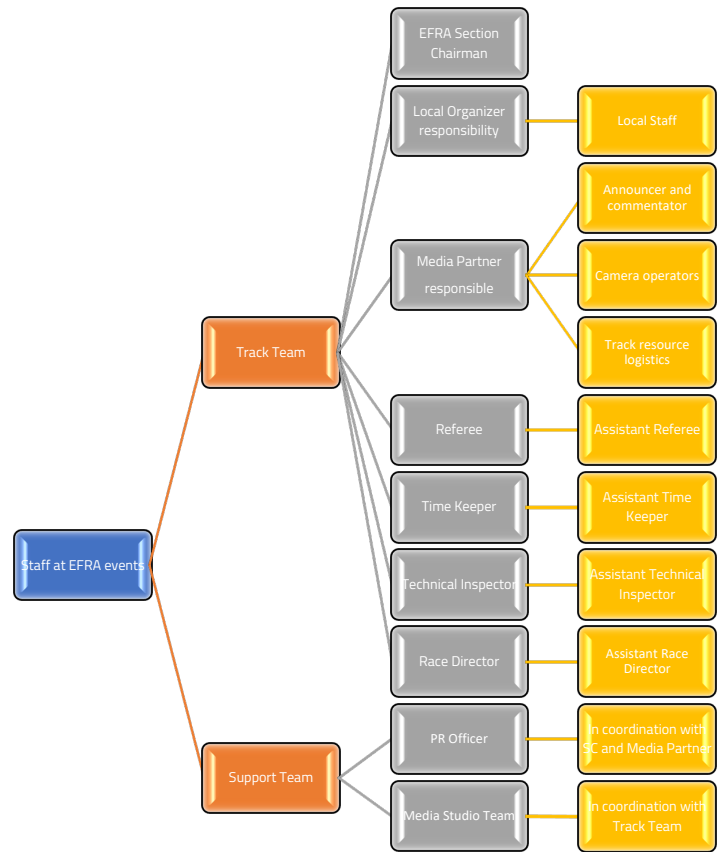
Review and improve current rules and procedures.

4.1.6 Aesthetics and Media Coverage: NEW AREA OF WORK.

4.1.7 New EFRA Check list 2.0.

4.2. Staffing Resources at EFRA sanctioned events

**Goal:** Analyse, identify and coordinate the necessary staff to cover the required standards at EFRA sanctioned events. In this subproject we have to define the process, distribution, responsibility and



areas of liability of the staff present on the track and their interaction and coordination with those not on Track . The team must cover different areas in different places in order to achieve targets proposed by EFRA on the EFRA Official races. Those targets must cover: Sporting Area related with rules - sport procedures and Media Area which is related with all aspects of media, marketing and coverage. The goal of this subproject is also to determine which posts must be covered by professionals or semi-professionally under EFRA contract, which ones must be selected and controlled by EFRA and finally which posts must be covered by the Federations and Organizers.

**Develop:** To make significant progress in this sub-project, we have to understand and identify how many people are required to make the EFRA event successful and which areas must be covered:

In the analysis of this subproject, we must check initially the requirements with the necessary people to develop European Championship races. Following this, we see that there must be two teams: the Track Team in charge of the sporting side the event, and the Studio Team in charge of everything related to the media side of the event.

#### 4.3 Selection of Tracks. How to choose the best venue for an EFRA event.

**Goal:** The goal of this subproject is to establish a new selection process suitable for EFRA venues. Such a process should be based on the success of participation and impact of the race, while maintaining the Federation's role in the selection and providing equal opportunities for all venues.

**Develop:** Considering the evolution of RC, the quality of the tracks, the requirements of EFRA for the success of the events and understanding the demand of drivers and fans, EFRA should establish a venue selection mechanism where EFRA can have a significant say in the choice of venues instead of leaving the whole weight of the choice in the hands of the Federations.

This new choice should consider and be based on the criteria that EFRA (approved by the federations) requires from the venue. To this end, and linking with another sub-project in PROJECT 4, EFRA should create a committee called EFRA VENUE COMMITTEE, where stakeholders with varied interests in the choice of the venue should be present. For example: Representatives of the MEDIA team, Representatives of the Federations, Associated Members, EFRA

and even the possibility to include drivers or senior drivers with experience in the class. Also, the Section Chairman should have a decision-making capacity, based on experience in his section, knowledge of the organisation and other criteria that, in his judgement, may have a bearing on the success of the event.

A possible way to improve this choice could be to weight 100% of the decision-making capacity in different groups:

- xx% based in decision on Federation's vote
- xx% based in the decision of the EFRA VENUE COMMITTEE
- xx% based in the Section Chairman Report

As far as the voting weight of the Federations is concerned, it can be done using the current method or electronically, such as electronic voting or any other formula.

Regarding the main new EFRA VENUE COMMITTEE, this decision should be based on sporting criteria, attraction of new drivers and fans, support of Associated Members and also based on criteria of proximity to airports, accommodation costs and, in general, key aspects based on public criteria based on a check list approved by Federations and EFRA.

As far as the Section Chairman is concerned, they should prepare a report based on their experience as Section Chairman, including aspects more directly related to their experience, contact with drivers and confidence in other aspects that in their view are necessary for the success of the event.

Finally, we must also segment the venues considering two other important aspects: Professional venues, i.e., private tracks with owners who seek the economic benefit of the event and club or amateur venues, generally a non-profit organisation, which aims to reach the highest level of organisation, either because of the motivation of the group or because of the commitment to local corporations.

#### 4.4. Opening and prize ceremonies. How to keep traditions for next generation of drivers.

**Goal:** The aim of this sub-project is the modernisation of the Opening Ceremonies and the Prize Ceremony, keeping both events as an essential part of the EFRA European Championships but making both more attractive for the public and generating attractiveness for broadcasting and media. Also in this subproject we include the idea of Annual Online Prize Giving Ceremony, called EFRA Prize Giving Ceremony 20.. , where all the European Champions in the different

classes can receive their trophy and this event can be broadcast live online.

**Develop:** Opening ceremony: Must be handled by Media Partner at the event.

**Virtual Opening Ceremony.** The idea behind of the Virtual Opening ceremony is to try to keep this tradition inside of EFRA Official races, but using a format where drivers don't feel they are wasting time they could be driving on the track.

Procedure: During free/controlled practice time, Media Partner should take a picture of every single participant on the track with the car, taking the information such as: nationality, car, equipment, results (possibly from House of RC) and, if possible, a brief interview, camera movement or some kind of interesting footage. Then all this footage must be sent to the studio for editing and studio creates a presentation or live video.

In a moment of the live show (that it could be announced), we will introduce LIVE OPENING CEREMONY. Then, the Media Partner will begin the coverage country by country with the presentation with the captured media to show all the participants. At events with a 'home driver' with a good chance to win the race, we can spend more time on their presentation with interview and dedicated video. The presentation could include interviews with organizers, Federations, EFRA staff and even local Government figures using recorded or live videos. This opening show could be approximately 30-45 minutes, where drivers can watch the show after the day racing, they don't lose time waiting on the track and the Opening Ceremony could survive with a modern format.

**Prize ceremony:** Must be handled by Organizer in cooperation with EFRA and Media Partner at the event.

**Prize Ceremony:** The prize ceremony of an EFRA European Championship must be moderated and adapted to a better audiovisual conception, while maintaining the history and tradition of the past. EFRA must maintain the concept of "modern tradition". For this purpose, it is decided to adapt a script which should be managed primarily by the Media Partner of the event, in collaboration with the Section Chairman of each section. The prize ceremony should be divided into the following events:

- *At the end of the race (before the prize ceremony):* At the end of the race, the Section Chairman should

give the Trophy to the European Champion on the podium. The aim of this act is to ensure that the reaction on the podium of the champion driver is as effusive as possible and that this emotion is captured on the live broadcast.

**PRESS CONFERENCE JUST AFTER THE RACE:** The Media Partner should carry out an interview with the Top 3 classified drivers at the end of the race, collecting the opinion of the protagonists and broadcasting it live.



- *Trophy presentation:* This is where the main changes should be made. From the end of the race to the presentation of the trophies on the podium, no more than 15 minutes should elapse, in order to maintain the excitement and connection with the live broadcast. During these 15 minutes, the broadcast should continue with race highlights and/or AM advertising. The technical checks and protest time should be independent events and must run in parallel with the trophy presentation. The technical inspection should continue to do its job as before, checking all the finalist's cars and once the check is completed, subjecting the cars to technical scrutiny by the Team managers with the mandatory 10 minutes protest time. This is because the awarding of trophies should be (and indeed is) a media event and relative to merit on track, with drivers and teams being aware that the car must comply with the technical regulations at all times to be officially crowned European Champion, copying the procedure of real Motorsport.

**Trophies:** EFRA should maintain the medals for the first 3 classified, being considered a trophy/medal for the winning technical team (car, engine, mechanic, etc.). The Nations Cup should be established for all EFRA classes, with a trophy for the 3 best national teams.

After the interview, the trophy ceremony and the live broadcast will be concluded (EFRA official music). In case of any technical incident and/or technical disqualification, the corresponding announcement will be made after the event by means of a press release.

The entire winner's podium environment shall be standardized for all EFRA European Championships, the logistics of which shall be handled by the logistics partner appointed by EFRA for the event.

Annual Award Prize Giving Ceremony: Must be handled by EFRA and Media Partner during no racing period of time (between November and March)

Annual Award Prize Giving Ceremony: Today's audiovisual technology and meeting tools allow us the possibility to evaluate and include, within the EFRA calendar, an EFRA Virtual Awards Ceremony of the season.

This is a totally innovative bet in the RC Community that aims to give more value to the EFRA European Champion trophy if possible and to obtain a media impact of EFRA in the time interval between the end of the season and the beginning of the next one.

Basically, the idea is to copy the virtual Awards Ceremonies seen in real Motorsport, adapting the ceremony to the budgets and resources available. (See attached examples).

The main idea would be to make a live connection with all the EFRA European Champions crowned in the previous season, conducting an interview with each of them and marking a script by the Media Partner with videos, highlights, comments of the corresponding event, etc, with all the footage obtained from the coverage of the events during the year. The ceremony would have a duration between 45 – 75 minutes, where EFRA representatives, Federations and referees could have their coverage, to put in value all the work done by volunteers in these events.

The Award Ceremony would be directed and hosted

by the media partner and would take place between November and March.

The cost of the event would be dependent on the work of the Media Partner and could be financed by the AMs directly (advertisement for the event) or indirectly (annual AM fee).

#### 4.5. Driver registration: How to improve registration in EFRA events

**Goal:** The goal of this subproject is to improve and facilitate the registration process for drivers entering EFRA International events. Another objective is to maintain and improve the "driver experience" from the time that driver registers for a race, generating motivation and developing a link from that moment onwards to keep up to date with news and possible events before the race. Finally, another final goal is to obtain the right information from EFRA race participants for the monitoring of future EFRA activities.

**Develop:** In the development of this project EFRA has the possibility to work in 2 directions:

1. Develop our own mobile application, developing its own standards and interests with federations, organizers and drivers
2. To make agreements with third parties to jointly develop an already established tool or to adapt the tool itself to EFRA's needs.

For the first option, EFRA could develop a project with a software development company, where objectives, budgets and development phases of the mobile PPP should be clearly established.

Regarding the second option, it could be an option that would allow EFRA to make agreements to obtain the required results with already developed and established tools, regardless of the possible implications at the business level.

In any case, during the year to develop this sub-project, EFRA will have to decide initially which of the 2 ways is the most successful to develop, and prepare a document in parallel with the development in either case.

#### Remarks:

- Cooperation with House of RC as third party could be an option to work in the develop of EFRA registration?
- Drivers registration process - Improvements
- WhatsApp for Team managers and drivers. Other instant messages during the race.

- EFRA APP (Apple & Android) with information for drivers – Jackie
- Automatically generated registration emails (like online shopping emails): confirmation, rules downloads, travel info, any updates, anticipatory build-up (i.e., weekly leading up to event) - Frank

#### 4.6. Race formats: News formats to adapt EFRA events to new era

##### Remarks:

- Improve qualification system in each class. Engaging media coverage
- Try to collate the common rules in sections (point system, length of heats, number of drivers)
- Can we engage social media in race formats (Formula E way)?

#### 4.7. EFRA Classes: How to improve and organize EFRA classes.

**Goal:** To adapt the different classes to the current reality of international RC competition. To create in the existing classes, in agreement with manufacturers and federations, sub-classifications that are intended to be used as stepping stones or intermediate categories for drivers. These categories would take the drivers from their beginnings to the top levels of competition, adapting the complexity of the rules and the technical aspects of the cars to the competitive level of each situation. To use the different existing classes to promote Radio Control as Motorsport according to the particular characteristics of the same.

##### Remarks:

- We have to discuss point of view to use classes to develop drivers in different levels of skills. Case of success: Moto 3, Moto 2, Moto GP. All 3 three have a hard competition and they will become a World Champion but Moto 3 is first step from National Competitions, Rookies Cup or Talent

cups , Moto 2 try to adapt drivers to the future Moto GP (electronics, speed,) but Moto 2 still strict regulations with engines (same for every motorbike), ECU's and mechanical parts. And Moto GP is the pinnacle Of motorbike. Then, we have Superbike for retired Moto GP riders with more open rules.... To think about it

- Classes and subclasses. Can we use them as B classes? We need manufactures involved on that.

#### 4.8. Definitions of EFRA race types: ECs, GPs, Warm ups, Promotional races - How to create a good calendar under the EFRA umbrella with every big race included on it.

Future collaborations between different series and international races. Future structures and planning options must be considered. Also, we cannot ignore the impact of alternative series from private organizations (ENS, ETS, MASTER OF FOAM, RCGP, etc.). Collaborations with these organizations could be considered in order to build relationships and achieve synergies between organizations that could benefit EFRA in the future. Finally, and after the last modification of the Handbook to create "promotional race" events, sponsoring these popular races around Europe could be an opportunity to make EFRA and its work known at the first level of competition and be seen as an alternative for the drivers.

**Goal:** To find ways of cooperation for the benefit of RC community, creating synergies between different races, private organizations and series under same calendar. To create a good classification of races where EFRA could be the umbrella to all of them, keeping EFRA European Championship as major races of the year.

**Develop:** Attached introduction of the future Definition of EFRA races.





# EFRA DEVELOPMENT PLAN

## Project 3

To improve EFRA income  
by 30% by 2024



## 1. Introduction

EFRA is a federation and, as such, is a non-profit entity. With this principle enshrined in our constitution, we must approach this Project. This means that our initial goal is not (and should not be) to increase income for potential profit. Any goal proposed in this project must be used for 3 main points:

1. To make the Development Plan sustainable due to a possible and potential increase in expenses
  2. To promote RC in the areas proposed in the Development Plan
  3. To help the National Federations promote the Development Plan at National and Local levels through promotion and support measures
- To get a successful Development Plan which consists of achievable goals that we propose and to implement all improvements that we want to get, EFRA will need economic resources to accomplish these goals.

This document will cover how to improve EFRA income by exploring the following points:

- Improving the current method of generating income
- Exploring new resources
- Reducing inefficiency and redundant costs

By bringing in extra income and reducing outgoings, EFRA will then be able to:

- Invest in new sub-projects of the Development Plan to promote RC as a whole
- Procure new necessary equipment to improve EFRA events
- Ensure the long-term success of the Development Plan

## 2. What do we have now?

In the economic structure of EFRA, the Federation has concentrated its income in 4 main areas:

1. Race fees divided between drivers, racetracks and IFMAR
2. Product homologation fees
3. Annual fees paid by the Federations for being members of EFRA
4. Income from Associate Members which are the RC Industry that support with an annual fee based on a collaboration & sponsorship with EFRA.

One point to note is that the Associate Members have certain benefits in the homologation of products and controlled products, which makes this link economically interesting for them. On

the expenses side, EFRA conducted much work to reduce its structure and inefficiencies in the last several years, therefore no in-depth review is required, except to analyse possible expenses outside the future line of work.

Below is a table showing EFRA's Income and Expenses structure over the last 12 years. Please note that like many organisations, figures for 2020 are quite anomalous compared to a normal year. With regard to the capital that EFRA has in its balance sheets, it should be noted that, due to excellent work in the economic management of the Federation in recent years, EFRA enjoys a very healthy positive balance sheet.

There are no current liabilities beyond the payments pending at year-end and no non-current liabilities in its balance sheet. Regarding current assets, there is cash sufficient for unforeseen events such as, for example, the last 2 years of the COVID19 pandemic. Regarding non-current assets, these are composed of test/verification instruments and computers. It is not noteworthy in the balance sheet because almost all of them are depreciated.

The balance sheet for the last 10 years is shown in the tables at the top of the next page.

## 3. What do we want to achieve?

With this situation of financial health, it is difficult to set a goal for improvement. And above all to ask the question: Why do we want to improve this balance sheet? Well, as we explained in the introduction, EFRA is developing a plan that will require expenses outside the current budgets and balance sheets. And these expenses, which will have to be made according to the sub-projects selected in the different years, must be sustainable in the structure of Income and Expenses that will occur in the next 3 years without, in any case, affecting the current balance sheet of the Federation.

A Development Plan without the necessary economic planning could produce operating losses in the financial years, which would lead to a deterioration of the balance sheet and, consequently, a deterioration of EFRA's financial health. It would be counterproductive to work on a Development Plan at the risk of the Federation itself. *EFRA has therefore set a goal of a 30% increase in income by 2024 to accommodate the future expenses that the development plan could generate. This is to achieve the goal of maintaining the financial health of the Federation achieved over the last 10 years.*

## Balance Sheet

	30.09.2010	30.09.2011	30.09.2012	30.09.2013	30.09.2014	30.09.2015	30.09.2016	30.09.2017	30.09.2018	30.09.2019	30.09.2020
Capital 30.09.2009											
Capital 30.09.2010	242 935,41										
Capital 30.09.2011		226978,1									
Capital 30.09.2012			220 141,45								
Capital 30.09.2013				214 818,81							
Capital 30.09.2014					196 750,94						
Capital 30.09.2015						172 109,40					
Capital 30.09.2016							163 297,82				
Capital 30.09.2017								171 489,43			
Capital 30.09.2018									181 152,61		
Capital 30.09.2019										175 747,98	
Capital 30.09.2020											185 390,20
Earns (+) / Loss (-)	14 851,06	-15957,31	-6 836,65	-5 322,64	-18 067,87	-24 641,54	-8 811,58	8 191,61	9 663,18	-5 404,63	9 642,22

Accounts	§	Balance 30.09.2011 EUR	Balance 30.09.2012 EUR	Balance 30.09.2013 EUR	Balance 30.09.2014 EUR	Balance 30.09.2015 EUR	Balance 30.09.2016 EUR	Balance 30.09.2017 EUR	Balance 30.09.2018 EUR	Balance 30.09.2019 EUR	Balance 30.09.2020 EUR	30.09.2020 Currency
1000	Cash		468,00	468,00	688,00	688,00	688,00	688,00	688,00	688,00	688,00	
1020	SHB EUR Account		174 164,78	197 442,75	169 659,13	123 869,49	121 600,52	153 143,76	134 936,13	132 650,03	148 190,02	
1030	SHB USD Account	8 019,11	24 327,68	7 962,39	9 749,95	15 476,78	5 839,03	16 589,13	286,96	5 290,36	7 701,79	8 398,90
1040	SHB SEK Account	84,5	1 993,32	14 500,45	10 027,39	4 869,97	906,71	634,03	412,17	217,51	60,14	629,75
1050	Paypal efra.ws EUR		500,00	738,00	858,21	2 054,89	3 626,53	5 969,55	7 108,69	9 121,09	10 085,40	
1051	Paypal efra.ws USD			1 238,03	1 238,03	1 238,03	1 433,28	1 901,60	1 901,60	2 061,19	2 061,19	2247,75
1052	Paypal efra.ws SEK									106,98	12,10	126,65
	<b>Total Assets - Cash</b>	<b>8 103,61</b>	<b>201453,78</b>	<b>222 349,62</b>	<b>192 220,71</b>	<b>148 197,16</b>	<b>134 094,07</b>	<b>178 926,07</b>	<b>145 333,55</b>	<b>150 135,16</b>	<b>168 798,64</b>	
	<b>Short termed debit position</b>											
1120	Debits EUR	10 086,00	20 035,00	5 115,50	5 065,00	13 050,82	21 135,00	12 125,00	31 997,00	62 642,50	18891,56	
1030	Debits USD	8 174,54	4 553,62	1 624,77	855,14	11 207,62	12 746,25	2 675,48	93,06			
1140	Transitory Actives EUR	15 250,00	15 000,00		3 000,00	15 600,00	7 697,00		-1 473,90	-13 582,00	0,00	
1150	Transitory Actives USD				8 722,43				6 260,40			
	<b>Total Assets</b>	<b>33 510,54</b>	<b>39 588,62</b>	<b>6 740,27</b>	<b>17 642,57</b>	<b>39 858,44</b>	<b>41 578,25</b>	<b>14 800,48</b>	<b>36 876,56</b>	<b>49 060,50</b>	<b>-</b>	
	<b>Sum of Assets</b>	<b>41 614,15</b>	<b>241 042,40</b>	<b>229 089,89</b>	<b>209 863,28</b>	<b>188 055,60</b>	<b>175 672,32</b>	<b>193 726,55</b>	<b>182 210,11</b>	<b>199 195,66</b>	<b>168 798,64</b>	
	<b>Liabilities</b>											
	<b>Outside Capital</b>											
2020	Credits EUR	-13 000,00	-8 419,79	-7 518,53	-6 943,42	-7 121,32	-2 492,50	-2 219,00		-23 447,68	-2 300,00	
2030	Credits USD	-1 194,35	-42,76	-6 752,55	-1 710,28			-11 336,40	-1 057,50			
2040	Transitory Passives EUR				-525,00		-9 882,00	-190,00				
2050	Transitory Passives USD		-12 438,40		-3 933,64	-8 824,88		-8 491,72				
	<b>Total Outside Capital</b>	<b>-14 194,35</b>	<b>-20 900,95</b>	<b>-14 271,08</b>	<b>-13 112,34</b>	<b>-15 946,20</b>	<b>-12 374,50</b>	<b>-22 237,12</b>	<b>-1 057,50</b>	<b>-23 447,68</b>	<b>-2 300,00</b>	
	<b>Own Capital</b>											
1100	EFRA Capital	-226 978,10	-220 141,45	-214 818,81	-196 750,94	-172 109,40	-163 297,82	-171 489,43	-181 152,61	-175 747,98	-185 390,20	
	<b>Sum of Own Capital</b>	<b>-226 978,10</b>	<b>-220 141,45</b>	<b>-214 818,81</b>	<b>-196 750,94</b>	<b>-172 109,40</b>	<b>-163 297,82</b>	<b>-171 489,43</b>	<b>-181 152,61</b>	<b>-175 747,98</b>	<b>-185 390,20</b>	
	<b>Sum of Liabilities</b>	<b>-241 172,45</b>	<b>-241 042,40</b>	<b>-229 089,89</b>	<b>-209 863,28</b>	<b>-188 055,60</b>	<b>-175 672,32</b>	<b>-193 726,55</b>	<b>-182 210,11</b>	<b>-199 195,66</b>	<b>-187 690,20</b>	

Given that the increase is substantial, a progressive increase in income is planned at a rate of 10% per annum each year. It should be noted that this project is vital to the development of the plan. In other words, if the goal of increased income proposed in the plan cannot be achieved, the projects in the different sections will be adapted so that the financial viability of the Federation is not compromised in any case.

## 4. Sub-projects

### 4.1 Associate Members. Our new Partners in a new era

**Goal:** The goal of this sub-project is to increase income through the creation of a new line of partnership and sponsorship under the EFRA Associated Members structure.

**Develop:** The development work of this project is to be carried out by creating a new structure of Associate Members. In this new structure, work should be done in 3 main areas:

1. maintaining the current structure for companies that want to continue as before because they are satisfied with the current system,
2. creating a higher level Associate Member structure in order to meet the expectations of larger companies that want a higher level of promotion and services
3. working on a lower level of Associate Membership, so that this partnership can be accessible to smaller companies, thus breaking down the entry barriers for these companies and giving them access to an international level of promotion.

Also, to be considered in this structure is the development of a specific level of membership for Controlled Product Associate Members, as their motivations and the services that EFRA can offer may be different from those of the other groups.

Finally, we must leave the door open for a possible future lead sponsor to be recruited from within or even outside the RC industry that could complement the current Member Partner structure or be the

subject of a specific agreement separate to this new structure.

A table has been created as an initial point of work to be agreed upon in order to make the corresponding changes very clear.

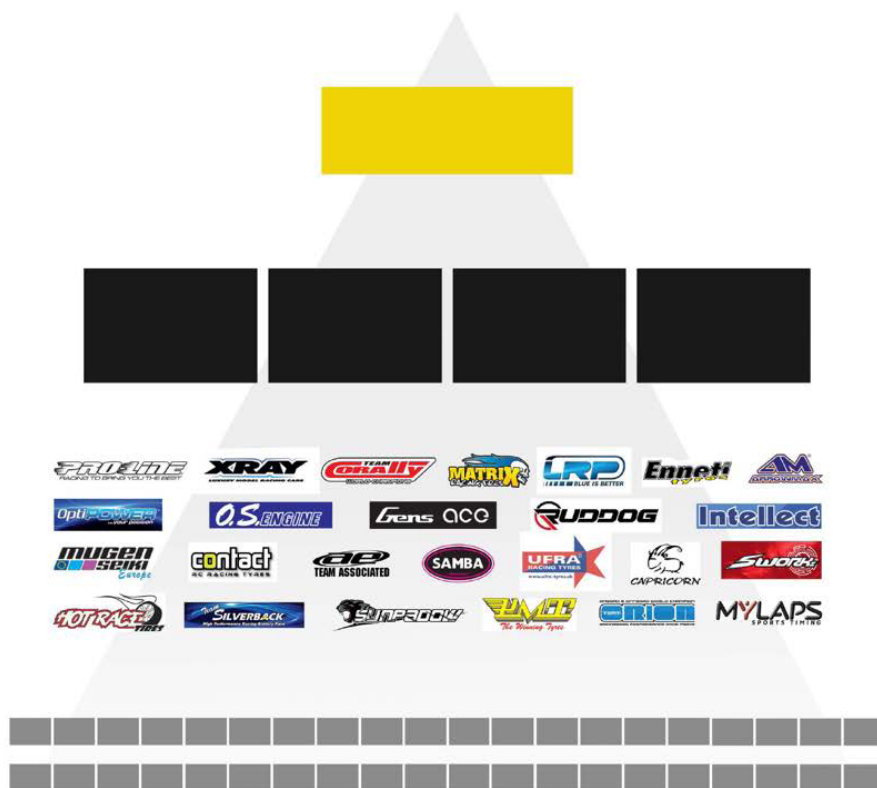
## PACKAGE

**Event Title Sponsor:**  
 €3,000 Per Event.  
 (€1,800 upgrade price per event for a Gold Partner)  
 1 Available per event

**Gold Partner:**  
 €4,250 Per Year.  
 Same basic package we have now with added media exposure  
 4 Available per year

**Official Partner:**  
 €1000 Per Year.  
 Same basic package we have now  
 Unlimited Available

**Official Supporter:**  
 €250 Per Year.  
 Free for associate partners like House of RC, RCGP.  
 \*Perfect for small brands and hobby shops  
 (No homologation included)  
 Unlimited Available



## BENEFITS

**Event Title Sponsor gets:**  
 - Naming rights to the event  
 - Full screen animated logo in all video & livestream around the event  
 - additional adverts & features during livestreams

**Gold Partner gets:**  
 - Larger branding on physical and online banners  
 - On screen logo for all EFRA livestreams  
 - Adverts during livestreams  
 - Watermark free video & photos from all events  
 - 1-1 support from EFRA Media Partner

**Official Partner gets:**  
 Same basic benefits they have now

**Official Supporter gets:**  
 - Gray logo on AM banners  
 - Permission to use Official EFRA Supporter logo / badge in their own branding

## 4.2 PPV system for an EFRA live events

**Goal:** The goal in this project is to make live coverage of EFRA events financially sustainable by creating a PPV system in order to increase coverage income over the next 3 years.

**Develop:** For the development of this subproject it is necessary to create a roadmap, taking into account which system we want to adopt in this type of coverage (i.e., freemium system, PPV system per web, etc.), which parts of the coverage should be free as promotion of the RC (using advertising as a means of financing and the premium system without advertising), which parts can be included as payment for fans who want to enjoy more content and, ultimately, another series of variables that should be included in the project. In any case, one of the key points of this sub-project, which is reflected in the goal of the project, is that the PPV funding will be used to contribute to the growth of the sport, not to generate income for the Federation's own benefit. Some points to consider for the full development of the subproject:

Other broadcasters provide a free basic stream for all with some adverts and then a premium experience for the superfans that pay.

We agreed the basic principle that watching Euros should be free to all but those who wanted to pay could get something extra.

The term "Freemium" was used to describe the above point. But that also we should make clear that those who pay are contributing to growing the sport - not just generating revenue for our own profit

We also discussed the YouTube paid fans feature as an option for watching qualifying etc...

We believe that super fans want more in-depth discussion and technical details... not necessarily the flashy impressive stuff. That is more for newcomers. Also paying fans should be able to interact in a special way.

Low prices should be aimed for, around 25€- 30€ per year.

It was also suggested that Twitch has a good set up for PPV.

PPV was stated as a great way to understand what people want. If they don't like, they won't pay...

### 4.3 Rights

**Goal:** The goal of this subproject is to obtain income from image rights associated with EFRA brands from the sales of products/services.

**Develop:** In the development of this sub-project we must have a Working Group including experts who can indicate to EFRA the process to be followed. It should also have additional planning that will be developed in this working group and should be agreed upon when EFRA's conditions are suitable for such a project.

Basically, we should consider the income from the sale of rights in 2 main groups: Products and Services.

**Products:** This includes any EFRA licensed product that is susceptible to obtain an economic return, such as T-shirts, mugs, pens, etc... But we also must consider licensed products for technical inspection, such as check tables, Nitromax, gauges, scales and any material for technical inspection as they are very interesting products for organizers, National Federations and even drivers. For this type of sale of rights, a possible solution is to transfer the rights to third parties, mainly retail sales companies specializing online sales products or sales directly to racetracks, who are responsible for the manufacture and sale of the product, leaving EFRA a fixed income per agreement / product.

**Services:** We can consider image rights, live streaming at events, rights for organizing races/championships as well as their associated image rights and any other service that EFRA can provide to a third party and that can be traded.

### Discussion Points:

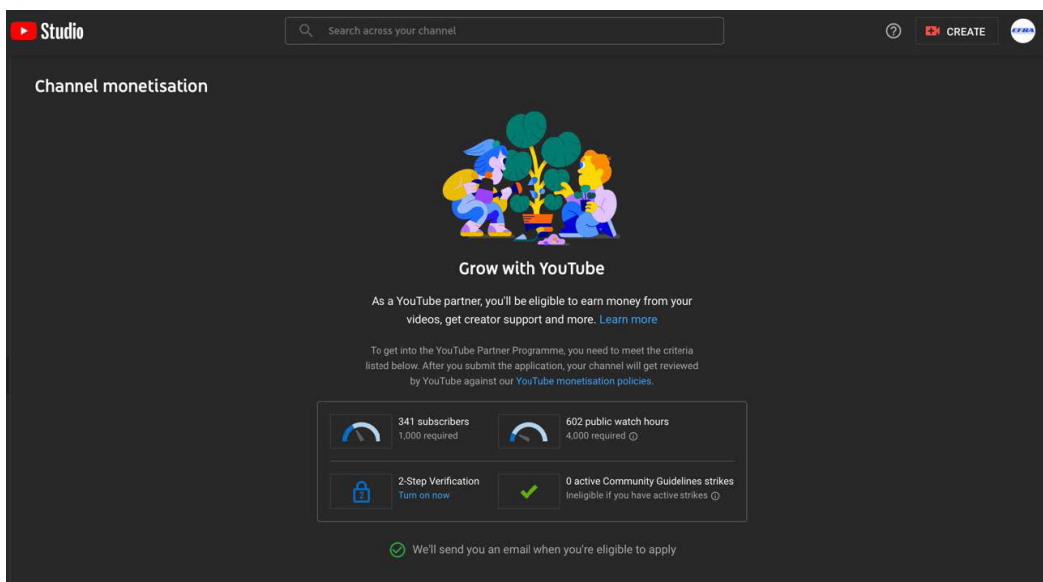
- It could be possible to create a good product to be able to talk about sell rights?
- Which rights are able to sell? Image? TV? Rights to make races.
- Could be in the future in the position to sell our rights to some external companies to make the EFRA races for us? i.e. DORNA – FIM in motorbike & F1 – FIA in Motorsport cars.
- Rights in products. Sell rights for products that external companies could sell (T-shirt, caps, cups...) and technical inspection products. Externalization of rights.

### 4.4 Social Media income

**Goal:** The goal of this project is to obtain incomes produced by the viewers and users within the social networks.

**Develop:** As with other sub-projects, we must have a work team together with a panel of professionals to guide EFRA in achieving the goals of income set during the development of the project. The different social networks with the possibility of potential income should be considered, as well as the requirements for obtaining income from the activity in social networks.

At the time of writing this project, we consider the following networks to be potentially interesting for the consideration of obtaining income: YouTube, Facebook, Instagram and Twitch.tv. Each social network has certain minimum requirements for accessing the payment system and it will be up to this working group to analyse the viability of these requirements and how to achieve them.



Source: EFRA YouTube Channel



**EFRA**

Last estimated on 18 September 2021 – updated daily

You meet the criteria to apply for these monetisation tools. Complete the setup tasks for the tools that you're interested in using to submit your Pages for review.



**Instant Articles**

Monetise your articles with this fast-loading native format preferred by readers.

Set Up



**Paid online events**

Earn money by hosting events online that guests can pay to attend.

Set Up



**Brand Collabs Manager**

Earn money from paid partnerships with brands that want to collaborate on creating and sharing content with your audience.

Included

Set up with another tool

Your Pages will be reviewed to make sure that they meet our monetisation policies. You will receive an update by email and on this page informing you of the next steps when the review is complete.

**Other monetisation tools**

You have not met the eligibility requirements for In-stream ads for on-demand, Fan subscriptions, Stars and In-stream ads for Live.

Source: EFRA Facebook Page

### 4.5 Homologation, Entry Fees and Membership Fee

**Goal:** To increase the current ways of income by 30% in the same line as proposed in the general project 3. This sub-project concerns the following incomes: homologated products, Race fees (drivers and organizers) and Membership fees.

**Develop:** The development of this project should be carried out by analysing EFRA's 3 current income groups and studying through the designated working group how to increase their performance to the proposed 30%. As a general guide, we attach the possible lines of work in the different groups:

- **Homologated products:** Work should be done on the current homologation lines (engines, batteries, bodies, exhausts and air filters) as well as studying new products to be homologated for the mechanical and competitive equality in EFRA races.



The increase of the fee paid by the RC company for the homologation of the product is a possibility to be considered, but it must be coupled with added value to the homologated product.

- **Racing fees (drivers and organisers):** These are the fees paid by race organisers and competitors to participate. This line of income is quite sensitive because it directly affects the racers participating in the event as well as the racetrack organisers, who partner with EFRA for each event. To manage these stakeholders, a discussion should be opened regarding the percentages that EFRA has defined for the distribution of the income derived from the drivers' racing rights (currently before 90%), in order to be able to provide more services to the events. EFRA should also consider a specific support programme to differentiate between professional organisers and non-profit organisers (such as those working for national RC federations or associations). Furthermore, work should be done to increase the number of drivers attending our events, which is a source of income as well as a demonstration of the potential success of EFRA events. In regards to fees paid by the organiser, perhaps, in the new distribution of income from race fees, we can consider the possibility of eliminating this income in order to establish a fee for the organisation of the event depending on the type of racetrack organising the event, or in another possible scenario, a fee paid to the organiser as a rental fee directly by the National Federation.

- **Membership fee:** This is the fee paid by the Federations for belonging to EFRA. This fee should be reviewed in the same proportion as EFRA provides added value to the Federations based on the promotion of CR in the member countries, and income from any training programmes. In short, there must be a plausible return for the federation to justify an increase of this fee to be possible and acceptable to EFRA member Federations.



# EFRA DEVELOPMENT PLAN

## Project 4

### Internal Structures



## 1. Introduction

EFRA is a democratic organisation. Its membership base is made up by National Federations, which represent the drivers, clubs and organizers who, together with the RC industry, form our large community across Europe. The National Federations elect on a multi-year basis the people who will take care of EFRA, look after its legacy, manage the finances, take care of the day-to-day running of the Federation, and think about the future. This is the basis of our organisation and the heart of our decisions.

However, we must, without losing the basis of our democratic culture, update our processes and move with the times to improve our efficiency to adjust and make the federation more flexible. Our members are largely volunteers, therefore improving the ease and speed of decisions and response within the day-to-day relationship with members would improve relations with all who communicate with and within the Federation. The cooperation and communication between the EFRA Board and the Federations Members must be adapted to the current means of communication, as well as strengthening the relationship with the RC Industry so that it can provide trust between the working teams that will be formed in the future. This may require a revision of the EFRA constitution, rules and procedures in a deep way.

On the other hand, EFRA must establish its constitution in an Official register which, like the work done by IFMAR in recent years, will consolidate the Federation as the Official Governing Body of Radio Control Motorsport in Europe. Finally, there is a very important point that EFRA and its federation members must consider in co-operation with IFMAR: **how to be recognised by the international community as a sport** and how this recognition should help Radio Controlled Cars to be included and taken into account by the International Sporting Bodies, which will provide the RC community with international legitimacy in choosing its future and autonomy in making its present and future decisions. Therefore, we need to dedicate a entire project to this matter: we need to improve our internal structures.

## 2. What do we have now?

At present, we are an organisation with a very solid structure in terms of procedures and rules. Many of these have been adopted by the RC community for the organisation of races at local, national and even

private race organizers. Thus, EFRA has a strong regulatory framework. Likewise, its decision-making scope is rigidly defined by the related regulations, giving all decision-making power to the Federations once a year through the General Assembly (AGM). Any decision must be proposed by the EFRA Board or Executive, by the federations and by the Associate Members with the final decision being approved by the required majorities. This is linked to any area of the Federation, from a constitution change to the choice of a racetrack for the organisation of an event or even a change in the technical rules of a modality. While this is a prime example of democratic culture, it can also easily generate a series of inefficient processes and procedures, simply because the range and breadth of decisions is too wide to be taken by representatives of the Member Federations and even by members of the EFRA executive.

On the other hand, forms of communication have evolved over the last 48 years. From letters, faxes and phone calls to the present day, where the official model of communication between the EFRA Executive and the Federations is email. However, EFRA recognizes that even email in many cases can now be considered an obsolete model of communication. In current times, organisations large and small have easy access to modern methods of communications and document sharing:

- instant messaging models such as WhatsApp & Telegram
- cloud document sharing, editing and storage
- custom mobile & tablet applications
- a variety of other B2B and B2C real-time communications

Finally, EFRA is based as an organisation in Sweden, but its constitution as an organisation gives it a diffuse scope that must be reviewed to legitimize its presence as a RC governance organisation in Europe.

## 3. What do we want to achieve?

EFRA should aim and set itself the goals of improving and adapting the points discussed above. The goals in this project are:

1. To update the methods of communication between EFRA, National Federations, Associate Members and the RC community from the current standard (postal mail) to modern communication structures (instant messaging, own APP and documents in the cloud).
2. The creation of Standing Commissions and Work Committees including experts in the different areas concerned, Federations, EFRA Executive



and RC industry. This would ensure that all future decisions are based on consensus and that decisions are binding on the governing bodies of the federation. Likewise, the member federations should possess the right to make decisions affecting their own constitutions and governing bodies, so that as founding members, decisions concerning important issues remain in their hands.

3. To consolidate EFRA as a EUROPEAN RADIO CONTROL CAR FEDERATION by making its constitution official before international bodies. This follows the IFMAR example and achieves, in co-operation with IFMAR and the International Community, the recognition of Radio Controlled Motorsport as a sport, so it is included within the international sporting and legislative sphere.

## 4. Sub-projects

### 4.1 Internal communications and meetings

**Goal:** To improve internal communication and meetings using the current tools with the aim to easily get information on time. We must analyse and decide on new ways of communication that EFRA should establish with the different stakeholders, mainly Member Federations, Associated Members and other organisations. At the same time, this subproject should address and decide on the organisation of official meetings that EFRA should hold both on the legal and official level as well as on the non-official level as working meetings.

**Develop:** The development of this subproject should be done by working in 2 areas: communication and meetings.

**Communication:** development of own applications, deciding the activation of groups in instant messaging applications considered by the working group for fast and efficient communication. Ways to share files and files in the cloud. And finally, making the email the official communication for specific related topics.

**Meetings:** The working group should decide on the organisational future of the various EFRA meetings. Annual General Meeting (AGM), regular Board Meetings, Committee Meetings, Commission Meetings, and any other Meetings necessary to further the planning of the Federation.

### 4.2 Working groups and Commissions

**Goal:** The creation in EFRA of the concept of Commissions or Working Groups for decision making in different areas where work must be done to resolve a technical, regulatory or any other type of

issue. These committees should be regulated under EFRA rules and their decisions should be binding at the EFRA Annual General Meeting.

**Develop:** In the professional business world, working groups called "commissions" are a highly productive way to complete tasks, and EFRA must explore this. Commissions are defined as: a group of persons directed to perform some duty, to focus and to develop specific areas with a goal with a clear "start and finish". This means and EFRA commission would examine topics such as major events in Europe, new fuel or tyre regulations, insurance requirements, data privacy and other in-depth topics.

For the development of this project, EFRA should set up a working group to address how commissions should be added to the official Rulebook, including:

- how commissions should be formed
- which persons should form the commission?
- how meetings are stipulated
- how the conditions for the beginning and end of the committee are established
- how the linking of decisions to EFRA regulations is articulated.

### 4.3 Committees

**Goal:** The creation in EFRA of the concept of Committees as permanent Working Groups to discuss structural issues of the Federation, disciplinary issues, or developments for future action. These committees should be regulated under EFRA rules and their decisions should be binding at the EFRA Annual General Meeting. Also, Committees can be considered as committees of experts or former EFRA members where they can meet for advisory but non-binding purposes to help the Federation to make the right decisions.

**Develop:** Committees allow us to have a fixed group of people inside EFRA who are in charge of important areas of concern to EFRA. These Committees must be formed by persons with authority in the area where Committees are empowered, and they have to involve everything around the subject. Their decisions must be binding in the area of decision of this committee. Also, consultant committees must be considered, not as binding decisions, but with the aim to help current board members to take right decisions.

For the development of this project, EFRA should set up a working group to address how committees should be added to the official Rulebook, including:

- how committees should be formed
- which persons should form the committee?

- how meetings are stipulated
- how the conditions for the beginning and end of the committee are established,
- and how the linking of decisions to EFRA regulations is articulated.

EFRA must consider a variety of committees, including:

- Disciplinary Committee
- Legal Committee
- EFRA Expert Advisory Committee (former members)
- Technical Committee
- Referee committees
- Other committees that may be suggested
- Media Committee

#### 4.4 EFRA constitution

**Goal:** Consolidate and register the EFRA constitution at the European level.

**Develop:** Although at this time EFRA has its Constitution clearly defined in the EFRA Handbook, EFRA must improve several areas like where EFRA is constituted and registered, by what kind of law are governed, taxes, economic and other implications. It is imperative to fix this issue, to assure that EFRA remains the official government body in Europe of RC Cars in the future.

The development of this project should be carried out by a working group. Its mission should be to establish and register the constitution of EFRA in a European country with a recognised legislation for international associations for a solid legal basis. This working group should also accommodate the various constitutional changes that need to be updated at the level of the Federation:

- international recognition
- committees
- commissions
- election of its executive members
- virtual meetings
- election of racetracks
- relations with member Federations
- WADA code
- data protection
- any other area that needs to be considered

#### 4.5 Recognition of the International Community as authority of Radio Control Cars

**Goal:** To be, in co-operation with IFMAR, recognised by the international community as an authority on Radio Control Cars in Europe.

**Develop:** This project must work mainly in co-operation with IFMAR for the success of both organisations. EFRA is the authority of Radio Control Cars in Europe. IFMAR is the authority at World level. Therefore, our mission and development in this project is to put at IFMAR's disposal all our potential so that IFMAR can gain the recognition and the authority it needs to give, in turn, the recognition and authority to its member blocs. IFMAR must consider this project as a priority and to start the necessary steps to make this goal possible.

Obviously, the working group in charge of this project must rely on, or even hire, offices with an international scope specialized in achieving the recognition of our sport as an authority.

#### 4.6 EFRA Technological Developments

**Goal:** In this project, EFRA wants to take a step forward in its Development Plan and adapt existing and future new technologies to RC. This subproject opens EFRA's vision of a connected and technological future.

**Develop:** EFRA should look to use technology with the goal of developing applications and technologies at the service of the RC community. The development of this project should consist of a technical Working Group with a clear mission to advance research and development for EFRA. This subproject should be planned with long-term results, considering that we are talking about cutting-edge technologies, always having as a goal that they are useful for the RC community.

Areas of work that can be included:

- EFRA mobile app
- Virtual Radio Control (VRC)
- virtual simulator technology
- virtual tour of the racetracks
- interactive rulebook
- virtual telemetry - technology for obtaining technical data from the cars for live coverage, etc.
- possibly incorporating AI (Artificial Intelligence)?

This is an open subproject, since all the possibilities that the technology offers in the short, medium and long term will be studied.

# **EFRA DEVELOPMENT PLAN**

## **Project 5**

**EFRA Youth Development Programme**



## 1. Introduction

Within the EFRA Development Plan, this project is the most ambitious and important of all the projects planned. In this last project we basically want to get Radio Controlled Cars introduced to new generations of children. The real leadership and recognition and one of the pillars of any International Federation is to have a programme that welcomes the next generation of racers to make Radio Controlled Car racing accessible.

In the case of Radio Control Cars, we have a double challenge:

1. To encourage the current and future generations of children, with modern, sedentary entertainment, see radio control cars as a playful, entertaining and creative activity.
2. On the other hand, we must also create an ecosystem where any child who dives into the world of RC cars and wants to enter competition can clearly see their evolutionary path from club racing and move up to the most important international events.

These challenges are extra difficult, because it depends not only on an EFRA project within a development plan. It depends on the whole value chain that makes up the RC community (IFMAR, EFRA, National Federations, Organisers, Clubs and the RC Industry) to be aligned in order to chart that path. Luckily, we have several success stories from the wider motorsport world to draw from. For example, in full-size motorcycle and touring car racing, there are many layers of competition ranging from track, club, regional, national and world competitions, which for the most part share the same or similar regulations and procedures.

EFRA must try to create a similar ecosystem and remove barriers to entry for new generations. It is an obligation, in cooperation with IFMAR, to lead this project with children and to achieve sustainability in the world of RC racing through the introduction of new talent into their careers and their organizations. The achievement of this goal will also allow new generations of racers looking for new challenges and desiring to eliminate prejudices to become interested in voluntary cooperation within their National Federations and EFRA.

Finally, all this work must be measurable in terms of potential entries at EFRA events or at local and national events. EFRA must therefore determine a system for measuring results, where progress can be compared, and corrective or supportive decisions can be taken on measures that produce results.

## 2. What do we have now?

At the moment, there is no specific programme created within EFRA specifically for children, nor is there any specific programme known in the National Federations, except for small exceptions in different regions with varying levels of success. There is also not a programme at any higher level, such as IFMAR. EFRA will be pioneers in the creation of this project and we have no external reference in the world of radio controlled cars where we can compare and project our work. Therefore, EFRA should look to full-size motorsport to get feedback, set goals and aim for procedures that can be shared.

## 3. What do we want to achieve?

The goal of this project is to create an ecosystem that will culminate with new generations of drivers racing radio-controlled cars with those that enjoy radio-controlled cars now, helping to make it the most accessible sport to all, given that there is no discrimination of age, sex or any other physical or mental bias. Since any goal must be concrete and measurable, our objectives in this project is based on 4 areas:

1. Marketing and communication. Having a communication channel for attracting new and younger generations is very important for the promotion of our events and activities. To build up a new "brand", we must consider a dynamic, informal "line" of communication so that the next generation of RC racers relate to the world of RC cars from where they are right now: the "online" world. Our goal is to create a brand owned by EFRA with specific content for children, social networks, and marketing communication which we can measure and have the first online entry channel for the younger generation.
2. Promotional and competition cups. The second area of work is the creation of EFRA Euro Talent Cups where children have a process that starts in schools, clubs and local organizations and ends in an international event where EFRA can channel those children into official EFRA competitions.
3. Performances with children at EFRA events. The goal is to integrate a project within any EFRA European Championship where there is a part of the organization dedicated to children and new generations: clinics, exhibitions, demonstrations in public areas, where RC can be brought closer to them.
4. Support for participation in EFRA/IFMAR events. Creation and monitoring of a structure that

supports young participants in all areas so that they can take part in EFRA and IFMAR events.

## 4. Sub-projects

### 4.1 Media content dedicated specially for children and youth: RC&ME by EFRA

**Goal:** The creation of an EFRA brand: RC&ME by EFRA, that includes an entire ecosystem for children and young people, where the focus is on informal, cheerful and adapted content, away from the formality of the official EFRA events, but which aims to attract them to the world of radio-controlled cars, generating content and results at all levels.

**Develop:** One of the points to start is to approach to the children in their "normal habitat": video games, electronic devices, and media channels specially dedicated for children. They have to realize that RC cars exist, and it could be a hobby/sport to get fun and to spend times with friends and family in a nice environment.

For the development of this project, EFRA requires a multidisciplinary working group where we can bring together people specialised in communication for young people, EFRA, the RC industry, branding and national federations. The creation of RC&ME by EFRA should be the centre from which all communication and marketing actions especially dedicated to these age segments are built. We should focus the work of the working group on the following areas to start:

1. *Social networks:* Twitch.tv, TikTok and networks where this age segment is present.
2. *Content:* Specify type of videos and content. TV shows that include RC can be interesting, as well as any content where RC is present.
3. *Collaborations:* collaborations with relevant characters in the world of children.
4. *Video games:* Study for collaboration and possibilities of video games related to radio controlled cars.
5. *Others:* Any type of initiative should be studied and analysed (brainstorming).

Note that this project is focused on the RC&ME communication and marketing brand. These initiatives can be monitored and measured in terms of visits and followers for the control and correct analysis of the project. Also, if the project reaches certain levels of success, it could generate income in terms of visits, direct, licensed products, etc., that should be contemplated, since the creation of an owned brand would include possible returns in this sense.

## 4.2 EFRA European Talent RC CUP

**Goal:** The aim of this project is to articulate an EFRA Promotional Talent Cup for children and young people that can range from competitive school levels and local competitions to a major international event, where the promotion, education and exposure of RC cars is the primary goal.

**Develop:** The following is a summary of areas covered by this project:

1. A ready-made, "off the peg" educational package that enables schools, youth clubs and other organisations to set up their own RC race teams and deliver a range of skills from engineering, car maintenance, driving skills, teamwork, strategy, design, and marketing principles.
2. Supply chain method of delivering racing kits and spares, along with multilingual lessons and courses with delivery guidelines, possibly through one central website handling information, promotion, and e-commerce.
3. Infrastructure to bring these teams together with clubs and federations to facilitate them competing within internally, regionally, nationally, and ultimately internationally through EFRA – either at a major central city location or as part of an EFRA EC (or ideally both!)
4. Media coverage to sell the programme to organisations and also collate news and results from each region within a central website – and then promote this news externally. Plus, live stream coverage of EC finals as part of the larger EFRA event.
5. Partnerships. The series should look to form partnerships with an RC brand (to supply kits) and ideally a full-scale automotive brand to sponsor the series and supply the official body shell and prizes for schools etc.

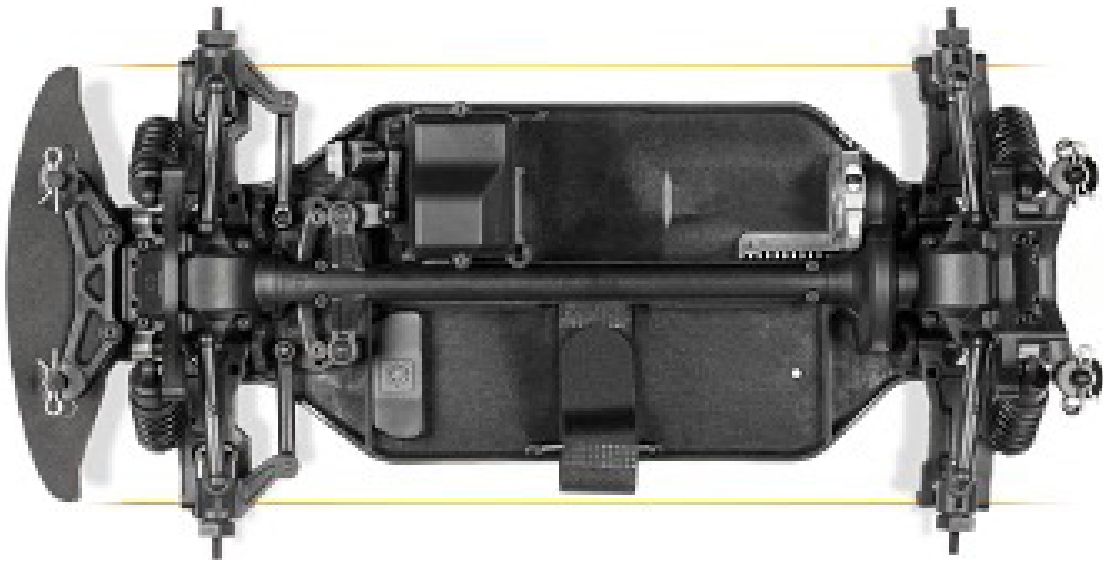
### **Names:**

If "Talent Cup" may not work for some markets, using the name to refer to sport or motorsport is also an idea:

- RC Racing Challenge (RCRC)
- Junior Motorsport Challenge
- RC Motorsport Challenge Espania, UK, France (For nationals) and then -> RC Motorsport Challenge Europe for finals

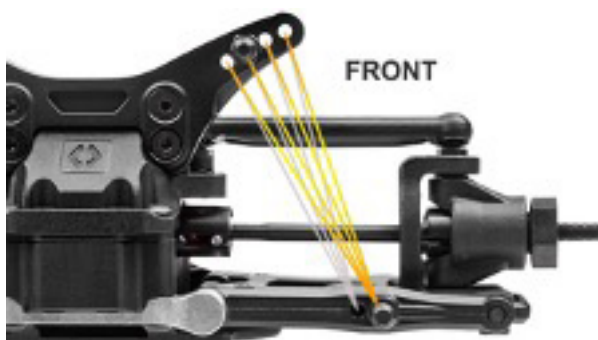
## Race Package Example:

The following is an example of a race package for a team. It includes a pre-constructed chassis that requires the team to install the electronics



Some of the opportunities for learning are:

- Understanding aerodynamic effects of different bodies
- Designing and painting a team livery on the clear polycarbonate bodies
- Suspension tuning
- Adjusting shock length, mount position
- Controlling anti-squat / anti-dive plus sweep & toe angles
- Roll centre and camber
- Different shock and diff oils
- Shock and diff maintenance
- The effects of different rubber tyres and compounds



With costs in mind, we need to consider how many young people can make up a team, perhaps 3-5 per vehicle?

In terms of selling the kits & equipment, there are a few options to consider in terms of how this is fulfilled:

1. Does the RC partner sell direct to the schools and clubs? This makes most sense for on-going availability of spare parts etc.
2. Does a national shop or distributor act as an intermediary and gather orders each season to purchase bulk orders of kits and parts in one shipment?
3. All parts are already available on the open market, so do schools and clubs simply purchase the permitted parts from their local hobby shop?

It could be that a partnership with an automotive brand contributes to discounted cars and parts for the participants. If so, this would need to be handled via options 1 or 2 above and ideally for simplicity linked to the central website where all the information is held.

### **Brand Partnerships**

Not essential, but clearly a massive win would be to get buy-in and funding from a global brand. This could be any child-friendly brand (for example, no energy drinks, tobacco or alcohol brands). But automotive will be a clear target. CTRL is already involved with several 1:1 automotive brands offering electric-powered performance cars and licensing RC replicas of them. It could make sense as a green initiative to fund schools' programmes learning about racing and electric power for the next generation of motorsport enthusiasts:

### **Educational programme creation**

To promote this project as an educational programme, EFRA would need to create a package of learning materials, syllabus, lesson plans and accreditation from an Exam Board or official body in order to deliver a Level 2 qualification. This, along with the practical activities and trips to an RC club, ticks important educational boxes with schools. This would then not only need translating into other languages, but also other country's educational criteria.

### **Website, brand, and marketing**

The project will require creation of a brand, multilingual social media, news & results coverage along with video content promoting to children and educational content promoting to teachers, etc. No doubt this would also need representing at educational trade fairs nationally and internationally. Also, a multilingual

website will be needed to include everything needed to take part, including e-commerce functions.

### **Costs, funding, and "franchise" options**

For this project there are clearly some activities which will require financial investment such as the educational programme creation and website, brand, and marketing. However, there are also areas with income and potential profit such as product sales and brand partnerships. We will need to thoroughly investigate the best model for this project that provides maximum educational value and exposure of RC motorsport to young people in Europe. And of course this also needs to be sustainable as a business activity for the commercial parties involved, so it can be delivered for years to come.

Particularly when it comes to dealing with multiple languages, education systems, local clubs and national federations, we will need resources beyond the capability of one organisation in one country. A possible way forward is to work with partners (individuals or companies) in each country. They will be responsible for translating the programme and marketing resources effectively for their region whilst promoting and selling the concept to young people and schools, and more, in their home country. Potentially, their reward for doing this would be a financial commission on the race packages they sell.

Finally, it may be worth looking for national and EU grants (although not for UK, sadly) and other funding that will contribute towards the creation of educational programmes. Post-pandemic funding may be difficult to arrange depending on national variances, however with determination and time it can be found.

Ultimately, if children get to enjoy RC cars, create good memories, build friendships and learn through connections with the RC hobby, this can only be a good thing for the future of RC Motorsport Europe.

### **Inspiration and further reading**

The educational packages provided through Lego could be a good source of inspiration:

<https://education.lego.com/en-gb/>

### **4.3 Special programme for children at EFRA European Championships**

**Goal:** To create the structures (and rules, if needed) to dedicate a special programme for children in our main events, EFRA EC and IFMAR WC when in Europe. Doing so would attract additional families

and improve current and future relations with the RC community in several ways. This would, in turn, help make RC more visible for people outside the hobby, helping grow the hobby to give us all opportunities to increase our members, fans and drivers in the future.

**Develop:** In the development of this project, multidisciplinary commissions must be combined, as the project will affect several areas that must be considered. Coordination and cooperation between event organisers, Media Partner, EFRA, National Federations and local clubs and schools will be essential for success. Working points are as follows:

1. Event programme: A section in the event schedule should be established where the event should stop and activities such as school visits, clinics, demonstrations, local marketing actions and other types of actions with children on the track should be covered by the media in charge of the event.
2. Demonstrations in public areas. In the areas where EFRA EC or IFMAR WC events are held in Europe, demonstrations in public areas should be promoted with local public and media to create interest and relevance in the area. These types of activities can be held on the days of the event or days before the event to create excitement.
3. Agreements with local schools: National Federations and local organisers will promote agreements with local schools to attend the event in the children's promotion section of the EFRA EC / IFMAR WC. EFRA could establish a system of financial support based on the interest and involvement of the National Federation and the organiser.
4. Combined development of EFRA & RC&ME initiatives at events: During EFRA EC & IFMAR WC Europe events, for combined actions between EFRA and RC&ME to bring children to EFRA events.

The plan is open for further initiatives in this line and the establishment of monitoring measures to ensure the success of the sub-project.

#### 4.4 EFRA Child safeguarding

**Goal:** To protect and safeguard children and their privacy, to avoid unwanted situations in the activities to develop children. The secondary goal is the credibility of the EFRA Development Plan as a whole and to reinforce the principles on which it is based.

**Develop:** EFRA needs to establish a child safeguarding policy. It is an important consideration that EFRA needs to implement regardless of the Development Plan. But it will also add credibility to the plan and EFRA as a whole.

The working group developing this sub-project must build on existing child safeguarding programmes to replicate them and ensure their success. Planning, implementation and monitoring is necessary at all levels of the relationship with children to avoid any alternations or problems that undermine the dignity of the child. Due to the importance of this project to the development of the plan, the EFRA executive will directly monitor and address any reported cases within this safeguarding policy.

#### Reference links:

- <https://www.fifa.com/development/fifa-guardians/#web-09> ;
- <https://www.motorsportuk.org/wp-content/uploads/2020/08/2021-03-17-Motorsport-UK-Safeguarding-Children-Policy.pdf>
- <https://www.sportengland.org/how-we-can-help/safeguarding/safeguarding-organisations-associations-and-bodies>
- [https://ec.europa.eu/sport/news/new-study-safeguarding-children-sport\\_en](https://ec.europa.eu/sport/news/new-study-safeguarding-children-sport_en) ;
- [https://eurochild.org/uploads/2020/11/Eurochild\\_Child\\_Protection\\_Policy.pdf](https://eurochild.org/uploads/2020/11/Eurochild_Child_Protection_Policy.pdf)
- [https://www.uefa.com/MultimediaFiles/Download/uefaorg/General/02/63/58/39/2635839\\_DOWNLOAD.pdf](https://www.uefa.com/MultimediaFiles/Download/uefaorg/General/02/63/58/39/2635839_DOWNLOAD.pdf)
- [https://www.end-violence.org/sites/default/files/paragraphs/download/GLO\\_Making\\_Sure\\_Events\\_Involving\\_Children\\_and\\_Young\\_People\\_are\\_Safe-Eng-Sept18.pdf](https://www.end-violence.org/sites/default/files/paragraphs/download/GLO_Making_Sure_Events_Involving_Children_and_Young_People_are_Safe-Eng-Sept18.pdf)

#### 4.5 EFRA programme to support children at EFRA EC events and/or IFMAR WC

**Goal:** The goal in this subproject is to create a programme where EFRA can support & promote several talented children to participate in EFRA EC and/or IFMAR WC. This programme could be in all classes and youth drivers could be promoted to participate in big RC events.

**Develop:** The development of this project should consist of the creation of a commission that focuses on locating, through the National Federations, talented children who stand out in the different national championships. These children would enter



a programme in which a way would be found to help them both on a technical level (online clinics with top WC drivers, visits to the racetracks, English classes, etc.) and on a financial level (sponsoring their participation in EFRA EC and IFMAR WC, etc.) as well as in terms of relations with the RC industry. In this project, several areas of work should be established:

- Localization of children through the National Federations in the different modalities
- Inclusion in the EFRA Young Talent drivers group

- Carrying out actions focused on achieving the proposed goals
- Participation in international events
- Closing their participation in the programme to continue their RC career and welcoming new talents

The project is open to any other initiative within the achievement of the goal and will seek to monitor this through relevant control mechanisms.

