

One Platform. Every Hockey Moment.

Designed for fans. Built for tournaments.
Ready for the next decade of international hockey.

Fan Experience

Reasons to return
365 days a year

Tournament Platform

Resilient delivery
under peak demand

Digital Ecosystem

Content, competitions
and stakeholders
connected



The Digital Home of World Hockey

Creating a scalable digital platform for fans, media, governance
and long-term growth.

A Proposal by OPTEN AG · June 2026

Trusted by leading Swiss sports organizations



Certified platform expertise



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The path from vision to platform delivery

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Opening The Big Picture

From website relaunch to global hockey platform

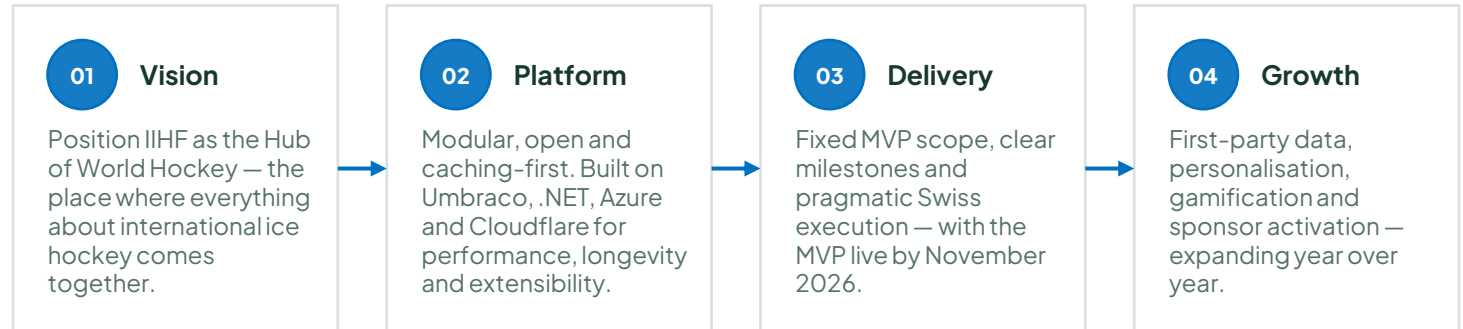
A digital platform for the next era of world hockey

Not just a new website

IIHF does not only need a new website. It needs a scalable digital platform that can become the global digital home of international ice hockey — connecting fans, tournaments, media, data, governance and commercial activation.

The solution is designed around a fan-first experience while preserving IIHF's authority as the official source of truth.

A focused MVP in Year 1 creates the platform foundation; the partnership model enables continuous growth beyond launch.



Recommended direction

OPTEN proposes a modular platform based on Umbraco CMS, .NET, Azure and Cloudflare — structured to fit the Year 1 budget framework while establishing the foundation for longer-term growth.

Budget frame

Year 1 maximum budget: EUR 500,000. The initial tender focuses on design and development, marking the start of a long-term strategic partnership between IIHF and OPTEN.

Proposal narrative / core message

From live moments to lasting engagement

Core idea

More than a redesign

The central narrative of this proposal is a strategic shift: from an event-driven website to a year-round fan engagement platform.



From attention to long-term relevance

The platform helps IIHF to stay relevant not only during tournaments, but throughout the year.

Not a CMS replacement

The new IIHF platform should not be understood as a CMS replacement or visual redesign.

A digital foundation

It should be understood as the digital foundation for how IIHF communicates and activates fans.

Built for long-term value

Platform supports direct traffic growth, first-party data and commercial partnerships over time.

What the platform becomes

The platform becomes the foundation for how IIHF communicates, activates fans, grows direct traffic, collects first-party data, supports commercial partnerships and keeps global ice hockey relevant outside major tournaments.

About OPTEN

The Team Behind the Platform

Swiss digital delivery, sports-platform experience and the right people for IIHF

OPTEN at a Glance

A lean team with proven platform delivery experience

17
Years

in business

20
Specialists

in digital solutions

1
Location



300+
Projects

successfully completed



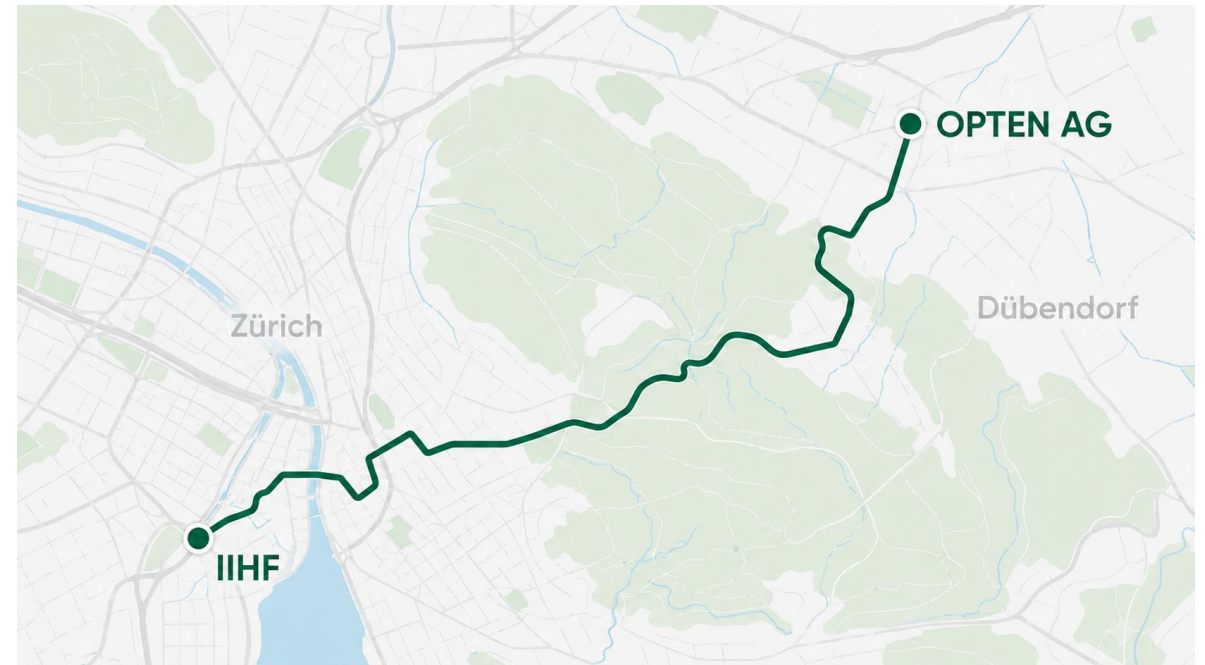
Company Profile

We're just around the corner from the IIHF headquarters in Zurich

OPTEN AG is a Swiss digital agency and software development company based in Dübendorf, just outside Zurich.

Our proximity to the IIHF headquarters enables close collaboration, efficient workshops and short communication paths throughout the project.

Combined with our experience in digital platforms, CMS solutions and sports-related ecosystems, OPTEN is well positioned to support the IIHF from concept and implementation to launch, operation and continuous improvement.



Core OPTEN Team

Senior ownership across strategy, UX and technology



Tobias Morf
Founder / Strategic Advisor

Tobias led the development of the IIHF tournament websites from 2015 to 2019 and brings first-hand knowledge of IIHF tournament operations, digital requirements and the broader sports-platform context.

For IIHF, he ensures strategic continuity and a pragmatic bridge between proven tournament experience and the next generation of the digital platform.

Severin d'Heureuse
CTO – Solution Architect

Severin has been with OPTEN since 2014 and has played a key technical role in OPTEN's sports-related platforms, with expertise in modern web technologies, CMS architecture, performance and scalability.

For IIHF, he ensures a robust technical foundation for tournament peaks, complex integrations and long-term platform evolution.

Clemens Jauch
Platform Advisor & Strategic Consultant

With more than ten years of involvement in the IIHF.com platform, Clemens brings a deep understanding of the broader IIHF ecosystem — including its people, processes, integrations and organisational dependencies.

For IIHF, he ensures the new platform is built on a realistic foundation, connecting future ambition with existing knowledge, operational context and long-standing platform experience.

Reto Möbus
UX/UI Lead

Reto is responsible for user journeys, prototype validation, visual design, design-system foundation and accessibility alignment. He has been active in digital design since 1998, with experience in UX, interface design and online art direction across several Zurich agencies.

For IIHF, he translates complex tournament content and fan-engagement requirements into clear, accessible and compelling digital experiences.

Partnership Setup

One accountable lead with specialist expertise where it matters

Lead

OPTEN AG

Lead and single point of contact

OPTEN leads the project and remains the central point of contact for IIHF. We coordinate design, development and project management so responsibilities, decisions and delivery paths stay clear throughout the project.

Tech

C365 Digital GmbH

Technical consulting

C365 Digital GmbH strengthens the team through Clemens Jauch's technical consulting and long-standing IIHF platform knowledge. This helps connect the new platform vision with existing systems, dependencies and operational realities.

Creative

echo group

Concept and creatives

Echo group supports the concept and creative layer of the proposal. Their role is to sharpen the story, communication and creative expression around the new digital home of world hockey.

IIHF gets one accountable delivery partner — supported by specialised expertise for technical continuity and creative impact.
The project model keeps responsibility clear for IIHF while bringing in focused expertise where it adds value most.

Platform Continuity

Bringing long-standing IIHF knowledge into the new foundation



C365 Digital GmbH – Clemens Jauch Platform Advisor & Strategic Consultant

Clemens Jauch has been involved with the IIHF.com platform for more than ten years, closely engaged with its evolution, stakeholder environment and operational realities.

He brings a thorough understanding of the broader IIHF ecosystem — including the people, processes, integrations and dependencies behind the platform.

For this project, Clemens contributes institutional knowledge to the design and decision-making process, helping ensure that the new platform is built on a realistic foundation, not a blank slate.

Creative Extension

Conceptual and creative support for a stronger digital story



echo group strengthens our partner setup with specialist expertise in fan activation, storytelling, campaigns and hybrid event formats.

echo group adds specialist expertise in fan activation, storytelling, campaigns and hybrid event formats.



Through FE Agentur and THE HALL, they combine brand strategy, digital communication, corporate events and live production. **Their involvement in the Champions Hockey League Draw for the 2026/27 Regular Season adds a relevant ice hockey proof point** — connecting live audience, streaming and fan-facing event communication.

For IIHF, echo group complements OPTEN's digital platform and technology expertise with creative activation capabilities that extend beyond the website.

We know the pressure of tournament moments

OPTEN already delivered when the world was watching

Core idea

OPTEN has already supported IIHF tournament communication in a high-traffic live-event context.

When hockey attention peaks, the platform must perform.



In 2016, we developed an IIHF tournament website that reached 57 million clicks in just 17 days.

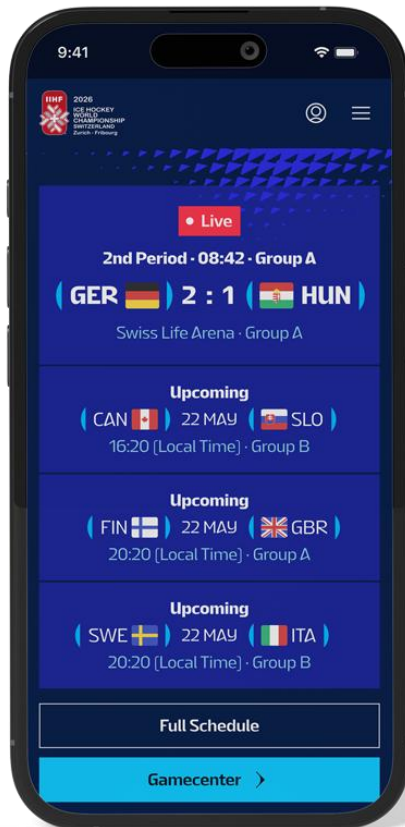
The design may belong to another era — but the performance was definitely in championship form. 😊

That experience gives us a practical understanding of tournament communication, live-event traffic, editorial workflows and the digital needs of an international sports federation.

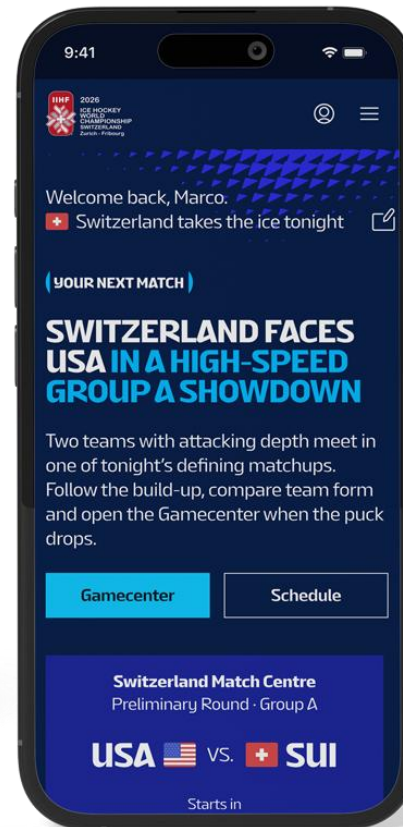
These days, we'd probably design something like that

Design Teaser

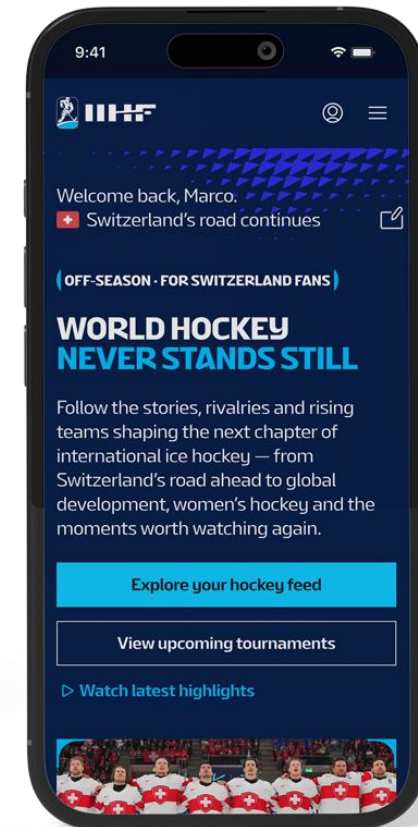
Default Event Homepage



Personalized Event Homepage



Personalized Off-Season Homepage



Why OPTEN

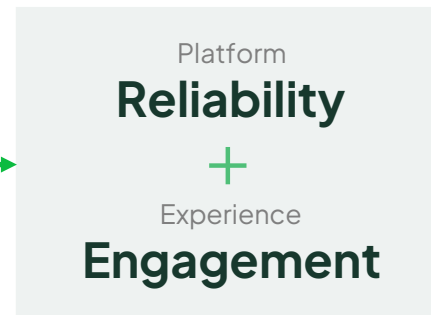
Technical reliability meets fan engagement vision

Core idea

The project needs more than a reliable website supplier.

IIHF needs a partner who understands both sides of the challenge: the robust platform foundation required for live-event pressure, and the engagement strategy needed to turn tournament traffic into recurring usage.

Our proposal is therefore deliberately not limited to “building the website”.



01

Sports platform experience

Federation websites, live data environments and high-traffic sports ecosystems.

02

Engineering foundation

Umbraco, .NET, Azure, Cloudflare, integrations and resilient platform operations.

03

Game Center & live-data

Experience with Game Center logic, statistics, apps and live-event pressure.

04

Swiss delivery ownership

Close collaboration, short communication paths and a pragmatic delivery model.

05

MVP pragmatism + roadmap thinking

A controlled launch foundation that grows into a long-term digital product.

OPTEN helps turn the Hub of World Hockey into a reliable, scalable and engaging digital platform.

Delivery Capability

A lean setup built for the November 2026 MVP timeline

Delivery model

One focused team from concept to run

OPTEN provides the capacity required for concept, design, development, integration, launch and ongoing operation. The model is intentionally lean, senior-led and focused on delivering a stable MVP by November 2026.

Built to move fast without losing control.

01 Leadership

Project management, technical leadership and clear decision-making support.

02 Experience Design

UX/UI design, prototyping and a scalable design-system foundation.

03 Platform Build

Frontend, backend and Umbraco CMS development for a robust website foundation.

04 Integrations

SSO, Hydra, video, media, analytics and key third-party systems.

05 Infrastructure

DevOps, Azure setup, environments, monitoring and release readiness.

06 Launch & Run

QA, testing, deployment, hyper care and 2nd/3rd-level support after go-live.

Delivery flow



A compact delivery setup connects strategy, UX, engineering, integrations and operation — with no handover gap between build and run.

Relevant Sports Platform Experience

Proven capabilities for federation, live-data and fan engagement

Why this matters for IIHF

The new IIHF platform must serve many audiences at once: fans, media, MNAs, internal teams and commercial partners.

Federations**Live Data****Fan Journeys**

OPTEN brings experience from sports, federation and high-traffic digital platforms — combining CMS flexibility, live-data integration, mobile-first fan journeys and long-term platform operation.

Federation platforms

Complex stakeholder groups, structured content and official communication flows.

Mobile-first fan journeys

Sports apps, push notifications and fast access to the next relevant moment.

System integrations

External data, video, media, SSO, analytics and operational services.

Game Center & live scores

Live data, scores, schedules, standings and high-attention match moments.

Editorial CMS platforms

CMS-driven publishing, reusable modules and controlled editorial workflows.

Performance & operations

Caching strategies, infrastructure, long-term support and continuous development.

OPTEN understands how to connect public sports content, live-data experiences, protected services and operational workflows in one scalable platform.

We've done this before.

Proven experience in hockey, live data and federations

Swiss Ice Hockey Federation

Since 2015 · Long-term digital partner

Umbraco CMS, Game Center, live scores, Hall of Fame and 10+ sport-specific applications — Azure-hosted, close to the stack proposed for IIHF.



Ice hockey

Umbraco

Azure

Game Center

National League

Ongoing · Swiss top league

Azure infrastructure, live scores, editorial CMS and mobile-first fan products — direct proof of tournament-scale sports delivery.



Live data

Mobile

CMS

Azure

Swiss Handball Federation

Active · Federation platform

A multi-stakeholder platform for fans, members, governance, live data and SSO — closely mirroring IIHF's federation complexity.



Federation

SSO

Live Data

Operations

IIHF World Championship 2016

2016 · Tournament website

Built and operated by OPTEN. 57,000,000 clicks in 17 days — relevant proof that we understand what it means when the world watches.



Live data

Mobile

CMS

OPTEN brings proven delivery experience in the areas IIHF needs — sports platforms, live data, CMS, federation workflows and peak-load performance.

Swiss Ice Hockey Federation

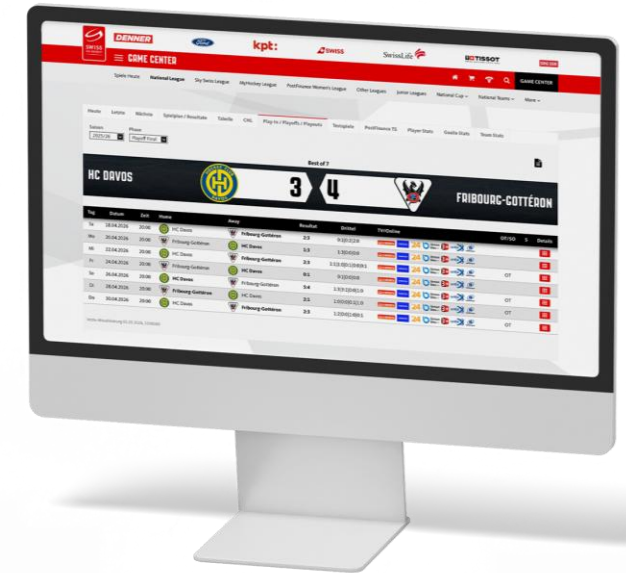
A proven ice hockey platform partnership since 2015

OPTEN has been a long-term digital partner of Swiss Ice Hockey since 2015, starting with the Umbraco-based sihf.ch platform.

The platform has grown into a broader digital ecosystem: federation website, real-time Game Center, referee and reporting tools, campaign platforms, youth initiatives, Hall of Fame integration and multiple sport-specific applications.

Key proof points:

- Real-time Game Center operated on Azure
- hundreds of parallel games supported
- Umbraco-based federation website, continuously evolved since 2015
- Custom applications for federation operations and fan engagement
- Next generation sihf.ch website currently in development for 2026



For IIHF, this shows direct experience with ice hockey, live game data, high-traffic environments and long-term platform evolution.

National League App

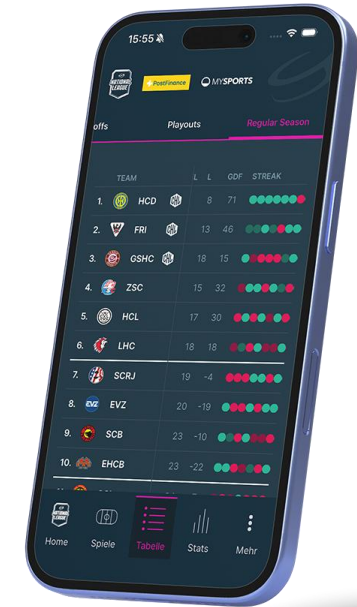
A mobile hockey product built around live data

OPTEN redeveloped the official National League app for the 2022/2023 season, using React Native to serve Android, iOS and web from a shared codebase.

The app brings together live data, club information, editorial content, push notifications and platform integrations — supported by Umbraco Headless CMS and Microsoft Azure infrastructure.

Key proof points:

- Cross-platform app for Android, iOS and web
- Live data and club-data integrations
- Umbraco Headless CMS for content and master data
- Push notifications for direct fan engagement
- Azure-based, scalable, high-performance infrastructure
- Ongoing maintenance, training and platform evolution



For IIHF, this shows how OPTEN builds sports products that combine mobile-first fan journeys, live-data integration and scalable platform operation.

Swiss Handball Federation

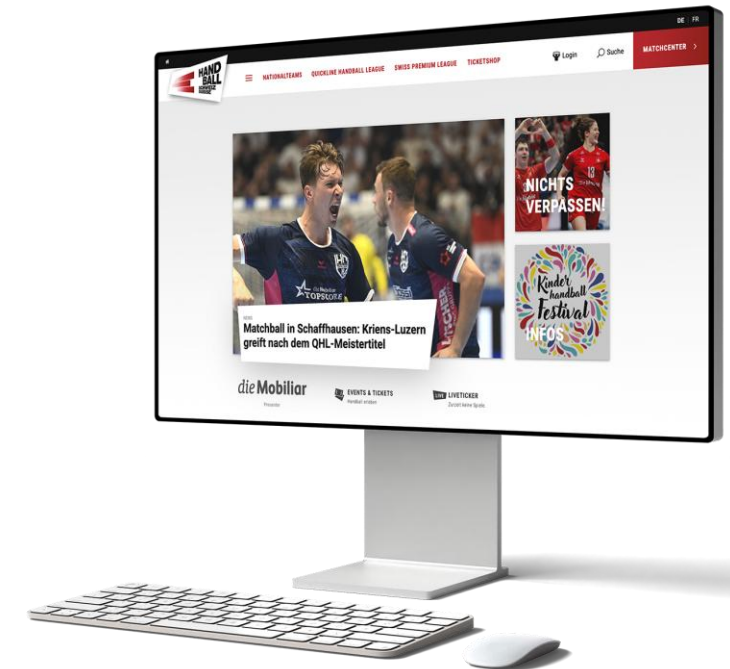
Live sports data meets federation operations

OPTEN developed and continuously evolves the Swiss Handball Federation's Umbraco-based digital platform.

The platform combines federation content, live match information, protected user areas and operational applications — supporting fans, members, licensed coaches, schools, clubs and internal federation teams.

Key proof points:

- Flexible Umbraco-based federation website
- Live Match Center with results, schedules and match information
- MyHandball login area with Unidy SSO integration
- High-traffic setup for league and competition access
- Operational workflows for school programmes, billing and club budget tracking
- Newsletter, shop, social wall, maps and customer-managed email templates



For IIHF, this shows how OPTEN connects sports content, live data, protected services and federation workflows in one scalable platform.

Strategic Understanding

Understanding the Opportunity

The IIHF website can become more than a destination during tournaments

The Four Roles of IIHF.com

One global digital home for international ice hockey

Core idea

The IIHF website should not act as one channel only.

It must connect live tournament utility, official authority, year-round storytelling and the wider digital ecosystem — while staying fast, trusted and easy to operate.

From website to platform

01 Tournament Platform

Live Games, scores, schedules, standings, Game Center, teams, players and highlights.

02 Source of Truth

Official rules, rankings, statistics, governance, MNAs, history and archives.

03 Year-Round Engagement Hub

Stories, player journeys, development, women's hockey, youth content and interactive formats outside tournaments.

04 Digital Experience Platform

Connection between website, app, SSO, OTT, media, analytics, CDP and commercial activation.

IIHF.com becomes the official, performance-safe platform that links every hockey moment to the next relevant experience.

Vision: Hub of World Hockey

Guiding every fan to the next hockey moment

Core idea

From claim to product experience

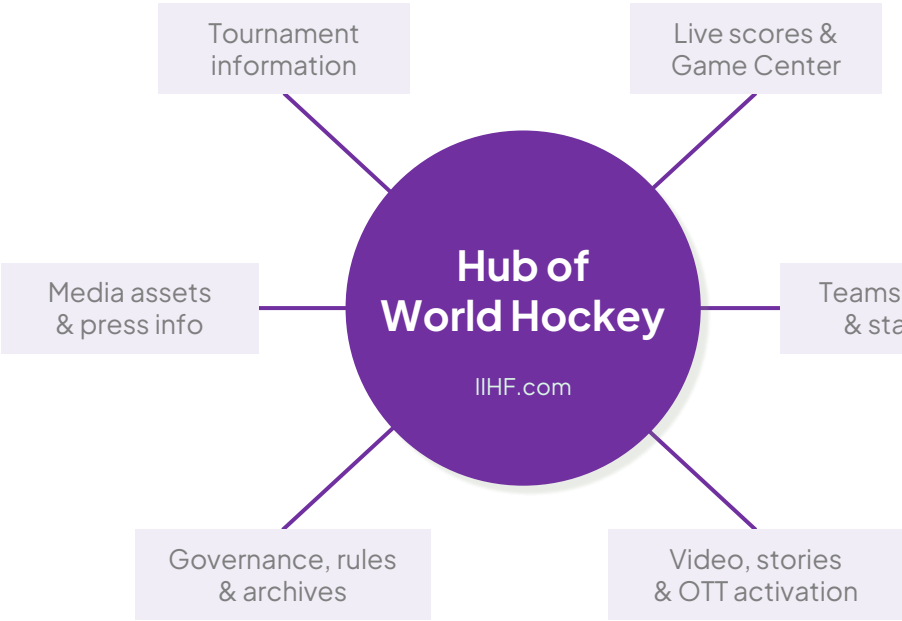
“Hub of World Hockey” should not remain a positioning line. It will become a concrete product experience: one central place where tournaments, teams, players, media, governance and fan engagement come together.

Official

Live

Connected

Year-round



- It should be**
- official in authority
 - live in the moment
 - personal in relevance
 - and connected across the ecosystem.

Engagement principle

Once a fan enters through a game, player or story, the platform will guide them to the next relevant hockey moment.

Game

→

Player

→

Highlight

→

Story

→

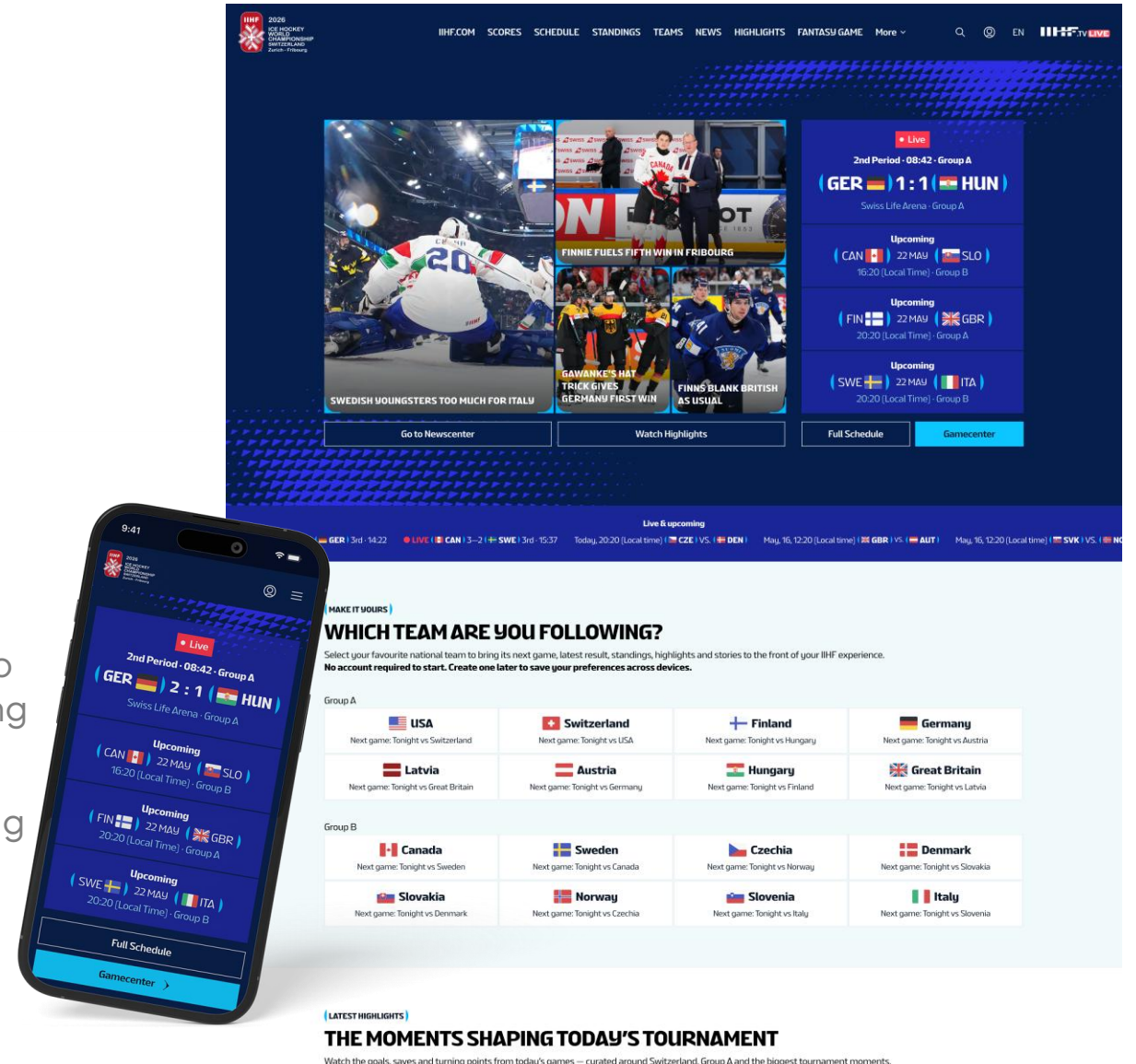
Upcoming

One reliable entry point during peak attention

During tournaments, many users arrive with the same urgent needs: live games, scores, schedules, standings, highlights and fast access to the Game Center.

The default event homepage provides a stable, high-performance starting point for all visitors. It focuses on the shared tournament context and gives fans immediate access to the most relevant information of the moment — without requiring login, preferences or personalization.

This makes the homepage fast, reliable and easy to cache during peak traffic, while still creating clear paths into teams, players, stories, videos and upcoming games.

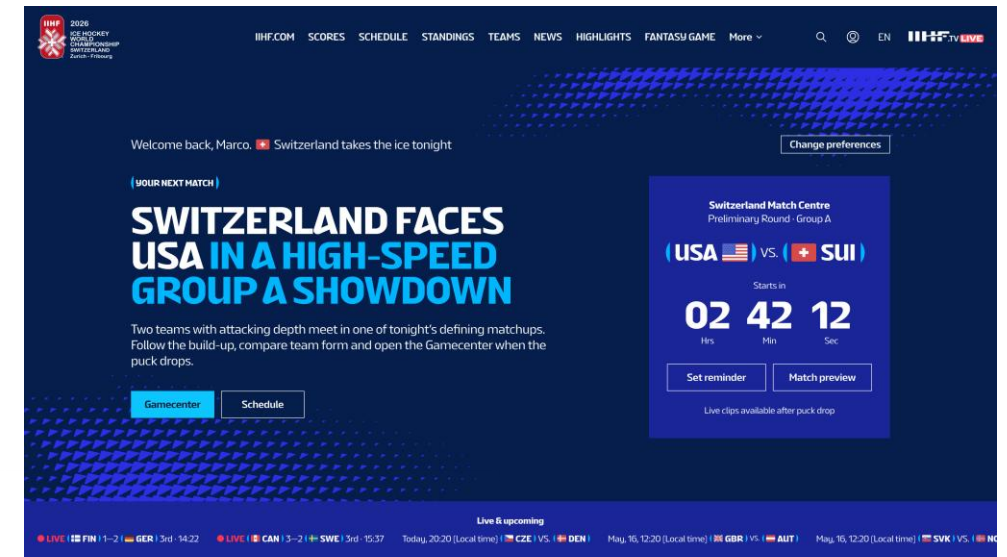
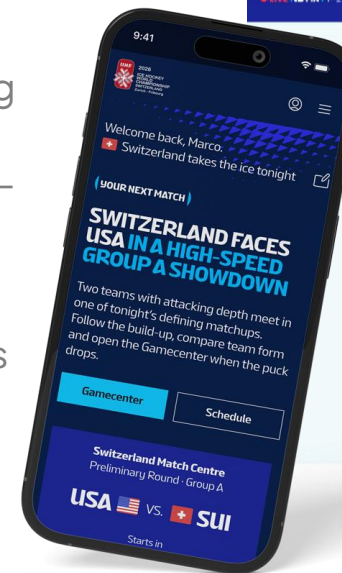


A tournament experience shaped around fan interest

Once a fan has selected favourite teams, players or tournaments, the homepage can become more relevant without losing its official tournament focus.

Personalized modules can highlight preferred teams, upcoming games, player stories, related highlights, standings impact and notification entry points. The experience remains performance-safe, especially during traffic peaks, but gives returning users a stronger reason to engage beyond the first score check.

This turns live tournament attention into deeper journeys across games, teams, players, statistics, video and editorial storytelling.



FOLLOWING SWITZERLAND

YOUR TEAM AT A GLANCE

Everything you need to follow Switzerland's tournament journey — recent results, key players, standings and the stories behind the team.

LATEST RESULT

18 May

6 : 1

(SUI)

(GER)

Swiss Life Arena, Group A Final

Three was tonight's magic number for Switzerland. Three goals in 3:33 blew this game open in the second period, and took the host nation to three wins from three games.

Read recap

STANDINGS - GROUP A

Team	GP	W	OTW	GF:GA	PTS
1  SUI	4	4	0	22:4	12
2  FIN	3	3	0	13:4	9
3  AUT	4	3	0	12:14	9
4  USA	4	1	1	12:13	5
5  HUN	3	1	0	8:8	3
6  LAT	3	1	0	5:7	3
7  GER	4	0	0	5:15	1
8  GBR	3	0	0	3:15	0

Full standings

PLAUER TO WATCH



ANDRIGHETTO SVEN
FORWARD

GP	G	A	PTS	PPM	SOG	+/-	PPG
6	4	9	13	4	17	+9	0

View player profile

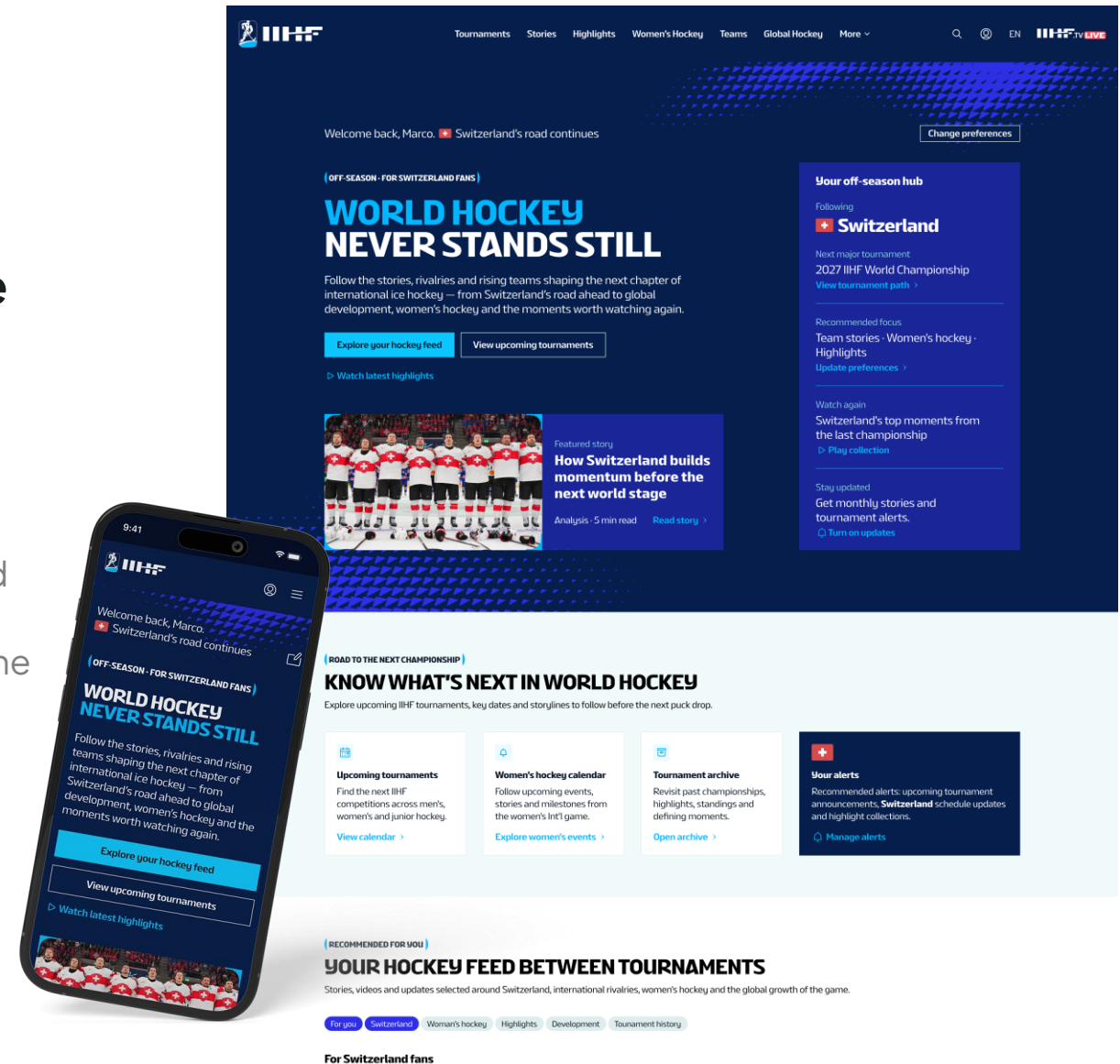


Creating reasons to return between tournaments

Outside major tournaments, the homepage should shift from live-event utility to year-round hockey engagement.

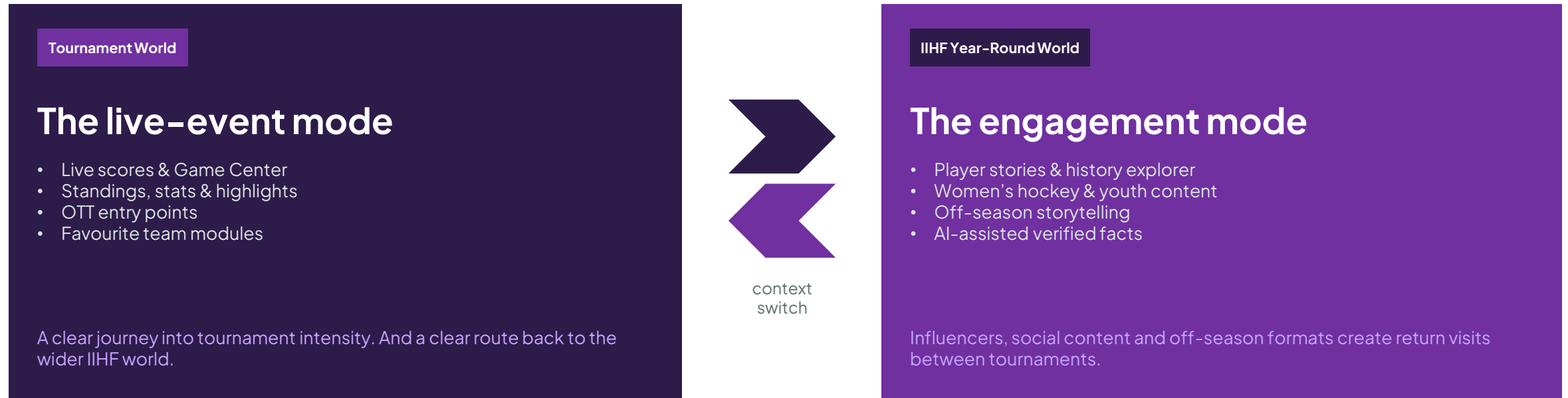
A personalized off-season experience can surface player journeys, historic moments, women's hockey stories, youth and development content, rule explainers, countdowns, quizzes, highlights and favourite-team updates. Instead of waiting for the next tournament, the platform gives fans relevant reasons to return throughout the year.

This supports IIHF's long-term ambition to grow direct traffic, strengthen fan relationships and turn temporary tournament attention into lasting engagement.



The tournament switcher concept

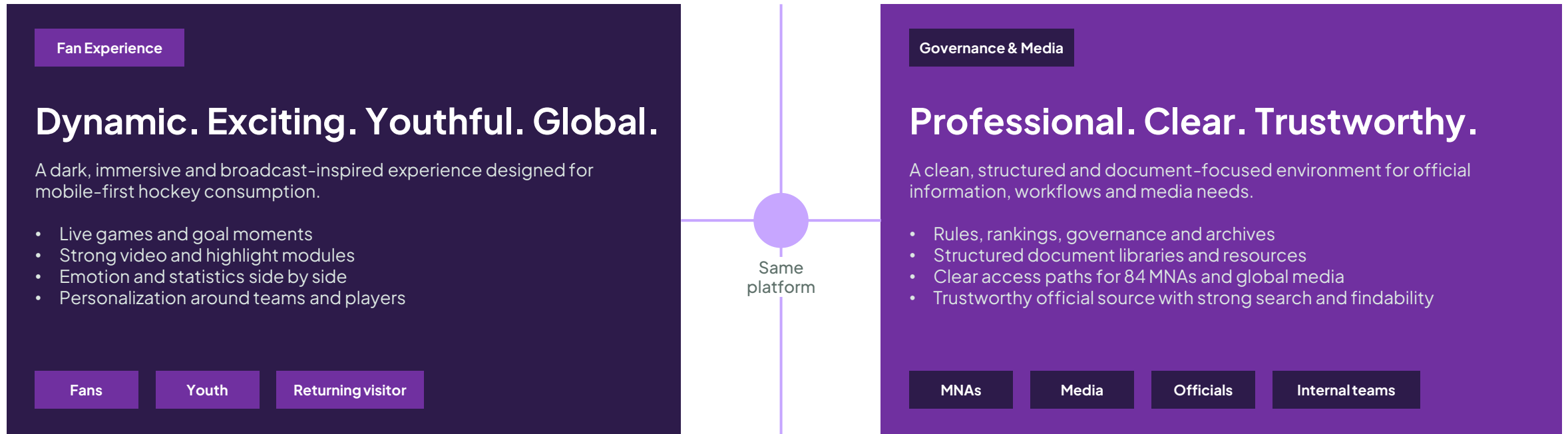
One platform. Two modes of hockey attention

**Core idea:**

During tournaments, fans need instant live context. Between tournaments, IIHF needs stories and formats that bring them back. The switcher keeps both worlds connected without splitting the platform.

Dual Identity Design

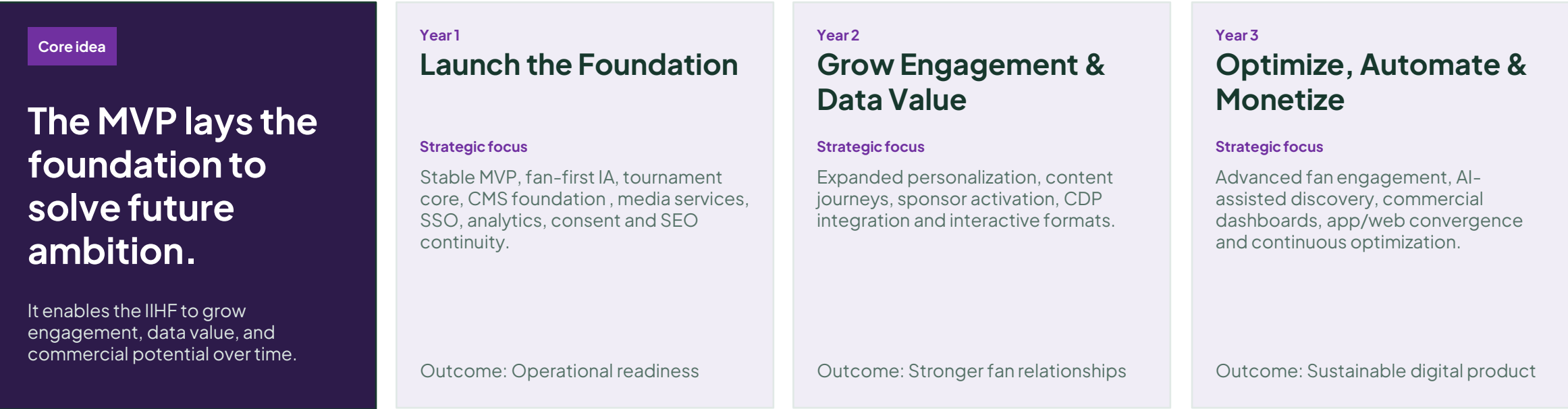
One platform. Two complementary experience modes



The IIHF platform should feel exciting and emotional for fans, while remaining clear, authoritative and reliable for governance and media users.

Strategic Understanding

From a focused MVP to a sustainable digital product

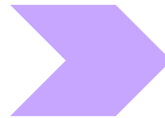


Year 1 launches the platform foundation. Years 2 and 3 turn it into a measurable engagement, data and commercial growth engine.

How the Web Platform Delivers ICE26

From strategic ambition to a scalable digital platform

ICE26 priority

Digital transformation**Global presence****Fan acquisition & engagement****Commercial partnerships****Growing the game**

Platform response

Modular CMS, API-first architecture, SSO, analytics, scalable Azure/Cloudflare setup

One global hockey hub with tournaments, teams, players, rankings, history and MNA content

Live Game Center, personalization, favourite teams/players, stories, video, fantasy and interactive formats

Campaign landing pages, sponsor modules, tracking and reporting features that make partner activation measurable.

Women's hockey visibility, youth journeys, promotional campaigns, development content and year-round storytelling

A digital foundation for ICE26: built to grow audiences, activate partners and make IIHF the year-round Hub of World Hockey.

The Fan Experience

Every game. Every goal. Every season.

Fans should not only visit IIHF.com during major tournaments. The platform guides them from live moments into deeper journeys — across games, teams, players, stories, highlights and year-round hockey content.

Team-centric engagement

Follow a team. Discover the full national hockey journey

Core idea

One team, one journey

A national team can become a powerful entry point into the wider IIHF world. Once a fan follows a team, the platform should connect fixtures, standings, rosters, player stories, video, tournament history and upcoming games in one seamless experience.

A team page should not be a dead end. It should open a complete national hockey world.

Experience modules

All games

Upcoming fixtures, recent results, live Game Center access and tournament schedules.

All team news

Every relevant article and story automatically aggregated around the national team.

Roster and players

Team roster, player profiles, stats, stories and highlight paths connected from one place.

Standings and stats

Tournament standings, team statistics, rankings context and historical performance.

Fan favourite

A follow action adds the team to the personalised homepage and future fan journeys.

National context

Following Switzerland can unlock related content across Men, Women, U20 and development stories.

Team-centric journeys help turn national loyalty into a richer IIHF experience — increasing depth, repeat visits and fan relevance across tournaments and the off-season.

Year-round engagement rhythm

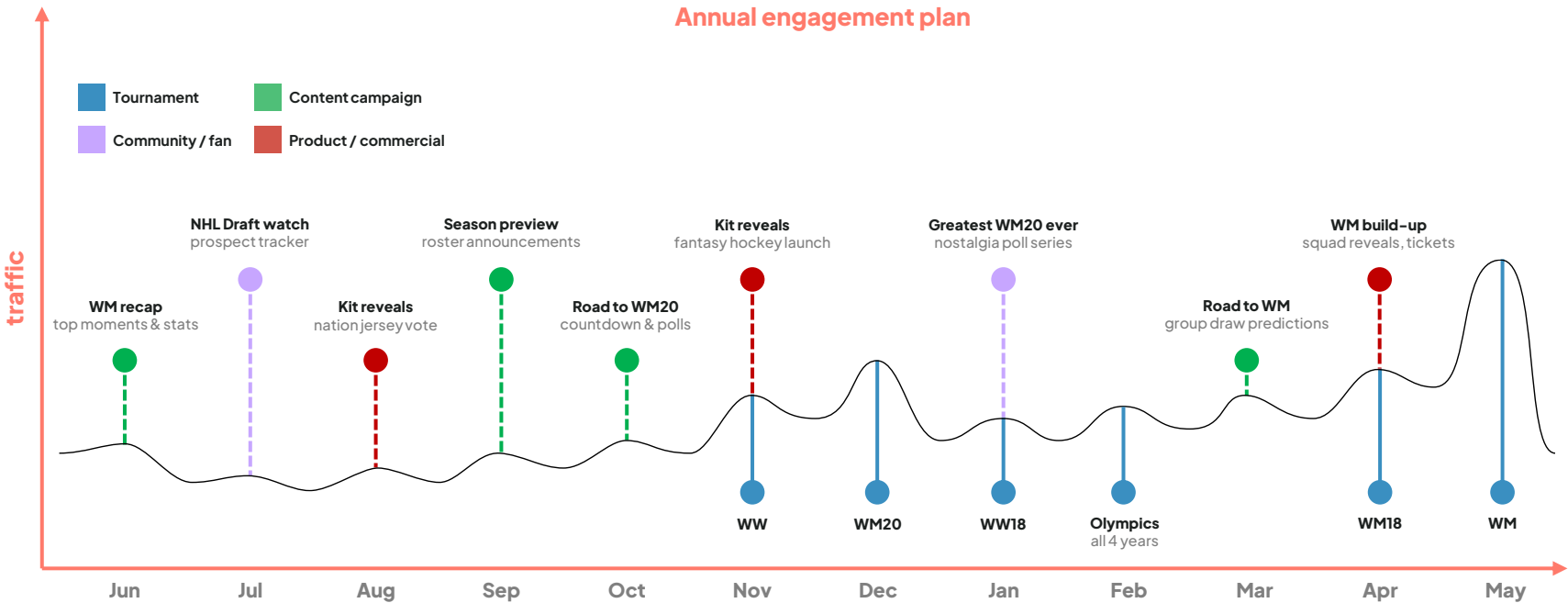
From tournament peaks to always-on fan journeys

Core idea

Never let engagement drop

The platform should never let go once engagement starts. Tournament peaks should be connected to content campaigns, community formats, product moments and always-on triggers that keep fans returning throughout the year.

The platform turns temporary attention into recurring behaviour.



- Always on:** Player rankings | nation stats | rule explainers | history archive | IIHF shop
- SEO triggers:** Best hockey players | WM20 results | Ice hockey rules | WM schedule
- Social + push:** Weekly “this week in hockey” | Throwback Thursday | Pre-match hype reels

Habit formation

What brings fans back after the tournament?

Core idea

From traffic to habit

Tournament traffic is valuable, but it is not enough on its own. The platform should create repeat behaviour through relevant off-tournament content, personal follow signals and recurring touchpoints that turn casual visitors into known fans.

Habit formation is the bridge from event traffic to year-round engagement.

Experience levers

Ai-assisted storytelling

Historical milestones, “on this day” moments and player progressions generated from IIHF’s rich data archive.

Off-season content formats

Coaches, referees, ice masters and youth talents provide stories that do not live anywhere else.

Personalised newsletters

Favourite teams, players and tournaments shape more relevant email journeys and reduce search dependency.

Social to platform traffic

Local-market creators and social formats can bring fans into deeper stories and richer journeys on IIHF.com.

Push and fan profiles

Follow actions and notification preferences help turn anonymous visitors into recognised, returning fans.

The goal is not only more traffic, but more meaningful return behaviour. These mechanisms help IIHF grow direct traffic, increase first-party signals and make the platform relevant between tournaments.

Strategic audiences

Two growth priorities.

Core idea

Strategic growth audiences

Women's Ice Hockey and younger audiences are not side topics. They are strategic growth priorities that shape how IIHF expands relevance, broadens participation and builds long-term fan relationships.

The platform should actively grow who feels seen, served and inspired by IIHF.

Women's Ice Hockey

Integrated, not isolated.

- The same quality standards for Game Center, stats and video as in men's tournaments.
- Player stories that surface role models and make athletes more visible year-round.
- Personalisation that actively surfaces women's content instead of hiding it in a sub-area.
- Ai-assisted storytelling that helps scale coverage across players, games and milestones.

Younger audiences

Many fans are hooked before age 14.

- Short, visual and mobile-friendly formats built around how younger users discover sport.
- Player-centric storytelling and role models that create identification early.
- Discover-hockey content that supports emerging markets and first-time audiences.
- Interactive formats such as fantasy, quizzes and predictors that reward curiosity and return visits.

These audiences strengthen the long-term future of the sport. A platform that serves them well can increase relevance, diversity and repeat engagement far beyond the tournament peak.

Audience and intent segmentation

Design around what users are trying to do

Core idea

Intent drives the experience

Fans, media representatives, MNAs, partners, internal teams and casual visitors may all enter the platform differently. The key question is what they want to accomplish in that moment.

User type

Intent

Response

Who they are

What they need

How the platform helps

Intent-based design keeps the platform useful across fan, media and governance journeys.

Five intent modes

01	Follow Ice Hockey	Need: Scores, schedules, standings, Game Center, teams and players.	Response: Fast live access, favourite modules and tournament navigation.
02	Understand Ice Hockey	Need: Rules, explainers, history and statistics.	Response: Knowledge content, stats pages, official documents and search-friendly explainers.
03	Discover Ice Hockey	Need: Entry points for younger fans and new audiences.	Response: Visual stories, short-form content, quizzes and rising-star journeys.
04	Work with Ice Hockey	Need: Media, MNAs, officials, internal teams and partners	Response: Media area, governance section, document workflows and access control.
05	Activate Ice Hockey	Need: Sponsors, partners, ticketing, OTT and campaigns.	Response: Sponsor modules, tracking, campaign landing pages and reporting.

This model supports both the fan-centric ambition and IIHF’s role as the official source of truth.

Fan experience

Fast access, deeper journeys, mobile-first by design

Core idea

The fan experience should be emotional, fast, visual and mobile-first.

It should give fans immediate access to live essentials, then guide them from the first score check into richer hockey journeys.

Fans should never reach a dead end after checking a score.

Experience priorities

Live entry points

Live scores and Game Center become the fastest path into games, teams, players and tournament context.

Tournament worlds

Tournament pages combine schedules, standings, teams, players, news, videos and highlights in one clear experience.

Personal relevance

Favourite national teams and players shape modules, homepage content and recurring journeys.

Player aggregation

Player pages bring together news, stats, highlights, career context and upcoming games.

Strategic visibility

Women's Ice Hockey and youth-friendly formats are surfaced actively, not hidden in separate corners.

Return journeys

Social teasers, explainers, quizzes and off-season formats create reasons to come back.



A mobile-first fan experience turns tournament utility into engagement depth: fans get what they came for quickly, then discover the next relevant hockey moment.

Governing body experience

Clear, authoritative and easy to find

Core idea

Governance content
should be clearly separated
from fan storytelling.

But not disconnected from the platform. It needs its own structured, reliable experience while remaining findable through navigation, search and external discovery.

Authority should be accessible without overwhelming the fan journey.

Rules and regulations

Official rules, rankings, compliance and governance documents.

MNA resources

Structured access to materials for member national associations.

Congress and compliance

Reliable information for committees, congress content and formal updates.

Development materials

Coaching, education and development content in a clear structure.

Document libraries

Searchable, filterable and reusable document structures.

Role-based access

Protected areas where workflows, users or documents require control.

Governance content should not dominate the fan-facing experience, but it must remain easy to access for the people who depend on it: MNAs, officials, internal teams and users arriving through Google, search or future AI discovery.

Media platform experience

From asset access to media-ready hockey stories

Core idea

Media professionals are a strategic user group.

The platform should help journalists, communications teams, tournament operations and IIHF staff work faster before, during and after tournaments.

before · during · after

prepare

cover

publish

Media capabilities

Registration workflows

Media registration, approval status and role-based access where required.

Official updates

Press releases, announcements, tournament information and schedules.

Stats and archives

Historical records, statistics, milestones and tournament context.

Media assets

Downloadable images, videos, galleries and approved press material.

Calendar and booking

Flows for interviews, photo positions, media tribune seats or event slots.

Internal access

Protected areas for media users, communications teams and IIHF staff.

Future potential

In the long term, the media area can become more than an asset repository. Ai-assisted insights, historical comparisons, game notes, player milestones and media-ready story angles can turn existing IIHF data into stronger global hockey coverage.

Homepage and personalisation concept

Adapt the homepage to the hockey calendar and the user context

Core idea

Relevant, but performance-safe

The homepage should dynamically adapt to the hockey calendar. Personalisation should be pragmatic and should not prevent caching during peak traffic.

Tournament

Off-season

Peak

Calendar context drives homepage priority

During tournaments, editorial and segment-based personalisation may be more appropriate than fully individualised rendering.

Homepage behaviour

Tournament period

Prioritise live games, scores, schedules, Game Center, highlights, standings, tournament news and favourite team modules.

Off-season

Shift to player stories, historic moments, development content, women's hockey, youth stories, rule explainers, countdowns and interactive formats.

Peak load

Reduce expensive personalisation and prioritise stable cached delivery.

Personalisation signals

Logged-in user

- Favourite team and favourite player
- Preferred tournaments
- Newsletter interests
- Notification preferences from MobileApp SSO

Anonymous user

- Language and geography
- Entry page and behaviour
- Segment buckets without a login wall
- Likely intent: fan, media or governance

What adapts

Homepage modules can prioritise news, results, player and team content, live Game Center paths, media/governance entry points, tournament context and follow-team/player journeys.

Gamification and persistent fan profiles

From anonymous visitor to persistent fan identity.

Core idea

The platform should not stop at one-off visits.

It should gradually turn anonymous traffic into known fan relationships through playful interaction, clear follow signals and persistent profile value over time.



Experience systems

Predictor games

Fans predict match outcomes and earn points, creating tournament-linked engagement that can begin well before the first puck drop.

Player voting

Formats such as Player of the Game or All-Star selections invite repeat participation and give the community a visible voice.

Fan levels and badges

Experience points, achievements and streaks give year-round engagement a visible reward and make activity outside tournaments meaningful.

Fantasy ecosystem

A native fantasy layer can support long-term engagement across the full IIHF calendar instead of sending fans to external platforms.

Gamification gives fans a reason to return, while persistent profiles give IIHF a way to recognise, segment and serve them better over time. Together, they support direct traffic, loyalty and first-party data growth.

Information Architecture & Content

Making World Hockey Findable

A clear structure for tournaments, teams, players, stories, governance and media.

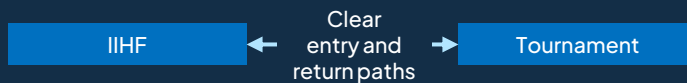
Platform information architecture

Connecting tournaments to the global IIHF world

Core idea

Connected by design

The information architecture should solve the tension between individual tournament worlds and the global IIHF platform. Users should be able to enter a tournament experience without losing the path back to the wider world of international hockey.



The structure should make complexity feel connected, not fragmented.



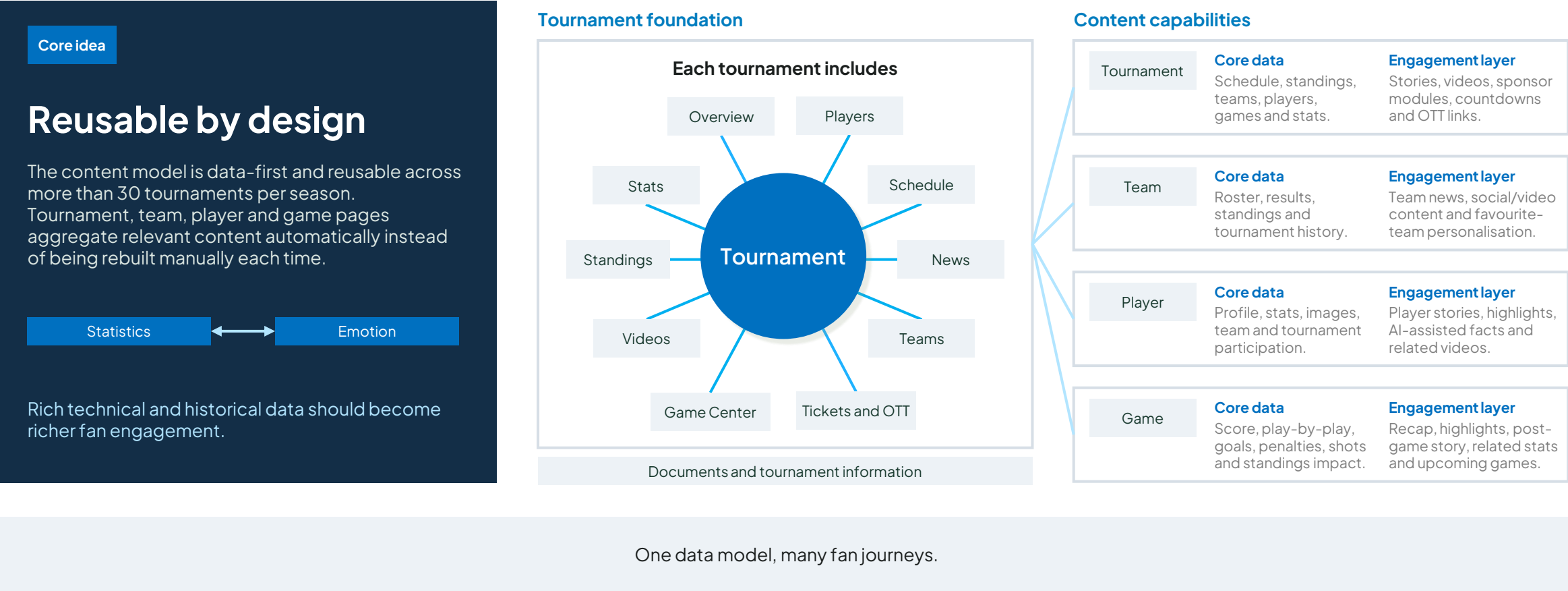
Recommended IA principles

- Fan-first main navigation
- Clear tournament entry points
- Return paths to the wider IIHF world
- Dedicated governance area
- Dedicated media area
- Strong search and filtering
- SEO-friendly URL structure
- Clear visual switch between event and year-round world

Result: Users move seamlessly between tournaments, governance and media resources.

Tournament, team, player and game content model

Reusable by design. Data-first across 30+ tournaments.



CMS editorial experience

Structured freedom for editors.

Core idea

Freedom within guardrails

Umbraco CMS provides a structured but flexible editorial experience. Editors need enough freedom to publish efficiently, while the system protects consistency, accessibility and performance across tournaments, stories and governance content.

The CMS should make complex publishing easier, not less consistent.

Create and structure

- Reusable content modules
- Structured article and story publishing
- Tournament templates

Compose and enrich

- Drag-and-drop within controlled components
- Image and video handling
- Social embed support

Control and permissions

- Workflows and approvals
- Role-based permissions
- Granular access for IIHF, MNAs and contributors

Publish and reuse

- Staging-to-production content promotion
- Reusable content snippets to avoid duplicate entries

Result

Faster editorial work, stronger governance and a more consistent public experience

Editorial workflow

From idea to publish

Core idea

Controlled editorial freedom

Editors will be able to create, arrange, preview, approve and publish pages using controlled content blocks. Layout flexibility will not require developer support — and consistency will still be protected across CMS, AI assistance and UI.

Flexible editing, controlled publishing and consistent language.

Publishing flow



Key capabilities

Content blocks

Drag-and-drop content blocks and photos without developer support.

AI assistance

AI-assisted summaries and translation preparation.

Live preview

Strong staging environments and preview before publishing.

Approvals

Role-based approval workflows with controlled publishing.

Optional language guardrail: Always say Game — never Match. Enforced across CMS, AI assistance and UI.

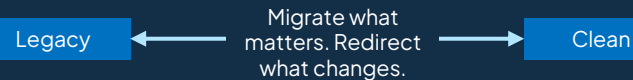
Content migration and SEO redirect strategy

Controlled migration, cleaner content and preserved visibility.

Core idea

Migrate with intent

Content migration should be treated as a controlled workstream, not as an automatic 1:1 transfer. The relaunch should be used as a content cleanup opportunity wherever possible, while protecting SEO continuity.



The goal is continuity without carrying unnecessary legacy complexity forward.

Migration workstream



Data and SEO guardrails

Reuse the existing tournament-data concept.
Define canonical URL rules for tournaments, teams, players, games and articles.

Multilingual content strategy

Flexible language coverage by design

Core idea

Language flexibility by design

The multilingual setup reflects IIHF's reality: different tournaments may have different language needs. The platform should support multilingual complexity without forcing every content item into a rigid one-to-one translation model.

The goal is continuity without carrying unnecessary legacy complexity forward.

Migration workflow

Different tournaments, different language needs

The platform allows language variants by tournament and section instead of assuming that every content item needs the same translation pattern.

Key capabilities

Language variants

Variants by tournament and section.

Fallback rules

Editorial fallback rules for missing versions.

SEO-friendly URLs

Language URLs that support discoverability.

Translation workflow

Clear process for preparation, review and publication.

Automated Translations

Tooling and workflows for automated content translation

Tournament combinations

Support tournament-specific language sets.

New language added by click of a button.

AI support for the future

Use IIHF's data archive to assist, connect and explain

Core idea

Assist, never replace

IIHF owns one of the richest hockey data archives in the world. AI should help editors, fans and media use this verified knowledge more effectively — while editorial control and official accuracy remain with IIHF.



AI becomes valuable when it is grounded in official, verified IIHF data.

Phase 3 potential

Guardrail

AI should assist, not replace. Based on verified data only. Editorial control stays with IIHF.

Game and stats data chatbot

A conversational layer for verified game, player, team and statistics data.

Governance chatbot

A structured assistant for governance content, official documents and internal knowledge access.

Rulebook chatbot

An IIHF Rulebook assistant that helps users find and understand verified rule information.

Pattern detection and fun facts

AI detects milestones, streaks, comparisons and unusual patterns from official data.

Editor assistance

Support for summaries, spellchecking, shortening, translation preparation and rephrasing.

Game notes and pre-game news

AI-generated game notes and pre-game news based on last results, verified facts and context.

Connected journeys: Next-page recommendations based on usage patterns can guide users from one relevant hockey moment to the next.

AI chatbot for stats discovery

Natural language access to verified hockey data

Core idea

Ask the archive

AI-assisted stats discovery can make Hydra and statistics data easier to explore for fans, media and internal users. It should be strictly based on verified data sources and treated as a Phase 2/3 candidate, not a critical MVP dependency.

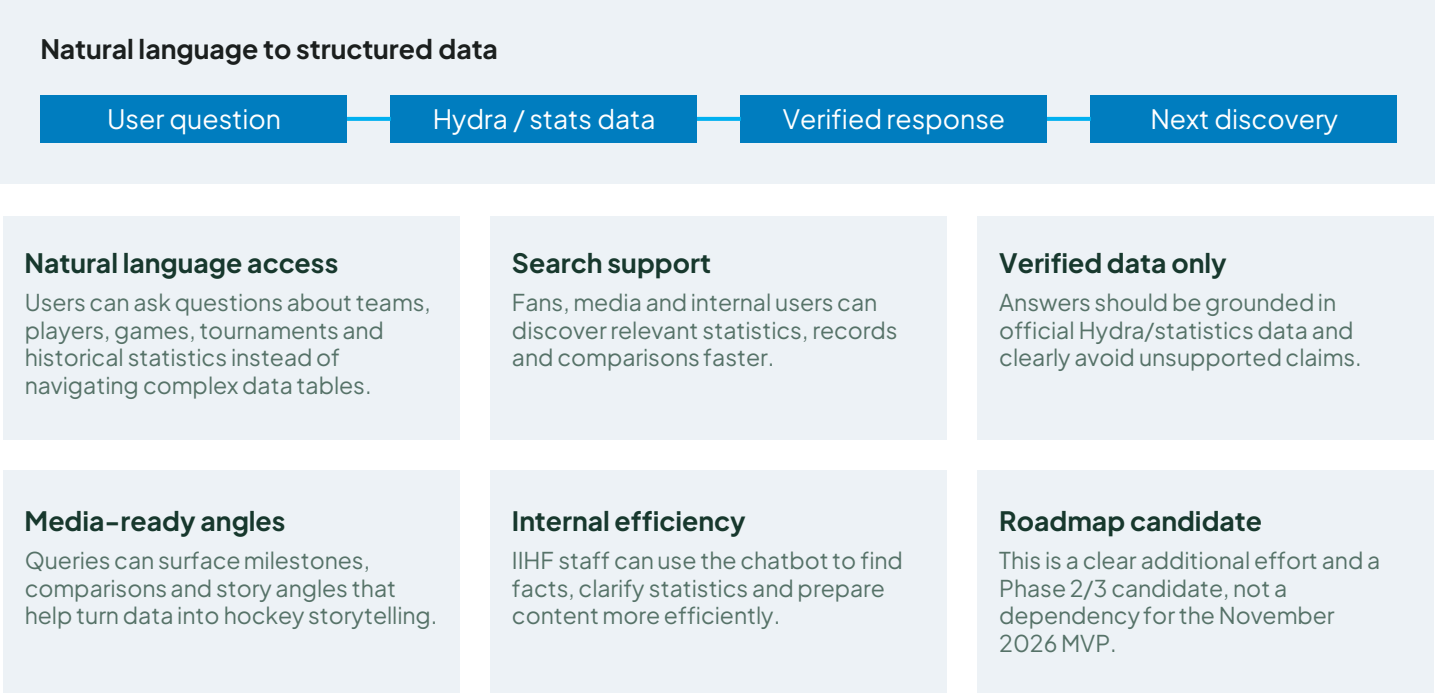
Question

Grounded in verified data

Answer

Beyond MVP — shown as a future concept, not a launch dependency.

Concept and value



Guardrail: AI should help users discover verified statistics — without replacing official editorial judgement or data governance.

The Platform

Built for global hockey moments

From live games to off-season stories, the platform should stay fast, reliable and connected — guiding fans to what matters next.

Technology stack

Open, modular and proven

Core idea

Proven stack, reduced risk

The proposed stack combines technologies already familiar in the IIHF environment with the same proven Microsoft, Umbraco and Azure foundation used in OPTEN's Swiss ice hockey references.

The goal is continuity without carrying unnecessary legacy complexity forward.

Stack components

CMS

Umbraco (.NET)

Open-source, modular and editor-friendly. SIHF and National League already run on it.

Hosting

Microsoft Azure

IIHF-managed Azure. Same stack as SIHF and National League.

CDN and security

Cloudflare

Global edge caching and DDoS protection. IIHF already uses Cloudflare today.

Database

MongoDB

Reuse of the existing IIHF game-data concept to reduce migration risk.

Stats and live data

Hydra / Wisehockey API

IIHF's official stats feed: datafeed to Blob Storage, MongoDB and API. Enriched with data from Wisehockey.

Video

WSC Sports

Automated highlights and goal clips, integrated natively into the fan journey.

Result: a modular platform foundation that connects CMS, cloud, live data, video and edge delivery without overloading the MVP.

Platform architecture

A modular foundation for global hockey moments.

Core idea

Separated by design

The architecture separates public delivery, editorial management and cloud operations. This keeps the platform fast, scalable and resilient while allowing IIHF teams to prepare, edit and publish content safely.

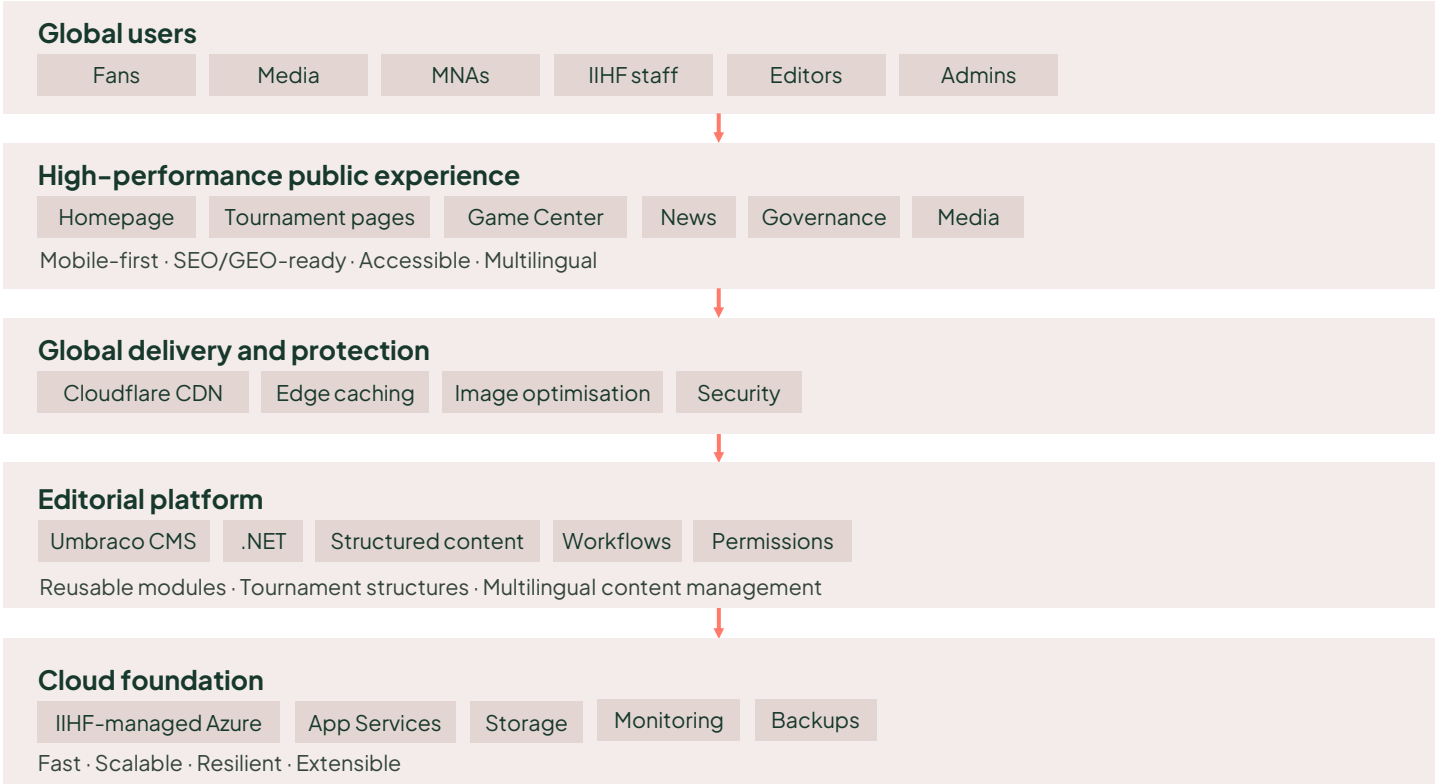
Public delivery

Editorial platform

Cloud operations

A clear layer model reduces risk while supporting performance, editorial flexibility and long-term growth.

Architecture layers



Why this architecture works

Fast for fans. Flexible for editors. Stable under pressure.

Core idea

Performance and flexibility

The architecture is designed to serve global audiences quickly while keeping the CMS usable for editors. Public delivery is protected by caching and edge infrastructure, while the platform remains open for future integrations and product evolution.

The same foundation supports launch stability and long-term digital product growth.

Strategic benefits

01 Performance-first delivery

Public pages are served through CDN caching and edge infrastructure wherever possible, giving fans fast access to scores, schedules, news and tournament content.

02 Editor-friendly CMS

Editors can manage structured content, workflows and tournament pages without putting the public experience at risk.

03 Stable during traffic peaks

The frontend is decoupled from backend load, so editors, APIs or temporary system pressure do not put the public experience at risk during live-game moments.

04 Built for long-term evolution

The modular foundation supports future integrations, personalisation, media services, CDP readiness and commercial activation.

The platform can launch as a controlled MVP while already being structurally prepared for year-round growth.

Performance and scalability

At the final buzzer, traffic spikes. We're ready.

Core idea

Prepared for known peaks

Traffic around live games is not random. It spikes at decisive moments, especially after the final buzzer. The platform is designed to absorb these patterns through caching, decoupling, smart scaling and pre-event testing.

60k

Concurrent sessions

The goal is speed, stability and graceful behaviour under tournament pressure.

Peak-load strategy

01 Caching-first architecture

HTML is served from the Cloudflare edge with minimal origin load, even during World Championship final spikes.

02 Request-pattern auto-scaling

Scaling reacts to patterns such as "3× requests in 3 minutes", not only to CPU percentage.

03 Decoupled frontend and backend

Editors can publish freely while users stay protected. Backend failure leads to graceful degradation, not broken pages.

04 Cache-friendly personalisation

During tournament peaks, personalisation focuses on reusable segments such as favourite team context and not unique pages per user.

Full stress testing before every major IIHF event, with hypercare included at the first tournament.

Cache-friendly personalisation

Scalable personalisation for high-traffic platforms.

Core idea

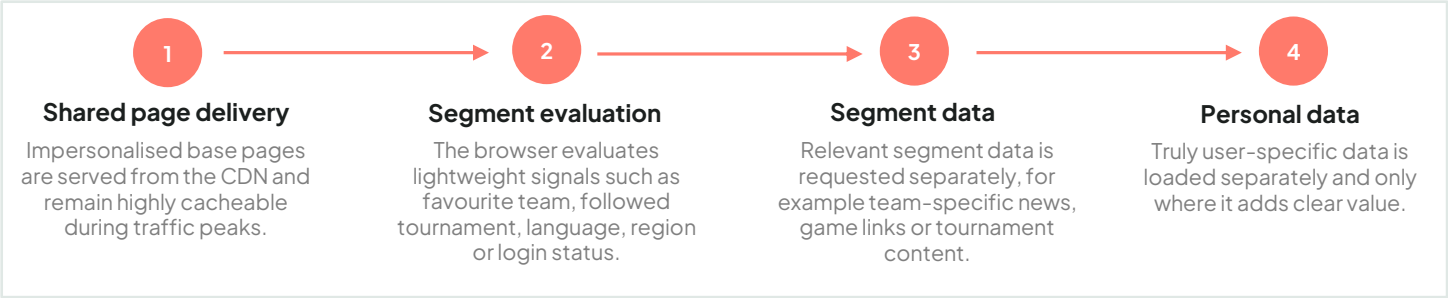
Shared delivery, personal relevance

The base page is delivered as shared, cacheable content from the CDN. The browser then evaluates lightweight personalisation signals and loads relevant cached segment content, such as favourite team or tournament context, without creating a unique page for every user.



High traffic stays cacheable, while relevance is added through reusable segments.

Personalisation flow



Personalisation signals

Reusable segment signals:

- Favourite teams
- Favourite players
- Language and region as supporting context

Key advantage

The expensive part of the experience is shared by everyone. Personalization is added through reusable cached segments, keeping the platform fast, scalable and resilient during major IIHF events.

Performance

Served from nearby CDN

Scalability

Segments reused across many users

Reliability

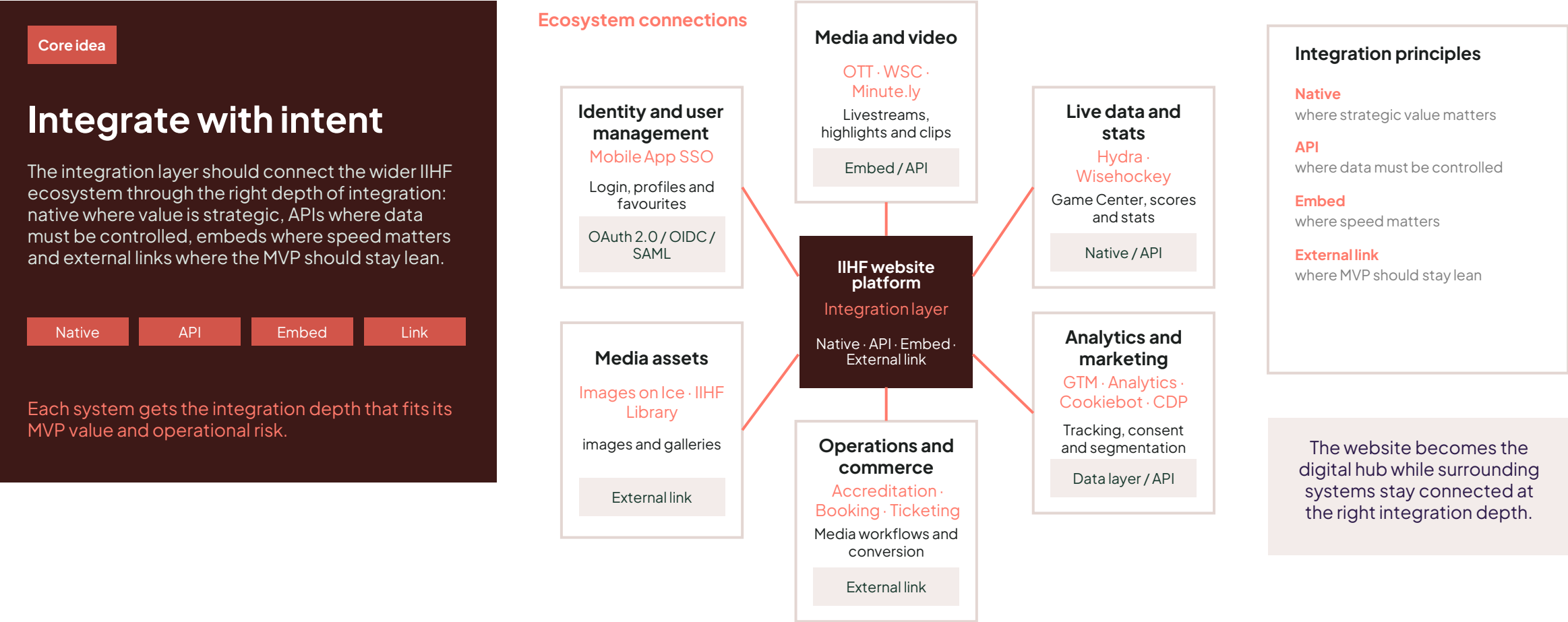
Backend pressure reduced

Cost efficiency

Less server-side rendering

Integration architecture

Connect the ecosystem, keep the MVP lean



Performance and peak load strategy

No failures during live games

Core idea

Control the post-game spike

Performance is one of the most critical success factors for IIHF. Traffic is not evenly distributed: it spikes during decisive live-game moments and especially right after the final buzzer, when fans all return at once for scores, standings, highlights and recaps.

The architecture must anticipate these patterns before they become incidents — with Cloudflare-first delivery, controlled caching, decoupled backend services, event-based scaling and tested fallback behaviour.

Peak traffic will be planned around known game patterns, not treated as unexpected load.

Technical response

Peak-load principle Absorb the spike before it reaches the origin.

Cloudflare first
Cloudflare sits in front of the platform as the primary traffic absorber, with static or cached HTML for public pages wherever possible.

Controlled caching
Targeted cache invalidation after publishing. Live data is loaded separately with short-lived caching.

Decoupled delivery
Backend and frontend are decoupled. Editors can publish safely, while cached public pages remain available.

Peak-safe personalisation
No fully individualised server rendering during peak load. Use reusable segments and reduce depth during tournaments.

Event-based scaling
Scale on traffic patterns, not only CPU. Prepare more instances during the last period and post-game peak.

Operational readiness
Monitoring and alerting before launch, plus load testing for peak tournament scenarios.

Live-game pattern: Traffic around games, especially after the final buzzer, is a known pattern. The architecture should absorb the spike, not merely react to it.

DevOps, hosting and release concept

Safe releases while tournaments stay live

Core idea

Separate code, content and live operation

The release model supports both code deployments and content preparation. IIHF can prepare tournament content in a controlled environment, validate it and promote it safely to production without destabilizing live tournament operation.

Dev

Test

Prod

Editors prepare future content while live tournaments remain stable.

Release model

1. Build
Pull-request based feature testing and reproducible infrastructure.

2. Validate
Feature validation on test and regression testing before production.

3. Promote
Umbraco Deploy for controlled content promotion to production.

4. Release
Slot swapping as a safe and downtime-free deployment mechanism.

Key elements

Environments
Development, test, and production environments, including controlled creation of new test environments if needed.

Infrastructure as Code
Reusable environment setup for reproducibility, disaster recovery and controlled scaling.

Deployment separation
Content and code deployments are separated to protect live operation and editorial flexibility.

Content promotion
Umbraco Deploy enables controlled test-to-production content promotion.

Operational checks
Monitoring and operational readiness checks before launch and key releases.

Recovery readiness
A disaster recovery plan supports resilience for business-critical tournament operation.

Result: controlled releases, stable tournament operation and safe preparation of future content.

MVP & Roadmap

Launch Fast. Grow With Purpose

A focused MVP for November 2026, designed as the first step of a long-term product roadmap

Phase 1: MVP scope

Create the stable foundation first



Core idea

Foundation before ambition

The November 2026 MVP launch date is fixed. The MVP should focus on the robust platform foundation and the essential experiences needed for launch — not every long-term engagement idea.

Foundation

Launch

Growth

Outcome: a stable launch foundation for controlled growth.

MVP focus and scope

Focus: MVP platform, CMS, core tournament experience, integrations, performance and launch.

Delivery path to launch



MVP must include

- Core website platform
- Fan-first information architecture
- Dynamic homepage
- Tournament pages
- News, articles and stories
- Live scores and Game Center basics
- Real-time stats integration
- SSO integration
- Favourite team/player personalisation foundation

Operational foundation

- Governance section
- Media section MVP
- Analytics/data layer
- Consent management
- Cloudflare/caching setup
- SEO redirects and migration basics
- Editor training and launch support
- Year 1 hosting, support and maintenance

Phase 2: Feature expansion

Built on real learnings



Core idea

Strengthen the engagement layer

Phase 2 should expand the MVP based on real user behaviour, editorial feedback and operational learnings. It should add deferred features while improving personalisation, media workflows, Game Center depth and analytics.

Observe

→

Improve

→

Engage

Outcome: a stronger engagement layer for recurring use.

Expansion priorities

Focus: Deferred features, personalisation, media workflows, enhanced Game Center and analytics.

Personalisation

- Deeper personalisation
- Stronger app/web continuity
- CDP readiness

Media and video

- More advanced media workflows
- Stronger video/highlight integration
- Sponsor and ads tracking

Fan journeys

- Structured player aggregation pages
- More interactive fan formats
- Off-season formats for habitual return

Discovery and analytics

- Better search or AI-assisted discovery
- Analytics-based prioritisation
- Editorial formats refined by learnings

This phase turns the MVP from a stable launch platform into a more engaging digital product.

Phase 3: Long-term growth

Optimise, automate, monetise



Core idea

Use innovation carefully

Long-term enhancements should focus on engagement, automation and commercial value. AI should assist editors, detect patterns, summarise verified data and guide users deeper into the platform — without undermining editorial control or official accuracy.

Engage

Automate

Monetise

Outcome: optimisation, automation and stronger commercial value.

Potential enhancements

AI and discovery

- AI statistics agent connected to Hydra/statistics data
- Conversational discovery for fans and media
- AI-assisted facts based on verified data

Fan engagement

- Advanced fan engagement formats
- Persistent fan profiles
- Fan levels, badges, achievements and streaks
- Predictor games and fantasy ecosystem
- Player of the Game voting

Commercial value

- Sponsor dashboards
- Commercial reporting
- More measurable activation opportunities

Ecosystem evolution

- Automated tournament setup
- Deeper app integration
- Broader design system for external providers

AI guardrail: AI should support discovery, summarisation and pattern detection — but never replace editorial judgement or official accuracy.

Delivery Approach

From Vision to Controlled Execution

Clear milestones, focused workshops and iterative delivery towards a reliable launch

Project methodology

Milestone control with iterative implementation

Core idea

Hybrid delivery, controlled scope

OPTEN recommends a hybrid delivery model: clear milestones and MVP control, combined with iterative implementation cycles. This keeps the November 2026 launch focused while allowing the team to validate, refine and manage risk continuously.

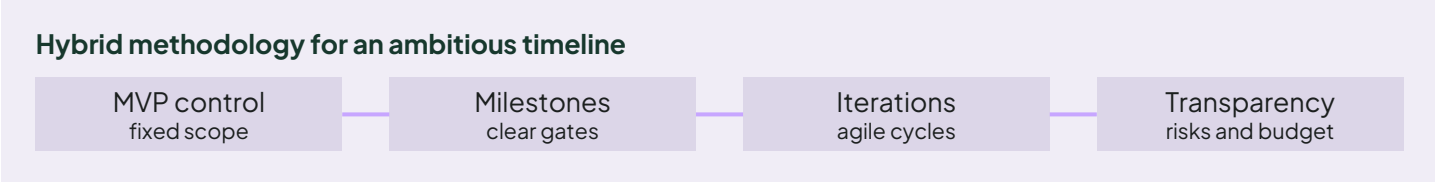
Scope

Milestones

Sprints

The method protects scope, timeline, quality and transparency.

Delivery model



Key practices

Fixed MVP scope

Launch-critical features are controlled, prioritised and protected from uncontrolled expansion.

Clear milestones

Defined decision points keep progress visible and support reliable planning.

Agile implementation cycles

Development progresses iteratively while staying aligned with MVP goals.

Controlled design iterations

UX and UI refinements happen in structured cycles, not open-ended redesign loops.

Shared backlog and status rhythm

Weekly status meetings and a shared backlog keep scope, decisions and dependencies transparent.

Budget, risk and change control

Transparent budget and risk tracking, with formal change requests for scope extensions.

A pragmatic delivery setup that keeps the MVP launch controlled while still allowing learning and iteration.

IIHF – The Digital Home of World Hockey.

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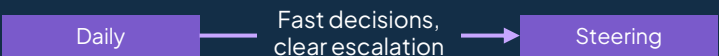
Governance and decision-making

Clear decisions, faster delivery

Core idea

Two-tier governance model

The project requires clear decision-making. Day-to-day decisions should be handled by the IIHF project lead and OPTEN project manager, while strategic sign-offs are escalated to a steering group.



The model protects speed in daily work and clarity for major decisions.

Recommended governance setup

Q&A alignment The Q&A describes a two-tier decision-making structure: day-to-day decisions by the project lead, strategic sign-offs escalated to a steering group.

Steering group

IIHF executive sponsor with final approval authority for strategic decisions, major milestones and escalations.

Project leadership

IIHF project lead as day-to-day product owner, together with the OPTEN project manager.

Core representatives

Technical, content, commercial, marketing and communications representatives involved where relevant.

Ways of working

Meeting rhythm

Weekly project meetings and steering meetings for major decisions.

Shared documentation

One shared documentation base for decisions, risks, scope and dependencies.

Decision log

Risk and decision log to keep open points visible and traceable.

Acceptance criteria

Clear acceptance criteria per milestone and formal change request process.

OPTEN setup: dedicated project manager and technical lead to coordinate delivery, architecture and implementation decisions.

Workshop and UX validation

Scope, content, architecture — aligned early

Core idea

Align early, build faster

Four early workshops create a shared foundation before implementation accelerates. They clarify what must be built for the MVP, how content and data should work, and how key user journeys should be validated.

Scope

Content

UX

The workshops reduce uncertainty before development speed becomes critical.

Recommended workshops

Purpose: Create fast alignment on MVP priorities, editorial reality, technical dependencies and the target user experience.

01 MVP scope and roadmap alignment

Feature matrix, launch-critical scope, Phase 2 priorities and decision paths.

Output: agreed MVP scope and prioritised roadmap

02 Content, IA and editorial model

Navigation, tournament structures, content migration, CMS workflows and ownership.

Output: content model, IA direction and editorial guardrails

03 Architecture and integration alignment

Hosting, Cloudflare, SSO, Hydra, WSC, media, analytics and third-party dependencies.

Output: architecture assumptions and integration plan

04 UX validation and prototype review

Key journeys for fans, media, MNAs and editors; mobile-first validation and feedback.

Output: validated experience priorities before build

Timing: immediately after contract award, before full implementation acceleration.

Operations & Partnership Beyond Go-Live

The platform should be operated, improved and evolved as a long-term digital product.

Support, maintenance and SLA readiness

Reliable platform operations beyond launch

Core idea

Support designed for live sport

After launch, OPTEN provides application-level support and maintenance. The support model can be expanded during important tournaments and peak phases, with elevated service commitments during live event windows.

Monitor

Respond

Improve

Support, maintenance and readiness planning protects both daily operations and major tournament peaks.

Support and SLA framework

Approach: Flexible support model with final SLA levels, response times and tournament readiness windows to be aligned with IIHF.

Support model

- Business-hour support
- Monitoring and alerting
- Incident triage by severity
- Escalation process
- Post-incident reviews
- Optional tournament on-call
- Optional 24/7 readiness during defined event windows
- Alternative support model with defined support windows

Maintenance and hypercare

- Hypercare after go-live
- 2-week hypercare after launch / first tournament
- Junior World Championship hypercare included in budget
- World Championship Germany hypercare included in budget
- Stabilisation and warranty phase until after WM 2027
- CMS updates, security patches and dependency updates
- Performance reviews, seasonal readiness checks
- Backup and recovery tests

SLA readiness

- uptime target measured monthly across the year
- Uptime target during major event windows
- Major events: World Championships, World Juniors, Olympics, U18s and other tier-1 tournaments
- Framework includes incident severity, response and resolution targets
- Reporting cadence and service remedies where applicable

Operate the platform as a product

Continuous improvement after launch

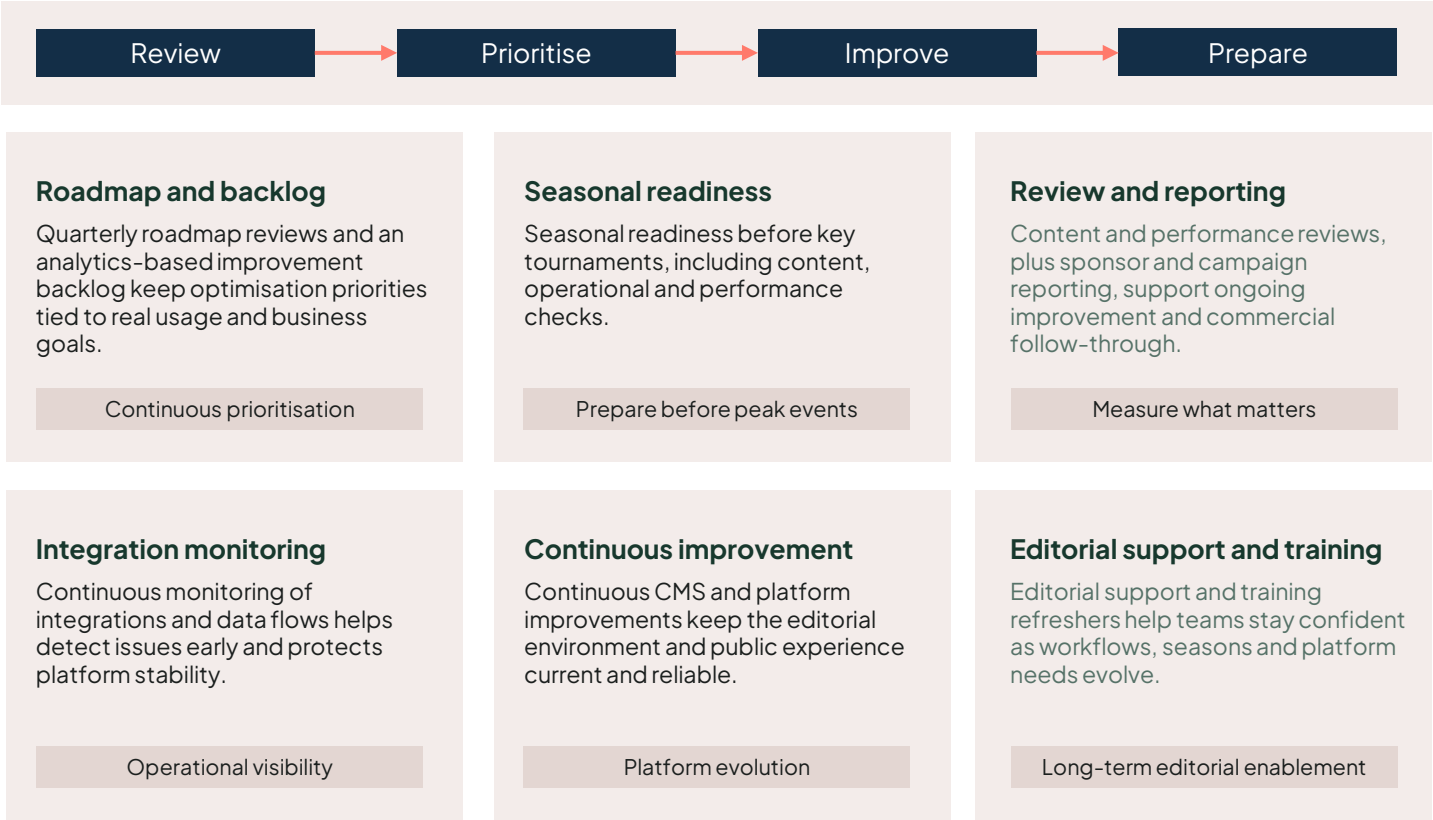
Core idea

Launch is the beginning

The platform should be operated as a product, not as a completed one-off project. Habit formation, direct traffic growth and first-party data value require continuous optimisation after launch.

This operating model is essential for turning the website into an engagement platform: habit formation, direct traffic growth and first-party data value require continuous optimisation, not only launch delivery.

Operating model after launch



Commercials & Compliance

A Clear Framework for Delivery

Transparent scope, pricing, assumptions and tender alignment for a confident decision.

Cost structure

Budget for launch and operations

Description	Share	MVP Nov '26	Phase 2 Mar '27	Total
Discovery, Scoping	8%	€ 30,000	€ 10,000	€ 40
Concept & Design (UI/UX)	9%	€ 30,000	€ 15,000	€ 45k
CMS, Editorial Workflows, Content Platform	6%	€ 20,000	€ 10,000	€ 30k
Fan Experience, Engagement	9%	€ 20,000	€ 25,000	€ 45k
Tournament Hub, Live Data, Scores, Stats, Game Center	16%	€ 80,000	-	€ 80k
Governance	2%	€ 10,000	-	€ 10k
Media, Booking	4%	€ 20,000	-	€ 20k
Personalization	10%	€ 35,000	€ 15,000	€ 50k
Search	2%	€ 10,000	-	€ 10k
Data Tracking, CDP	1%	€ 5,000	-	€ 5k
User Management (incl. SSO)	2%	€ 10,000	-	€ 10k
Performance, Security, Testing, Launch Readiness	4%	€ 20,000	-	€ 20k
Content Migration, SEO (incl. Redirects)	4%	€ 20,000	-	€ 20k
Project Management	8%	€ 30,000	€ 10,000	€ 40k
Training, Documentation, Project Enablement	3%	€ 10,000	€ 5,000	€ 15k
Licences (one time; Translation Manager)	0%	€ 1,183		€ 1k
Licences (yearly recurring)	2%	€ 6,000		€ 6k
Subtotal MVP	90%	€ 357,183	€ 90,000	€ 447k
Reserve Phase 2	10 %		€ 50,000	€ 50k
Total	100 %	€ 497, 283		€ 497k

MVP + Phase 2
€497k
incl. reserve

Hosting
€50k
Year 1

Budget frame
€500k
Year 1 max.

Cost blocks and assumptions

The Year 1 budget is intended to cover the first 12 months of cooperation, including build, MVP launch, Phase 2 rollout, support and maintenance.

Operations

Azure hosting is usage-based and can only be finalized after live operation. The €50k estimate is based on the current Azure implementation and usage profile. We expect optimization potential through caching, scaling and infrastructure tuning.

Third-party licence responsibility

Third-party licence fees for existing IIHF-contracted systems such as Hydra, Wisehockey, WSC Sports, Wiz-Team and Images on Ice remain outside the vendor's licence responsibility; integration work is included according to the Q&A.

Commercials & Compliance

What It Takes to Run the Platform

Indicative annual costs for licences, operations and support

Run-Cost	Scope	Annual Indicative Cost
Hosting	Azure hosting costs (financed directly by IIHF)	€ 50,000
Support Level Agreement & Basic support	Monitoring, incident management (4 h/month), defined resolution times	€ 20,000
Maintenance	Dependency updates, CMS upgrades, accessibility improvements	€ 20,000
Subtotal		€ 90,000

Licence-Cost	Usage	Annual Cost
Umbraco Forms	Dynamic form creation with custom workflows	€ 100
Umbraco Deploy	Content deployment between environments	€ 2,800
Umbraco Workflow	Customizable release / publish workflows	€ 2,800
DeepL API	Automatic translations with translation manager	€ 300
Subtotal		€ 6,000
Total		€ 96,000

Third-party licence fees for Hydra, Wisehockey, WSC, Wiz-Team and Images on Ice remain outside vendor licence responsibility; integration work is included in the vendor scope according to the Q&A.

Total indicative annual costs

€ 96k

p.a. for Year 2 onwards

Proposed improvement retainer

€ 50k

p.a. for feature development

Key assumptions

Peak sizing & Concurrent load

approx. 8,800-page loads/min
approx. 60,000 concurrent sessions
with headroom for growth

Premium Support available

Premium support is calculated on a per-hour add-on for availability and response time.

Payment Terms

Quarterly invoicing linked to key delivery milestones

Year 1 structure

4 quarterly invoices

July 2026 – April 2027

Milestone-based payment rhythm

Each invoice is connected to a clear commercial trigger in the Year 1 delivery plan.

01	Jul 2026	20%	Contract signing & discovery kick-off
02	Oct 2026	25%	Design sign-off & MVP build checkpoint
03	Jan 2027	30%	Acceptance of MVP launched in Nov 2026
04	Apr 2027	25%	Phase 2 launch & first run completed

Year 2 onward:

OPTEN recommends flat monthly or quarterly billing based on the agreed support, run and product evolution retainer. Additional change requests can be invoiced separately as fixed-price or time-and-materials work.

Commercials & Compliance

Daily Rates

€1'160

Hourly Rate
€145 / hour

Software Development

€1'160

Hourly Rate
€145 / hour

UI/UX Design

€1'600

Hourly Rate
€200 / hour

Consulting

€1'000

Hourly Rate
€125 / hour

Content Migration

Closing Ready for the Next Chapter

Together, IIHF and OPTEN can build the digital home of international ice hockey.

Shared foundations for a successful launch

Clear responsibilities, decision paths and scope boundaries

Core idea

Clarity enables speed

A focused MVP delivery works best when responsibilities, decision paths and external dependencies are clear from the beginning. This framework creates the conditions for a reliable November 2026 launch.

Align

Frame

Launch

Clear boundaries reduce friction and support confident delivery.

Delivery framework

What enables efficient delivery

What should be in place to keep delivery focused, fast and well governed.

- A single point of contact or small empowered IIHF core team.
- Clear content ownership on IIHF side, supported by OPTEN through workshops, structure and implementation guidance.
- Timely access to brand guidelines, current content, structured data and relevant systems.
- Documented external systems with test environments and responsible contacts.
- Reuse of existing structured data sources where technically feasible.
- Early hosting alignment, ideally in an IIHF-managed Azure setup with Cloudflare.
- Existing Mobile App SSO remains the base identity provider for fan profiles.

Base scope boundaries

What stays outside the base scope unless selected and explicitly contracted.

- Third-party systems such as accreditation, booking, ticketing, CDP or the mobile app are integrated where relevant, but not rebuilt unless explicitly scoped.
- Legacy content migration is handled based on a defined migration scope, not as an automatic full manual transfer.
- Additional licences, hosting, usage fees or advisory services outside platform implementation are treated separately where required.

These boundaries are not limitations — they create the conditions for a focused, reliable and successful November 2026 launch.

Risk management and scope assumptions

A positive risk frame for a controlled November 2026 MVP

Core idea

Make risks visible early

Risk management is treated as an active delivery tool, not a warning label. By identifying scope, timeline, integration and performance risks early, the project can stay focused, transparent and launch-ready.

See

→

Act

→

Control

The aim is not to avoid ambition — it is to sequence it safely.

Delivery risks and mitigations

Project logic

Fixed MVP, clear sign-offs, phased roadmap and controlled change requests keep the launch achievable.

Too much scope for November 2026

Fixed MVP, phased roadmap, early prioritisation and a formal change request process for scope extensions.

Timeline pressure

Early workshops, clear sign-offs, weekly status meetings and controlled design/implementation iterations.

Content migration complexity

Separate optional migration package, migration tooling, structured content split and IIHF-led editorial decisions.

Third-party integration uncertainty

Integration matrix, clear documentation assumptions, test environments and named technical contacts.

Peak traffic instability

Cloudflare, HTML-first delivery, caching-first architecture, event-based scaling and load testing.

Personalisation vs. performance

Segment-based/client-side personalisation, bucket-based logic and reduced personalisation under peak load.

These risks are manageable when scope, dependencies and test conditions are agreed early.

Strategic safeguards

Protecting the platform vision beyond the launch-critical MVP

Core idea

Protect the bigger idea

Some risks are strategic rather than technical. The project should not shrink into a pure CMS replacement. It keeps the wider platform vision visible while protecting editorial ownership, stakeholder knowledge and year-round engagement.

See

Act

Control

A strong MVP should launch safely and still point clearly to growth.

Strategic risks and mitigations

Website treated only as a CMS project

Keep a strong proposal narrative around communication, activation, fan engagement, media operations and year-round relevance.

Content strategy ownership unclear

IIHF owns the strategy; OPTEN supports through workshops, structure, implementation guidance and reusable content models.

Weak off-season engagement

Use content formats, follow-team/player journeys, newsletters, app activation and the gamification roadmap to create return reasons.

Loss of existing knowledge

Include Tobias, Severin, Clemens and existing platform/datafeed knowledge in the design and decision-making process.

External systems become MVP blockers

Integrate where relevant, but avoid rebuilding accreditation, booking, ticketing, CDP or mobile app unless explicitly scoped.

Budget confidence weakens

Track scope, budget, risks and assumptions transparently; separate additional licence, hosting, usage or advisory costs where required.

The assumptions are not limitations. They define the delivery conditions that allow IIHF and OPTEN to move quickly, stay aligned and protect the November 2026 launch.

Next steps

From decision to MVP launch and long-term product growth.

Core idea

Ready to move

The next step is to turn alignment into execution: confirm the MVP scope, lock the delivery assumptions and start discovery immediately after contract award.

Align

Launch

Grow

Decision → MVP → product roadmap

The roadmap is clear: launch in November 2026, then expand with purpose.

Recommended next steps

01

Confirm MVP scope

Confirm MVP scope and roadmap priorities based on the feature matrix.

02

Align assumptions

Align architecture, integrations, hosting and handover assumptions.

03

Start workshops

Start discovery and workshops immediately after contract award.

04

Launch MVP

Launch the MVP in November 2026.

05

Deliver Phase 2

Deliver Phase 2 by March 2027.

06

Grow long-term

Continue with Year 2 and Year 3 product growth, operations and strategic partnership.

Together, IIHF and OPTEN can transform IIHF.com into the global digital home of international ice hockey: tournament-first, fan-centric, performance-safe, officially trusted and ready for year-round growth.

Why OPTEN?

A partner for the platform, not only the build

IIHF needs more than a supplier for a website build.

It needs a partner who can combine communication strategy, fan engagement, platform architecture, CMS excellence, live-data integration, high-performance engineering and long-term operation.

Proven sports partner

Hockey and sports-platform understanding, including federation structures and live-event pressure.

Swissness

Swiss-developed expertise, close proximity, and ability to support IIHF directly at headquarters whenever needed.

IIHF knowledge

Existing IIHF context through Tobias Morf, Severin d'Heureuse and Clemens Jauch.

Technology

Strong Umbraco, .NET, Azure, Cloudflare and integration expertise.

Platform perspective

Focused on direct traffic, first-party data, OTT activation, habit formation and year-round engagement.

IIHF needs a partner who can turn the Hub of World Hockey into a reliable, scalable and engaging digital platform. OPTEN is ready to build and operate that platform.

CMS

Modern, multilingual and scalable

UX

Accessible and user-centred

Hosting

Flexible hosting options

Costs

Plannable costs

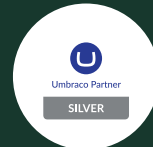
Partnership

Passion and expertise

Trusted by leading Swiss sports organizations



Certified platform expertise



One Platform. Every Hockey Moment.

Designed for fans. Built for tournaments.
Ready for the next decade of international hockey.

Fan Experience

Reasons to return
365 days a year

Tournament Platform

Resilient delivery
under peak demand

Digital Ecosystem

Content, competitions
and stakeholders
connected



Appendices

Appendix A

Statement of Undertaking

Formal signed statement including company details, signature, date, place and stamp.

Appendix B

Requirements Matrix

Completed requirements matrix with references to proposal chapters.