



NZC STRATEGIC PLAN

2017

November 2017



Cricket will be a game for all New Zealanders; a game without barriers – a game that can be played anywhere, by anyone.

Whatever the individual circumstances, Kiwis will be given every reason to celebrate and engage with cricket as their game, for life.

A High Performance culture, underpinned by quality people, systems and facilities will produce winning BLACKCAPS and WHITE FERNs that inspire the nation and represent the best of New Zealand's values and culture.

Cricket will be one family, built on a sustainable financial model, and with a quality and consistency of governance that nurtures the game at Community level and provides pathways towards success on the international stage. We will take a global approach and perspective to all our activities for the betterment of the game in New Zealand.

01 The best players, coaches, officials and support in Cricket

02 An aligned and effective Cricket family

03 New Zealand's Summer Game

04 Fans for life

05 Financial Success

01

The best players, coaches, officials and support in Cricket

Quality environments and people who produce winning BLACKCAPS and WHITE FERNS who inspire New Zealanders.

The BLACKCAPS and WHITE FERNS are the shop-window of cricket in New Zealand. We will pursue and develop quality high performance environments and people to produce world-class players and teams. We will drive a culture of improvement with a view to consistently producing winning teams that inspire New Zealanders.

Our domestic competitions will entertain and excite while fostering the development of players who are ready-to-go in the international game.

PRIORITIES

- Maintain robust support systems that meet the needs of the BLACKCAPS and WHITE FERNS.
- Ready-to-go BLACKCAPS and WHITE FERNS players, coaches and support staff through talent identification, high performance pathways and succession planning.
- Identify and maximise opportunities for development of the professional system in women's cricket.
- Aligned high performance strategies, facilities and program across all age groups and levels.
- Quality domestic and pathway competitions, venues and facilities to support game and player development.
- A world class match officials through improved identification and education.
- A New Zealand way of playing that delivers results, and engages and inspires our fans.

MEASURES

- BLACKCAPS win the ICC CWC 2019, and at least one of the 2016 & 2020 ICC World T20s and are consistently ranked in the top four for Tests. The WHITE FERNS to make the final of the ICC ODI and T20 events and be consistently ranked in the top two.
- 100% of participants in HP programme use and engage with IPP systems.
- Players transitioning into first class or international teams contribute significant performances within two consistent tours or one domestic campaign.
- Talent identification and succession planning in place for coaches, management, support staff and match officials.
- New national high performance facility built and operational.
- 60% of WHITE FERNS involved in professional competitions around the world.

02

An aligned and effective Cricket family

The best structures, people and processes to take cricket forward.

Cricket will be viewed as a leading sport in New Zealand, part of our national identity underpinned by quality performances on the field and strong administration. An aligned delivery approach and governance model will ensure the best people, structures and processes for the game.

Our small size will be our advantage, we will have the agility and professionalism to respond to the opportunities and changes in our community and in our game. We will leverage our domestic and international partnerships, cultivating and developing closer relationships with key stakeholders, to ensure we are best-placed to achieve our strategic vision.

PRIORITIES

- We will ensure the right structures, systems, agreements, and environment to future proof our game and deliver our vision.
- Grow and invest in partnerships with all stakeholders for the mutual benefit of the game.
- The right people in the right positions to build the game at all levels.
- Adopt a process of continual improvement.
- Leaders in sport integrity.
- Take an international perspective and global approach to grow and enhance our game.
- Hold a position of positive influence in the game internationally.

MEASURES

- Complete the review of cricket governance and delivery in New Zealand by Dec 2018.
- New Master Agreement (or similar) in place and agreed by Aug 2018.
- NZC, and Major and District Associations, achieving against all deliverables and actions in SLAs and MOUs.
- 80% of stakeholders surveyed say NZC, and Major and District Associations, are effectively leading cricket.
- NZC, and Major and District Associations, following consistent planning processes across strategy and delivery.
- Governance matrix in place for NZC and MAs ensuring appropriate skills mix at Board level by Dec 2018.
- Membership and active participation in all relevant national and international sports integrity groups.

03

New Zealand's Summer Game

Cricket will be New Zealand's summer game; celebrating, growing and keeping New Zealanders in our game.

Cricket will be the game for all New Zealanders; a game that embraces and celebrates the Kiwi way of life and our spirit of fairness and respect. A game that can be played by anyone, anywhere, whether it is at the beach or on the oval; informal or first-class. Cricket will be the game of choice for all New Zealanders, and an integral part of the iconic Kiwi summer.

New Zealanders are part of the game because they love it, they enjoy their time in the game, whether as a player, fan, volunteer, administrator or match official.

PRIORITIES

- Celebrating and growing the women's game, and women's role across the sport as players, administrators, fans and advocates.
- Alignment of community cricket roles, responsibilities and deliverables across clubs, DAs, MAs and NZC.
- Improved local capability, capacity and the right facilities to support delivery of community cricket across New Zealand.
- Develop and deliver formats of the game that meet the needs of our diverse playing base.
- Enhanced retention rates through quality cricket experiences and clear pathways through the game.
- Grow the profile of community cricket, improving engagement with cricketers through new channels and products.
- An expanded cricket family that takes the game to under-represented and under-engaged groups.

MEASURES

- Completed review of community cricket by Dec 2016 to identify appropriate national community cricket delivery models.
- Implementation of a digital platform to capture complete data on all participants by September 2017.
- Sustained year on year growth of retention rates across all participant types and game formats.
- Year on year growth for targeted groups, measured by a population/participant percentage.
- Completion of Women and Cricket Report in June 2016 and implementation of agreed recommendations.
- Increased brand awareness of the community game and formats in marketing surveys.

04

Fans for life

Nurture fans from their initial point of interest to become engaged cricket fanatics.

Cricket fans will be known for their dedication and passion. Their first experience with the game will spark a life-long bond, one that is recognised and celebrated.

Our fans may come and go but we will always be there, our game will always be a part of their life.

The world of fan engagement will be both personal and digital: multi-platform, multi-media, mobile and social. Cricket will have improved reach through its digital channels to promote more interaction with fans, improving our conversations, boosting match attendances and viewership, and growing brand visibility.

PRIORITIES

- Understand the potential fan and create opportunities for all New Zealanders to embrace the game.
- Improved understanding of our fans.
- Deliver a range of compelling and entertaining products and propositions that meet the needs of fans.
- Deliver a game day experience that keeps fans wanting to return and our teams playing in front of full venues.
- Sports-leading digital platforms, databases and capability across the game.
- Ongoing, targeted and consistent engagement and communication with fans.
- Cricket will be key to New Zealand's summer, celebrating the New Zealand way of life.

MEASURES

- Cricket consistently ranks in the top two of sports in New Zealand in fan passion indexes for both fans and fanatics/avid fans by 2020.
- Year on year growth of viewership across all broadcast platforms.
- Sustained increased interaction with fans across digital platforms.
- Significant increases in crowds at domestic competition games between 2015 and 2020.
- Average attendances at International matches at 70% of saleable capacity.

05

Financial Success

A sustainable financial model that will support the long-term health and growth of the game.

Our sponsors and partners will value their relationship with Cricket because they recognise that Cricket is a sport that represents the best of New Zealand and is a brand they wish to be part of.

To grow the game we must invest in the game - NZC will ensure a more consistent and diverse revenue approach so we can continue to invest in the delivery of community and domestic cricket as well as our high performance programmes. A strong financial and asset base will secure the long-term sustainability of the game in good times and bad.

PRIORITIES

- The best funding model that drives the right activities and considers the long term growth of the game in New Zealand.
- A global approach to maximise our commercial properties.
- Commercialisation of the full suite of cricket assets, and improved leveraging through our digital platform.
- Grow and communicate the value cricket brings to its commercial and delivery partners.
- Well developed, long-term compelling brands around key events and fixtures such as the Chappell-Hadlee Trophy.
- Build an investment, asset and earnings base beyond cricket that will provide security for NZC in future.

MEASURES

- One major long-term international sponsor in place by 2018.
- 20% increase over four years in domestic and international sponsorship.
- Increased brand awareness of key NZC products and events including Chappell-Hadlee Trophy and the domestic competitions.
- Improved income smoothing, leading to less volatility in annual revenue.
- Non-operating/long-term financial reserves of \$30 million by 2020.

PUSH ON



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