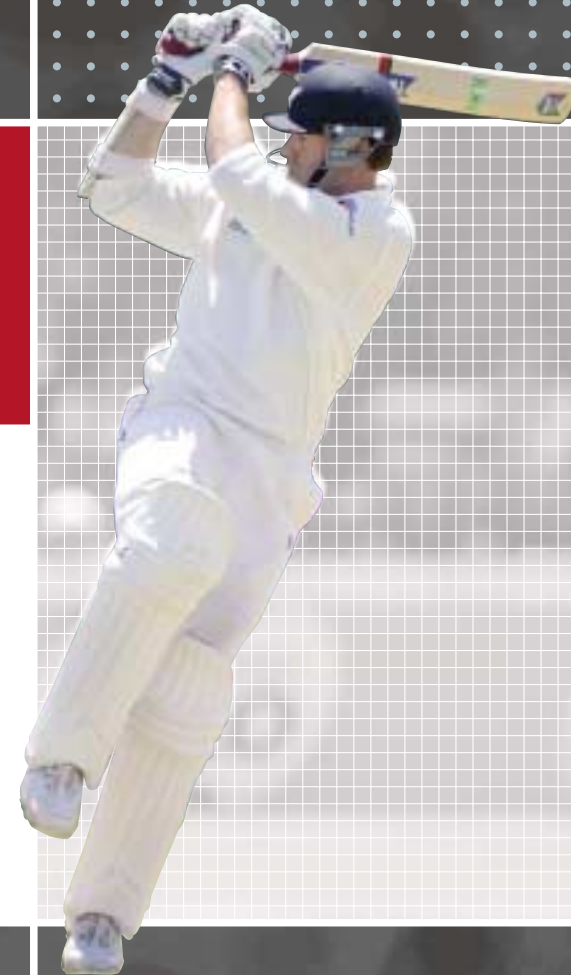


Pushing the Boundaries



STRATEGIC PLAN

2003-2007



New Zealand Cricket recognises that, as a small cricketing nation with comparatively limited resources, it needs to **push the boundaries** in all aspects of its sport and business to ensure it creates and maintains a competitive edge.



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a clear direction

04

The plan sets a clear direction for cricket in New Zealand as New Zealand Cricket seeks to become a dominant force in international cricket and to strengthen cricket participation and the quality of cricket infrastructure at home



Cricket in New Zealand has come a long way since the 1995 Hood Report sought to revolutionise New Zealand Cricket as an organisation.

The numbers playing cricket have increased steadily in recent years and this year, for the first time ever, more than 100,000 registered players were actively participating in what is New Zealand's leading summer sport.

New Zealand Cricket's flagships, the Black Caps and the White Ferns, have experienced considerable success at international level in recent years. The Black Caps are currently ranked third in the International Cricket Council (ICC) Test Championship table and fifth on the ICC ODI Championship table, while the White Ferns are the current holders of the Women's World Cup.

There has also been significant growth in the commercial base of the game. The revenues now being generated by New Zealand Cricket help to underpin the growth of the sport nationwide.

Cricket's successes in New Zealand, both on and off the field, have been achieved despite having less resources than the other leading powers in the cricketing world. However, New Zealand Cricket recognises that if we are to press forward to higher levels of performance in all areas of the sport and business we must continue to 'push the boundaries' so that obstacles and limitations can be overcome.

The development of "Pushing the Boundaries" – the New Zealand Cricket Strategic Plan for 2003 to 2007 – is seen as pivotal to providing a pathway for this future success.

This plan is the end result of a comprehensive strategic planning process that has included consultation with Major Associations, current and past players, staff, the New Zealand Cricket Board and our commercial partners.

It has included rich debate about exactly what drives New Zealand Cricket, including what we feel deeply passionate about, what we can be the best in the world at and the behaviours that our organisation needs to exhibit. The process has also highlighted the heritage of the game and the traditions and principles from the past within which the future must also be framed.

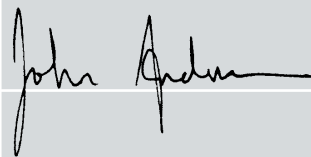
"Pushing the Boundaries" sets out the strategic direction for New Zealand Cricket to move to higher levels of performance and provides a pathway for cricket in New Zealand to do the same.

Central to the success of New Zealand Cricket's strategic vision will be our partnerships both at home and abroad. Maintaining quality international relationships will be essential but, perhaps even more importantly, there is the need for the relationships within the New Zealand cricket family to be strong and vital. Cricket is a sport that depends on a huge amount of goodwill and commitment from parents, teachers and volunteers who underpin the work undertaken by professional administrators. It is the people who contribute to our sport at its many levels – national, Major Associations, district associations, clubs and schools – who make up the family of cricket in New Zealand.

As the next stage of the strategic planning process, we will now review and, where appropriate, create business and annual plans which will include key performance indicators for all aspects of our business.

New Zealand Cricket is entering into a new and exciting phase and we look forward to the challenges of converting our vision into reality.

12 September 2003



Sir John Anderson
Board Chairman
New Zealand Cricket



Martin Snedden
Chief Executive
New Zealand Cricket



We are deeply passionate about:

- Being custodians of the game – its values, traditions and spirit.
- The New Zealand cricket family.
- Involving people in the game.
- The fern – representing New Zealand with distinction.
- Success and achievement.
- Making a difference.

We can be best in the world at:

- Producing New Zealand teams that win and dominate international cricket.
- Providing the best cricket participation opportunities and support.
- Being the best cricket administration.
- Aligning the strategies and operations of all levels of cricket administration.
- Maintaining our competitive edge by a constant striving for excellence and pursuit of innovation.

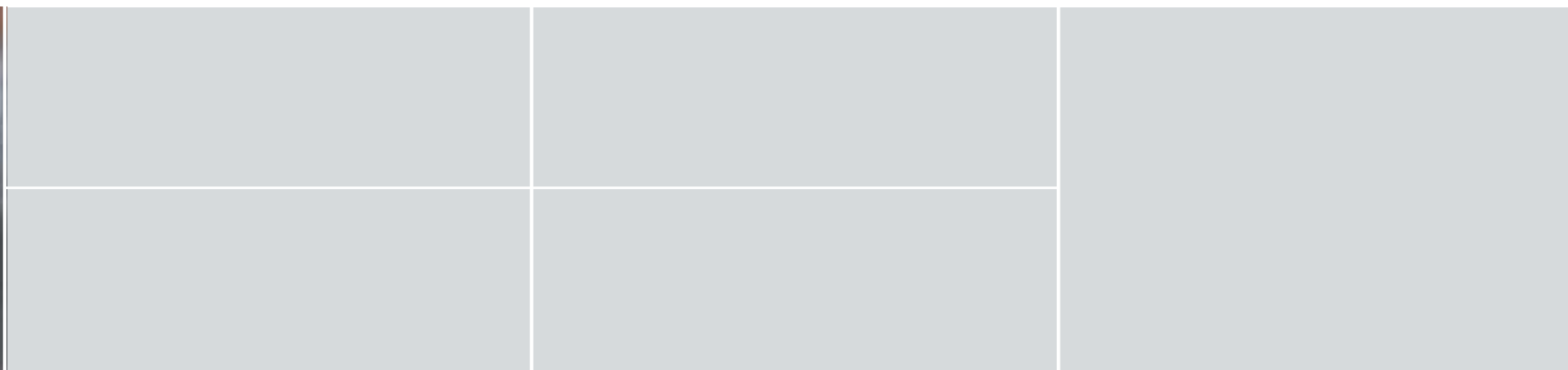
06

Our economic engine is driven by:

- The Black Caps team participating in international cricket.
- The Black Caps winning.
- Strong commercial partnerships.

Behaviours we will exhibit:

- Be the **BEST** in all our endeavours.
- Show **LEADERSHIP** through our work.
- Act with **INTEGRITY** in all our decisions.
- Work as a **TEAM** towards common goals.
- Be **DARING** to ensure we are always ahead of the field.
- Show **RESPECT** for the game and its people.



To push the boundaries of sporting and business excellence through:

- Clear, decisive and innovative leadership
- Recognising that people are critical to success
- Continued growth of the game
- A relentless drive to win and to dominate international cricket
- A strong and sustainable commercial base



● LEADERSHIP

Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally.

● PEOPLE

Attract, retain and develop the best people within a challenging and rewarding working environment.

● GROWTH OF THE GAME

Increase participation in the game and improve the quality of the support infrastructure.

● WINNING TEAMS

Produce New Zealand teams that win and dominate international cricket.

● BUSINESS OF CRICKET

Build a strong and sustainable commercial base for cricket in New Zealand.



LEADERSHIP	PEOPLE	GROWTH OF THE GAME	WINNING TEAMS	BUSINESS OF CRICKET
<p>SPIRIT OF CRICKET</p> <p>Uphold and promote the values associated with the spirit of cricket.</p>	<p>WORKING ENVIRONMENT</p> <p>Create a working environment where people are encouraged to 'push the boundaries', contributions are valued and achievements are recognised.</p>	<p>PLAYER BASE</p> <p>Increase the quantity and quality of players by establishing policies and providing support to Major Associations for the delivery of the National Development Programme.</p>	<p>ELITE PLAYERS</p> <p>Ensure elite players have access to a world leading developmental pathway.</p>	<p>REVENUES</p> <p>Optimise revenue opportunities.</p>
<p>INTERNATIONAL CRICKET</p> <p>Be an influential and respected member of the ICC and contribute to the development of a shared vision for the future of the game.</p>	<p>PERSONNEL</p> <p>Attract, retain and professionally develop high calibre personnel.</p>	<p>SUPPORT INFRASTRUCTURE</p> <p>Provide the best possible support infrastructure for players at all levels.</p>	<p>COACHES</p> <p>Build a strong network of specialist and team coaches capable of producing world class players and teams.</p>	<p>COMMERCIAL RELATIONSHIPS</p> <p>Develop effective relationships with all NZC commercial partners.</p>
<p>GOVERNANCE AND ORGANISATION EFFECTIVENESS</p> <p>Implement best practice in the governance and management of NZC to maximise organisation effectiveness.</p>	<p>PROCESSES</p> <p>Adopt effective human resource policies and practices.</p>	<p>TEAM MANAGEMENT</p> <p>Ensure the Black Caps and White Ferns have access to world leading team management systems and practices.</p>	<p>BRANDS</p> <p>Protect and grow the value of NZC brands.</p>	<p>PROFILE</p> <p>Increase the profile of, and interest in, cricket through effective media and public relations programmes.</p>
<p>MAJOR ASSOCIATIONS</p> <p>Empower Major Associations to effectively plan, deliver and manage cricket in their regions.</p>	<p>NEW ZEALAND CRICKET FAMILY</p> <p>Develop and maintain effective working relationships with the wider New Zealand cricket family.</p>			<p>EVENTS</p> <p>Develop and implement best practice event management processes.</p>
<p>COMMUNICATION</p> <p>Building relationships by developing a culture that encourages openness and transparency internally and externally.</p>				





leadership

Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally



Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally

Within sport in New Zealand and within cricket internationally, NZC is recognised as an organisation which provides clear, decisive and innovative leadership.

As the cricketing world and the game itself change rapidly, it is more important than ever that NZC takes an influential and positive role at international level and as a full member of the ICC.

NZC must not only recognise but actively embrace its responsibility to preserve the spirit of cricket and to uphold and promote the values associated with this great game.

Since 1995, NZC governance and management has been revolutionised as a result of the implementation of the recommendations in the Hood Report. There is, however, an ever-present need to regularly review and update governance and management practices to ensure that NZC, as an organisation, and cricket in New Zealand, as a sport, operate with maximum effectiveness.

NZC recognises that Major Associations play a significant role in assisting NZC to manage cricket in this country. NZC must work in partnership with the Major Associations to ensure they are empowered to effectively plan, deliver and manage cricket in their regions. The importance of this partnership cannot be understated.

One of the keys to NZC's strong reputation is its commitment to open and transparent communications. Strategies must be developed and implemented which maintain and enhance NZC's communications both within the organisation and externally.

Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally

SPIRIT OF CRICKET

Uphold and promote the values associated with the spirit of cricket.

Strategies

Traditions And Heritage

- Promote the preamble to “The Laws of Cricket”
- Preserve and promote the history of the game
- Develop and implement policies influencing brand, publications, education and culture

Code Of Conduct

- Review, update and implement NZC’s code of conduct
- Implement ICC code of conduct

Anti-Corruption

- Implement ICC policies

Anti-Doping

- Implement ICC and NZC policies

INTERNATIONAL CRICKET

Be an influential and respected member of the ICC and contribute to the development of a shared vision for the future of the game.

Strategies

Promote And Contribute To Policy Debate On:

- Playing conditions
- Integrating the ICC and the International Women’s Cricket Council (IWCC)
- Structure of international cricket
- Financial issues
- Governance issues
- Code of conduct
- Development

ICC Policy Implementation

- Implement and deliver ICC policies

Actively Support The Future Tours Programme

Enhance Relationships With The ICC And Its Members



Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally

GOVERNANCE AND ORGANISATION EFFECTIVENESS

Implement best practice in the governance and management of NZC to maximise organisation effectiveness.

Strategies

National Policies And Plans

- Ensure national policies and plans are provided to create a quality framework for cricket in New Zealand

Align NZC Organisational Structure And Accountabilities To Strategic Aims

- Develop and implement the most appropriate organisational structure
- Clearly define department and individual roles and responsibilities
- Define performance reporting processes

Put In Place Best Practice Management Systems

- Establish an organisational risk identification, assessment and management programme
- Develop and introduce an appropriate system to monitor the financial performance of the Major Associations
- Regularly review the NZC staff manual
- Establish a regular review process ensuring departmental best practice
- Maintain an effective IT system that supports the delivery of NZC's strategic objectives
- Undertake a review of current financial management procedures to ensure best practice
- Ensure fiscal responsibility is exercised to facilitate the most effective use of resources

Governance

- Regular review of NZC's constitution, Board structure, corporate governance manual, delegated authorities and risk management manuals to ensure best practice

Implement best practice in the governance and management of NZC

Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally

MAJOR ASSOCIATIONS

Empower Major Associations to effectively plan, deliver and manage cricket in their regions.

Strategies

Recognise The Importance Of The Major Associations

- Recognise the valuable role that the Major Associations play in cricket in New Zealand

Collaborate To Align The Strategies Of The Major Associations And NZC

- Ensure clarity of the roles of NZC and Major Associations

Support And Assist Major Associations To Fulfil Their Role In The Game

- Provide administrative, leadership and management support

Major Association Delivery

- Establish Service Level Agreements (SLA's) with each Major Association to deliver NZC strategies consistent with roles
- Provide funding aligned to the SLAs
- Annually monitor and review with the Major Association their performance against agreed SLA outcomes

Best Practice And Information Sharing

- Facilitate sharing of best practices and information between NZC, Major Associations, district associations, clubs and schools



Provide clear, decisive and innovative leadership to cricket in New Zealand, upholding the values and spirit of cricket and influencing the future of the game globally

COMMUNICATION

Building relationships by developing a culture that encourages openness and transparency internally and externally.

Strategies

Organisational Culture

- Develop and implement strategies that encourage openness and transparency

Public Affairs

- Develop a public affairs strategy to establish goals and objectives and a delivery framework which includes:
 - A key stakeholder relationship plan to maintain and improve communications with key stakeholders
 - A public relations plan for NZC departments to identify public affairs risks and opportunities and put in place actions to manage them
 - An issues management template to identify issues early and manage to agreed standard
 - A crisis management plan to set in place protocols for managing a public crisis
 - A media relations plan to set in place actions to maintain and improve relationships with key media
 - An Internet strategy to identify objectives and actions for the ongoing development of the NZC website



Developing a culture that encourages openness and transparency





people

Attract, retain and develop the best people within a challenging and rewarding working environment



Attract, retain and develop the best people within a challenging and rewarding working environment

The people who create, implement and deliver NZC's strategies are of fundamental importance to NZC achieving its cricketing and commercial aims.

If NZC is serious about advancing the game it must work to create an environment within which people are encouraged to 'push the boundaries'.

The environment must be such that NZC can attract high calibre people in all areas of its business and then retain and professionally develop those people so that the process of improvement is ongoing.

A key to creating and then maintaining a quality working environment is to ensure that there are meaningful human resource policies and practices in place.

Also critical to the success of this strategic aim is that the contributions of all people within NZC's working environment are valued and achievements recognised.

Quality working relationships must also be created and maintained with the members of NZC's wider cricketing family.

Attract, retain and develop the best people within a challenging and rewarding working environment

WORKING ENVIRONMENT

Create a working environment where people are encouraged to 'push the boundaries', contributions are valued and achievements are recognised.

Strategies

Communication

- Review internal communications plan to optimise communication between staff and management and between staff
- Develop open channels of two-way communication where opinions can be freely expressed and consistently heard
- Maintain meaningful and comprehensive communication with all staff

Behaviours

- Promote corporate behaviours which are exhibited by all staff

Monitoring The Working Environment

- Develop a proactive plan aimed at a regular review of NZC's working environment and continuous improvement of that environment

Culture

- Develop a culture which acknowledges and recognises successes and achievements
- Ensure that the "Pushing the Boundaries" ethos is lived within NZC's working environment
- Develop a culture in which all NZC staff members feel valued and have a sense of belonging to the organisation



Attract, retain and develop the best people within a challenging and rewarding working environment

PERSONNEL

Attract, retain and professionally develop high calibre personnel.

Strategies

Recruitment And Retention

- Attract quality applicants
- Develop and implement recruitment processes to be used for all appointments
- Establish appropriate professional development and training opportunities
- Maintain competitive remuneration packages

Professional Development

- Identify core competencies for all positions
- Evaluate competencies of all staff
- Implement relevant training where appropriate
- Create and encourage acceptance of opportunities for professional development

Attract, retain and professionally develop high calibre personnel

Attract, retain and develop the best people within a challenging and rewarding working environment

PROCESSES

Adopt effective human resource policies and practices.

Strategies

Establish Individual Accountabilities

- Align accountabilities to strategic objectives
- Agree priorities for accountabilities
- Ensure regular individual performance reviews

Performance Review Systems And Processes

- Maintain effective performance and salary review processes

Human Resource Manuals

- Create and maintain appropriate human resource manuals



Attract, retain and develop the best people within a challenging and rewarding working environment

NEW ZEALAND CRICKET FAMILY

Develop and maintain effective working relationships with the wider New Zealand cricket family.

Strategies

Relationships

- Develop strategies to assist with the development of effective communication processes and working relationships between the people involved in administering all levels of cricket in New Zealand

Volunteers

- Develop strategies to foster the involvement of volunteers in cricket and to recognise their fundamental importance



Develop and maintain effective working relationships



growth of the game

Increase participation in the game and improve the quality of the support infrastructure



Increase participation in the game and improve the quality of the support infrastructure

Cricket in New Zealand is experiencing strong growth in the numbers of people playing the game. During the 2002/03 cricket season, for the first time ever, there were in excess of 100,000 registered players actively participating in the game.

The challenge for NZC, together with Major Associations, district associations and clubs and schools, is to ensure that cricket continues to be an attractive sporting and recreational option for New Zealanders.

During the past five years, NZC and the Major Associations have developed and are in the process of implementing a National Development Programme to optimise the growth of the game within school and club cricket.

To achieve sustainable growth, NZC must ensure that its development policies and programmes will enable more people to play the game in an environment where cricket provides both enjoyment and competition and where players not only have the opportunity to play the game but also to improve their skills.

The strategic planning process has identified the need for a particular emphasis during the next four years on the retention of young women in the game and on increasing the participation of Māori and Pacific peoples.

The national development policies and programmes must be supported by the best possible support infrastructure which provides quality coaches, umpires, scorers, statisticians and playing facilities to stimulate the continual development of the game.

Furthermore, the importance of volunteers in all aspects of that support infrastructure must be recognised and encouraged. The game cannot survive without a solid core of volunteers.

Increase participation in the game and improve the quality of the support infrastructure

PLAYER BASE

Increase the quantity and quality of players by establishing policies and providing support to Major Associations for the delivery of the National Development Programme.

Strategies

National Development Programme

- **Research –** Continue to develop the National Development Plan and implement and maintain a comprehensive National Development Programme
- **Recognition –** Create promotional and educational programmes to increase awareness, interest and appreciation of cricket within the community
- **Recruitment –** Create programmes to increase participation
- **Retention –** Provide support services and clear pathways for participants to ensure their ongoing involvement in the game

- **Restructuring –** Revitalise clubs and schools by improving their structure and organisation, and enhance and modify the game by increasing its flexibility
- **Resourcing –** Provide appropriate information, assistance and support to enhance and maintain the services and infrastructure necessary to attract, develop and keep participants in the game
- **Review –** Evaluate the success of the various development programme strategies, including the collection and analysis of national participation statistics

There will be a special emphasis in the delivery of the National Development Programme during the next four years on developing strategies to:

- Improve the retention of young women at the post-secondary school level
- Increase Māori participation in cricket
- Encourage Pacific peoples and other ethnic groups to participate in cricket



Increase participation in the game and improve the quality of the support infrastructure

SUPPORT INFRASTRUCTURE

Provide the best possible support infrastructure for players at all levels through the provision of quality coaches.

Strategies

Coaches

Increase the number of coaches by:

- Providing and maintaining a development pathway
- Developing coach recruitment strategies with special emphasis on:
 - Encouraging current and former players to become coaches
 - Reactivating former coaches
 - Creating an up-to-date and easily accessible coaches' database

Improve the quality of coaches by:

- Providing and maintaining coach accreditation and education programmes, including the existing MILO Have-a-Go Cricket; MILO Kiwi Cricket; Getting Started in Coaching a Cricket Team; and Levels 1 and 2 courses
- Developing coach retention strategies with a special emphasis on:
 - Producing, sourcing and disseminating coaching resources
 - Increasing the membership of the NZC Coaches' Association



Provide and maintain a development pathway for coaches



Increase participation in the game and improve the quality of the support infrastructure

SUPPORT INFRASTRUCTURE

Provide the best possible support infrastructure for players at all levels through the provision of quality umpires, scorers and statisticians.

Strategies

Umpires

Increase the number of active umpires by:

- Ensuring a career path to international cricket is available to umpires
- Developing a strategy to raise respect for umpires
- Developing umpire recruitment campaigns
- Developing umpire retention strategies
- Developing a strategy to encourage ex-players to become active umpires

Improve the quality of umpires through:

- Accreditation and training programmes including the existing Level 1 and 2 courses and examinations
- Aligning regional umpire associations to Major Associations
- Raising the standard of player umpires

Scorers And Statisticians

Develop a strategy to increase the quantity and improve the quality of scorers and statisticians



► GROWTH OF THE GAME

Increase participation in the game and improve the quality of the support infrastructure



Increase the number of active umpires



Increase participation in the game and improve the quality of the support infrastructure

SUPPORT INFRASTRUCTURE

Provide the best possible support infrastructure for players at all levels through the provision of quality administrators.

Strategies

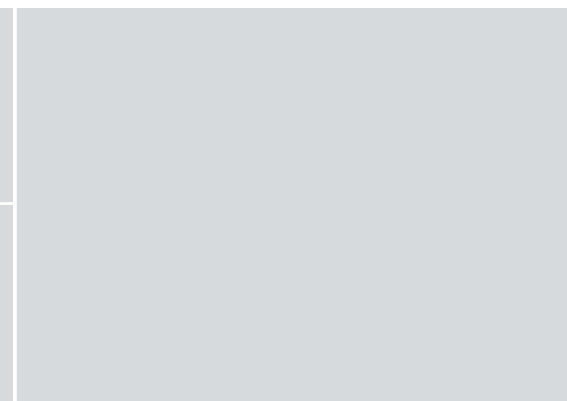
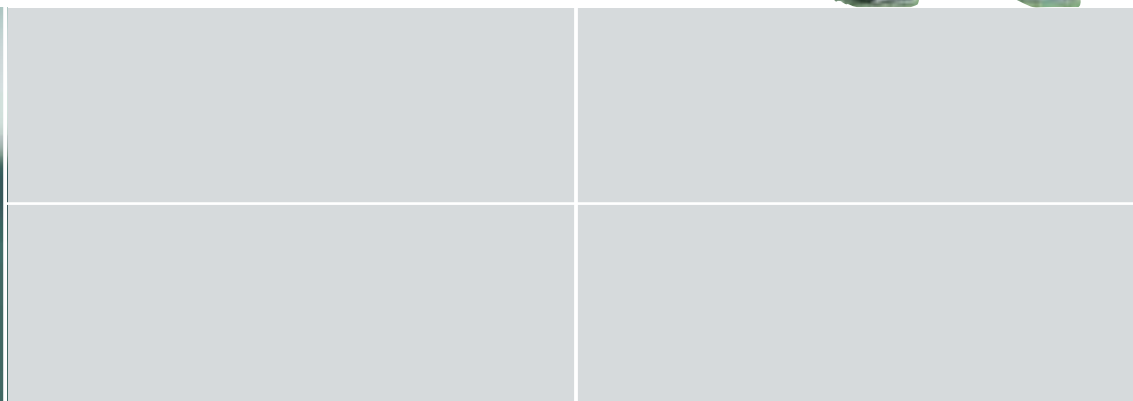
Administrators

Increase the number of administrators by:

- Implementing the Club Assist and School Support initiatives
- Developing volunteer recruitment strategies with a special emphasis on encouraging more ex-players to become administrators

Improve the quality of administrators through:

- Developing volunteer retention and recognition strategies
- Providing training for administrators
- Encouraging succession planning



Increase participation in the game and improve the quality of the support infrastructure

SUPPORT INFRASTRUCTURE

Provide the best possible support infrastructure for players at all levels through the provision of quality playing facilities.

Strategies

Playing Facilities

- Continue the improvement of pitch standards at international and domestic level through:
 - Turf manager education
 - Research programmes
 - Pre-game and post-game pitch monitoring/evaluation
- Develop a set of standards applicable to international and domestic venues, including pitch and outfield, practice facilities and player facilities (warrant of fitness). Develop and implement an appropriate monitoring process
- Develop a strategy to protect cricket's access to dual purpose grounds
- Support Major Associations to improve the quality of pitch and outfield standards at district association, club and school levels
- Develop a strategy to increase the acceptance and utilisation of artificial pitches
- Develop and/or support development of new technology to enhance playing facilities

Continue the improvement of pitch standards





winning teams

Produce New Zealand teams that win and dominate international cricket



Produce New Zealand teams that win and dominate international cricket

A key objective of NZC is to constantly field men's and women's teams that can win matches and dominate their opposition.

The Black Caps are currently ranked third in the ICC Test Championship table and fifth in the ICC ODI Championship table.

Some may consider that these rankings represent an acceptable level of achievement for a cricketing country which in many ways has less resources available to it than its opponents at international level.

However, whilst those rankings do represent a reasonable achievement, the ultimate aim for the Black Caps must be to dominate international cricket and reach number one in the rankings for both tests and ODIs.

The White Ferns are the current world champions in women's cricket and at present would rank second in the world.

The challenge for the White Ferns must be to regain and retain the number one ranking in women's cricket internationally and to win the World Cup in 2005.

For the Black Caps and the White Ferns to be able to achieve those aims, NZC must ensure that structures are in place which promote the development of a stream of top quality men's and women's cricketers.

Produce New Zealand teams that win and dominate international cricket

ELITE PLAYERS

Ensure elite players have access to a world leading developmental pathway.

Strategies

Talent Identification And Selection

- Develop and implement talent identification programmes
- Review talent selection programmes

Player Development Programmes

- To have high quality, progressive and innovative coaching and playing programmes and facilities that are accessible to elite players

Domestic Cricket

- Recognise the critical role that domestic cricket plays in the development of elite players by:
 - Regular review and enhancement of national age group and senior competition structures
 - Support of Major Associations in the delivery of cutting-edge coaching programmes to players

Retention

- Review existing strategies and develop new strategies that make cricket, throughout the developmental pathway, the preferred option for elite athletes



Produce New Zealand teams that win and dominate international cricket

COACHES

Build a strong network of specialist and team coaches capable of producing world class players and teams.

Strategies

Pathway For Coaches

- Provide an advanced level accreditation scheme for coaches
- Provide development opportunities for elite coaches through representative cricket
- Provide professional coaching opportunities

Best Practice

- Undertake a research programme aimed at developing world leading coaching and performance enhancing practices
- Disseminate research findings to the coaching network in New Zealand

Coach Education

- Undertake a conference programme for elite coaches throughout New Zealand
- Provide professional development opportunities for elite coaches through a national performance appraisal system
- Facilitate Major Association coach education programmes
- Provide high quality coaching resources for elite coaches
- Facilitate close integration between first class coaches and NZC high performance staff



Maintain a competitive edge through an active research programme



Produce New Zealand teams that win and dominate international cricket

TEAM MANAGEMENT

Ensure the Black Caps and White Ferns have access to world leading team management systems and practices.

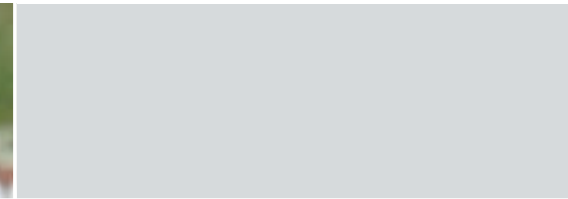
Strategies

Quality Team Management Structures And Personnel

- Create and maintain a management structure aligned with the needs of the team
- Ensure roles and reporting lines are clearly defined for all members of team management including the captain
- Maintain high quality recruitment and appointment processes
- Have a high quality sustainable management contract system
- Have a high quality performance appraisal and professional development processes
- Provide opportunities for team management to be exposed to the world's best practice

Team Improvement

- Develop team improvement programmes that include:
 - Team goal setting and vision development
 - Strategic and game plan improvement through access to world leading information
 - Team building activities
 - Leadership development
 - Optimal use of available technology
 - Regular post-game, post-tour and post-season debriefs



Produce New Zealand teams that win and dominate international cricket



Provide high quality training, skill development and practice procedures



Produce New Zealand teams that win and dominate international cricket

TEAM MANAGEMENT

Ensure the Black Caps and White Ferns have access to world leading team management systems and practices.

Strategies

Player Improvement

- Develop monitored individual improvement programmes
- Have world leading sports science and medical support
- Provide access to world leading technical advice and improvement strategies
- Implement initiatives to improve player understanding of game strategies
- Provide high quality training, skill development and practice procedures
- Optimise the use of available technology

Player Retention

- Have a high quality sustainable Black Caps player contract system
- Develop a holistic approach to player development and welfare

International Programmes

- Maintain challenging international programmes

Communication

- Produce and implement a Black Caps communications strategy



Produce New Zealand teams that win and dominate international cricket

TEAM MANAGEMENT

Ensure the Black Caps and White Ferns have access to world leading team management systems and practices.

Strategies

Selection Strategies That Enhance Team Performance

- Formalise recruitment and retention strategies ensuring high quality selection processes
- Develop a selection philosophy
- Formalise roles, responsibilities and procedures
- Regularly review selection performance

Research

- Ensure NZC maintains a competitive edge through an active research programme designed to create new technologies and knowledge

Information Technology

- Source and create world leading performance enhancing information technology by:
 - Scouting other sports both in New Zealand and overseas
 - Scouting other cricket nations' performance enhancing systems
 - Scouting performance enhancing systems used by non-sporting organisations
 - Creating and utilising world leading software and analysis systems

Cricket Players' Association

- Build and maintain a healthy and effective working relationship with the players' representatives
- Ensure player input and consultation processes are strong with regard to key strategy development



business of cricket

38

Build a strong and sustainable commercial base for cricket in New Zealand



Build a strong and sustainable commercial base for cricket in New Zealand

The business of cricket underpins NZC's entire operation.

NZC's ability to create and deliver quality cricket programmes and initiatives is dependent on a strong and sustainable commercial base.

Revenue growth over the last eight years has been strong. The challenge now is to maintain that stable financial base and to continue its growth so that NZC is able to use its resources to create a constantly improving cricketing environment.

The successful creation and maintenance of healthy and effective relationships with commercial partners is one of the pillars of NZC's commercial strength.

There must also be a focus on creating effective brand and profile development programmes that ensure the public of New Zealand continues to support and value the sport.

These activities will contribute significantly to NZC's intention to become the market leader in the sports entertainment industry in New Zealand.

Build a strong and sustainable commercial base for cricket in New Zealand

REVENUES

Optimise revenue opportunities.

Strategies

Sponsorships

- Maintain and enhance relationships with existing sponsors
- Work closely with broadcast partners to maximise sponsor opportunities

Media Rights

- Optimise media rights opportunities

New Business

- Develop new sustainable income streams that complement NZC's ability to effectively conduct the business of cricket
- Identify and capitalise on market sectors and/or cricket products from which sponsorships can provide additional revenue

Gate Revenues

- Maximise crowd attendances and gate revenues through effective match and venue scheduling together with quality marketing campaigns

Funding Organisations

- Maintain and enhance relationships with funding organisations with whom NZC works
- Source and develop new relationships with funding organisations not currently associated with NZC



Build a strong and sustainable commercial base for cricket in New Zealand

COMMERCIAL RELATIONSHIPS

Develop effective relationships with all NZC commercial partners.

Strategies

Understand The Business Of All Commercial Partners, Including Their:

- Strategic plan
- Business plan
- Sponsorship objectives
- Brand objectives
- Measurement criteria
- Financial cycles

Maximise Commercial Partners' Return On Investment

- Establish an annual planning process
- Develop joint marketing initiatives
- Conduct annual reviews of all commercial partner relationships

Communication

- Regular and effective communication with commercial partners
- Ensure NZC and Major Association staff understand the importance of NZC's commercial partners

*Develop effective relationships with all
NZC commercial partners*



Build a strong and sustainable commercial base for cricket in New Zealand

BRANDS

Protect and grow the value of NZC brands.

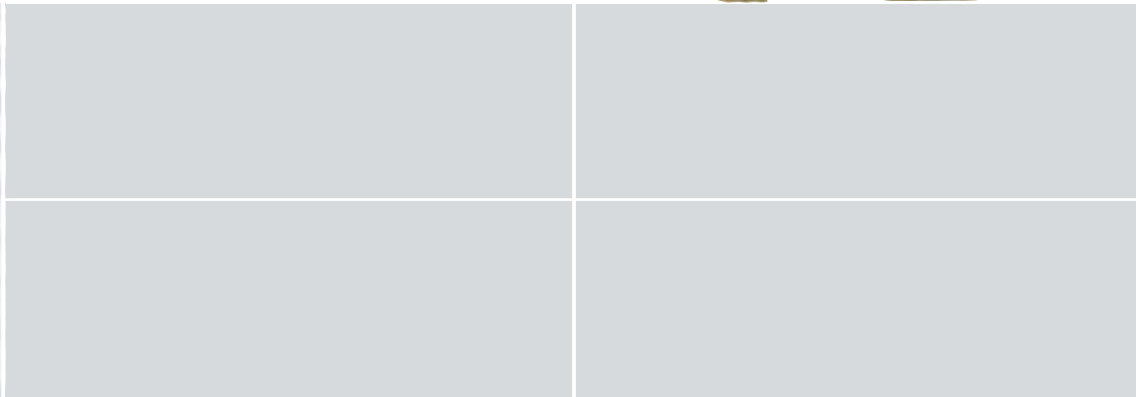
Strategies

Intellectual Property

- Aggressively protect all brand elements owned by NZC – logos, icons and names

Consistent Branding

- Develop and implement a style and logo guide manual to be applied throughout NZC and wherever NZC brand marks are used – logos, symbols, names, fonts and colours
- Ensure NZC commercial partners use NZC brands appropriately



Build a strong and sustainable commercial base for cricket in New Zealand

PROFILE

Increase the profile of, and interest in, cricket through effective media and public relations programmes.

Strategies

Media

- Develop and implement a media relations plan
- Increase coverage of cricket through an increasing variety of media channels

Public Relations

- Develop and implement a public relations plan which promotes cricket at all levels
- Leverage commercial partnerships to maximise the exposure of cricket

Players

- Utilise the players to profile the sport and to contribute where appropriate to all aspects of our business

Relationships

- Identify potential benefactors, commercial partners and advocates for NZC and create effective opportunities to interact positively with them



Aggressively protect all brand elements owned by NZC



Build a strong and sustainable commercial base for cricket in New Zealand

EVENTS

Develop and implement best practice event management processes.

Strategies

Commercial Partners

- Develop corporate events strategies and programmes to enhance and leverage the activities of our commercial partners

Public

- Present events which position cricket as the market leader in the sports entertainment industry in New Zealand

Commercial Value

- Create and implement strategies to maximise commercial value around international cricket matches

Match Management

- Implement match management procedures which position cricket as the market leader in the sports entertainment industry in New Zealand



Build a strong and sustainable commercial base for cricket in New Zealand





The boundaries will have been pushed so that:

- The Black Caps are recognised as the dominant team in the cricketing world, both in tests and ODIs;
- The White Ferns have retained the World Cup and are the best women's team in the cricketing world;
- NZC is recognised as the best administration within the cricketing world and within New Zealand's sporting environment;

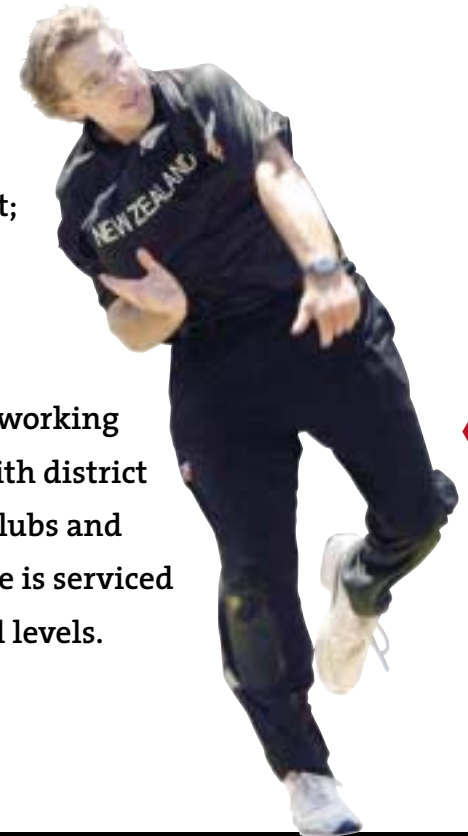


Pushing the

- The game is prospering at all levels within New Zealand with a large number of participants supported by a strong infrastructure;
- NZC has a strong and sustainable financial base underpinning its sporting and commercial programmes;



- NZC has the best people working within a challenging and rewarding environment;
- Major Associations are working in tandem with NZC, with district associations and with clubs and schools so that the game is serviced to a high standard at all levels.



Boundaries



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