



HOCKEY STRATEGY

UPDATED
October 2010



Hockey has great potential with some unique strengths and competitive advantages... why can't we be the Holland of the South Pacific?

SWOT

Strengths

- Global sport, Olympic, World Cup, Commonwealth Games, 125 countries
- Played equally by both genders, for life
- Year round sport
- Fantastic for foundation skills, the game is free flowing, good number of goals, highly athletic, fast
- Can be modified, good progression of rules
- Hockey demographic – higher socio economic grouping and education
- Strong and functional hockey community and organisation, calibre of people
- Well served by volunteers – coaches, umpires, managers, administration
- Image and intelligence of our players
- Strong competition structure throughout New Zealand – 39 national domestic tournaments
- High level of control over facilities and infrastructure
- 32 Associations and Hockey New Zealand relatively well administered
- Fledgling regional structure in place that is supported by the Associations

Weaknesses

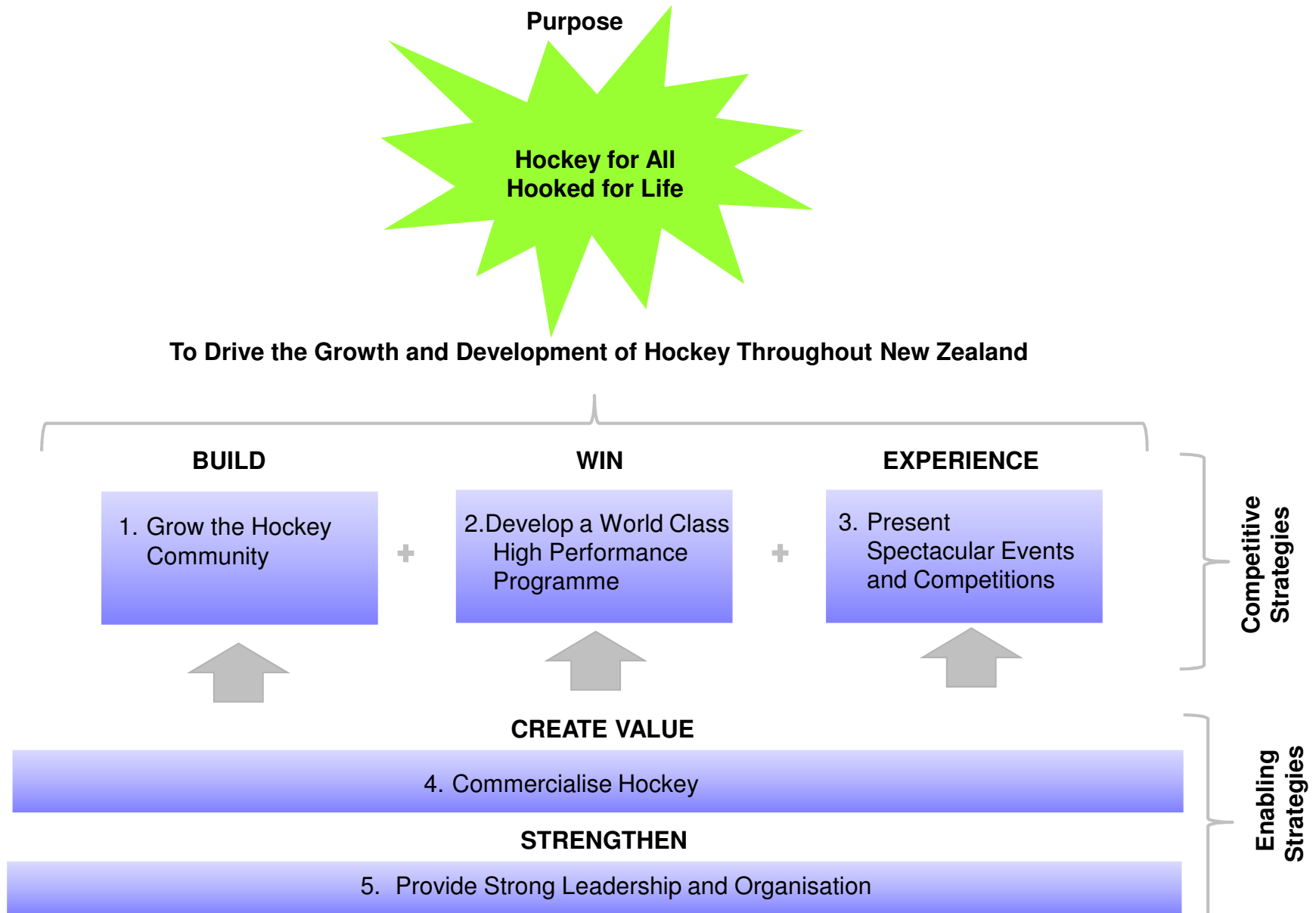
- Inconsistent game formats throughout the country, no national participation programmes
- Lack of products or properties that have commercial value – participation programmes, events, teams – these are in place, but present limited value
- Cost of developing and maintaining facilities and infrastructure, current shortage of turfs
- Low penetration of the sport in schools
- Weak brands and sport profile– hockey as a brand and Black Sticks
- Commercial partner base low, undeveloped and not mutually leveraged
- Reliance on short term funding
- National High Performance programme not world class, not taking a long term view – lack of long term funding base
- Geographic distance for competition
- Weak national competition – NHL; weak regional competition
- No international competitions that we own; weak home test event experience
- International competition structure/short time frames, weakness of commercial model
- Low level of reserves and cash constrained, limited resources to “invest” to change the game
- Inconsistent quality of governance throughout the country
- Resources spread thinly across 32 Associations
- Lack of definition of relationship with national players – need player contract

Opportunities

- Build the profile of the sport and strengthen the brands – increase the attractiveness of the sport for commercial partners, players and fans
- Develop a nationally consistent participation programme, that can be branded and marketed
- Create a national player database and online hockey community that has value for commercial partners
- Attract significant sponsor/commercial partners that will invest in the development of products and properties – mutual leverage
- Develop a balanced annual calendar for the sport utilising facilities and infrastructure throughout the year
- Create a systemic change in talent development, and the pipeline through to the national high performance programme – increase depth and experience
- Develop a world class high performance programme – senior and junior
- Commercialise events – attract sponsor and broadcaster for national and home internationals
- Develop major international event
- Tap into the support of the hockey community – fund raising

Threats

- Lack of money short term to invest in changing the game
- Lack of sustainable funding to generate a world class High Performance Programme
- The cost of overcoming our geographical isolation in the short term
- Inclusion in international “play” – international competitions and franchises that develop
- Retention of players given the financial landscape
- National alignment required with the hockey community



2 STRATEGY FRAMEWORK

Strategies		Objectives
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life
2. Develop a World Class High Performance Programme	Win	Win medals on the world stage
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders
4. Commercialise Hockey	Create Value	Grow sustainable revenues from hockey's products and brands
5. Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand

OBJECTIVES AND KPI'S

Strategies		Objectives	KPI's
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life	<ul style="list-style-type: none"> • Player numbers • Registered coaches • Registered umpires and officials • Facilities and Infrastructure to enable growth • Fan base – wider community interest
2. Develop a World Class High Performance Programme	Win	Win medals on the world stage	<ul style="list-style-type: none"> • Junior High Performance Programme – medals at 2013 Junior World Cup • National Men's and Women's teams consistently ranked in the top 6 hockey nations • Medals – Olympic Games, World Cup, Commonwealth Games, Champions Trophy, Oceania Cup • National players supported and retained
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders	<ul style="list-style-type: none"> • Strong national hockey league • Increase spectators at home tests • Pinnacle international event • Strong national domestic tournament programme • World class facilities
4. Commercialise Hockey	Create Value	Grow sustainable revenues from hockey's products and brands	<ul style="list-style-type: none"> • Strengthen brand positioning – hockey, Black Sticks, Small Sticks • Increase profile and communications • Increase commercial revenue • Build reserves
5. Provide Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand	<ul style="list-style-type: none"> • Hockey capabilities and organisation agreed and implemented • Online hockey community created • Registered players on national player database

2 STRATEGY FRAMEWORK

PRIORITY INITIATIVES

The initiatives highlighted in bold were the stand out priorities as determined by 70 members of the Hockey Community who attended the AGM Strategy session on Saturday 20th March 2010.

STRATEGIC INITIATIVES

Strategies		Objectives	Initiatives
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life	<ul style="list-style-type: none"> a. Develop, brand and market national participation programmes b. Develop coaches, managers, officials and administrators to lead and deliver hockey c. Strengthen the regional delivery of hockey d. Deliver the facilities and infrastructure to enable growth in participation e. Develop and maintain a pool of world class technical officials and umpires
2. Develop a World Class High Performance Programme	Win	Win medals on the world stage	<ul style="list-style-type: none"> a. Develop a world class National High Performance Programme b. Develop a world class Junior National High Performance Programme c. Develop the player talent pathway – Regional Talent Programme d. Attract, support, develop and retain the national players
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders	<ul style="list-style-type: none"> a. Develop a world benchmark national competition – national hockey league b. Develop world class international competitions that we own c. Maintain high quality national domestic competitions d. Develop the infrastructure and facilities to enable spectacular events and growth in participation
4. Commercialise Hockey	Create Value	Grow sustainable revenues from hockey's products and brands	<ul style="list-style-type: none"> a. Build hockey's profile and develop our products and brands b. Develop the products and properties and secure strong commercial partners/sponsors c. Develop and grow the online hockey community, including a national player database d. Launch the Black Sticks Foundation and generate income from fund raising e. Develop and increase commercial revenues from licensing and events f. Build and maintain strong relationships with SPARC and key investors
5. Provide Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand	<ul style="list-style-type: none"> a. Strengthen Hockey New Zealand's capability b. Align Hockey throughout New Zealand - strategically, organisationally, and structurally c. Rebuild the core "system" for the management and administration of Hockey d. Maximise the purchasing and procurement opportunities across the sport, across the country

The Six Projects have been determined as national priorities to drive the growth and development of hockey throughout New Zealand.

Hockey Strategy

Strategy		Objectives
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life
2. World Class High Performance Programme	Win	Win medals on the world stage
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders
4. Commercialise Hockey	Create Value	Grow sustainable revenues, create products with value, strengthen hockey's profile, brand and image
5. Provide Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand



Six Priority National Projects

1. **Develop national participation programmes**
2. **Strengthen the delivery of hockey throughout New Zealand**
3. **Strengthen regional capability**
4. **Develop the player talent pathway from grass roots to elite**
5. **Grow hockey's value and generate sustainable revenue**
6. **Develop world class events that we own**

The plan on a page.....

Projects	Outcomes	KPI's
1. Develop national participation programmes	<ul style="list-style-type: none"> Nationwide participation programme in place for Junior players Nationwide participation programme in place for Youth players National player database 	<ul style="list-style-type: none"> Increase in participation National participation brands and programmes created that are marketable and have commercial appeal and value
2. Strengthen the delivery of hockey throughout New Zealand	<ul style="list-style-type: none"> Expand and strengthen the Regional Development Network Hockey "Partnerships" with Regional Sports Trusts established National coaching framework and resources updated to align with Participation Programmes Umpire training and development programme developed and implemented Facilities and infrastructure in place to meet the needs of the growth in the sport 	<ul style="list-style-type: none"> Increase in trained and accredited coaches, umpires and officials Increase in number of schools and private providers that offer hockey participation programmes 3-4 new turfs developed per annum throughout New Zealand in next 3 years Turfs meeting benchmark utilisation ratio - average players per FTE turf 600-850 winter players
3. Strengthen regional capability	<ul style="list-style-type: none"> Strengthened sport development and delivery capability throughout New Zealand Strengthened talent development capability throughout New Zealand Increase in regional competitions Generate regional income 	<ul style="list-style-type: none"> Increase in participation Retention of youth players, growth in youth and adult participation, broadening of the talent base Depth of talent for regional competition Broadening of the talent base
4. Develop the talent pathway	<ul style="list-style-type: none"> Regional Talent Programme in place throughout New Zealand 	<ul style="list-style-type: none"> 1200 athletes supported in regional talent programmes throughout New Zealand Retention of youth players, growth in youth and adult participation, broadening of the talent base Depth of talent for regional competition
5. Grow hockey's value and generate sustainable income	<ul style="list-style-type: none"> Strengthen hockey's brands Increase hockey's profile - hockey's share of targeted media voice increased Principal sponsor and commercial partners secured nationally and regionally Inspire young players by creating role models and increasing profile of Black Sticks players Online Hockey Community and national database created Black Sticks Foundation sustainable and generating revenue 	<ul style="list-style-type: none"> Generation of >\$1M per annum incremental commercial income Increase brand strength – hockey as a sports brand, Black Sticks team brands, Small Sticks participation brand Active database of 60,000 members of the Hockey Community \$300K per annum generated from Black Sticks Foundation into talent development and high performance
6. Develop world class events that we own	<ul style="list-style-type: none"> Major event feasibility and business plan developed, event launched National Hockey League re-launched Feasibility study of world class hockey facilities 	<ul style="list-style-type: none"> World class annual hockey event hosted in New Zealand Showcase top hockey to New Zealanders World class facilities in place for events and high performance programme

Strategies	Yr 1 2010	Yr 2 2011	Yr 3 2012	Yr 4 2013	Yr 5 2014
1. Build The Hockey Community	Develop National Participation programme for Juniors – Small Sticks 69 Hockey Turfs	Pilot and roll out Small Sticks Review Regional Development Programme Grow Hockey In Schools 73 Hockey Turfs	Market Small Sticks Develop Youth Programme Confirm Summer Hockey format Expand regional network Player registration and national database 76 Hockey Turfs	Market Youth Programme Market Summer Hockey 80 Hockey Turfs	→ → → → → →
2. World Class High Performance Programme	Develop long term High Performance Strategy	Develop Regional Talent Programme Upgrade Senior High Performance Programme Set up Junior High Performance Programme	Roll out Regional Talent Programme		→ → →
3. Present Spectacular Events		NHL Step 1 Confirm National Domestic Competition Calendar	NHL Step 2 Implement new National Domestic Competition Cal Upgrade Home Test Events Develop International Event Host Olympic Qualifier	NHL international connection International Event Launch Host World Series	→ → → → Host Champions Trophy
4. Commercialise Hockey	Strengthen communications Define brand positioning Upgrade existing sponsors Define products and properties Launch Foundation Grow the online hockey community Set up retail channel for merchandising	Secure principal sponsor Secure major donations Set up event trade display model	Leverage principal sponsor Broadcasting partner secured National fundraising initiatives Upgrade merchandising and licensing programme	Each Black Sticks Match on TV Hockey TV Programme Expand retail channels	→ → → → → →
5. Provide Strong Leadership and Organisation	Confirm Hockey Strategy Confirm Whole of Sport Plan	Confirm Regional Model Regional Sport Development plans Regional Talent Programme plans Partnerships with RST's formed	Build regional capability		→ →