





MORE PEOPLE PLAYING

MORE PEOPLE WATCHING

A MESSAGE FROM THE CEO

The 2012-15 Strategic Plan outlines cricket's priorities in safeguarding the long-term success of the game, from grassroots through to BLACKCAPS and White Ferns.

This plan has been developed through a robust process, with input from current players, administrators, umpires and other key stakeholder groups. This will ensure alignment on how to best move forward and position cricket for the future.

The cricketing landscape has changed significantly since our last strategic plan was put in place. There are many new issues facing cricket and we need to be smart about how we continue to develop the game and maximise our opportunities.

The new four-year strategic plan is built around five key strands; Great Players, More Players, More Fans, Good Governance and Financial Success. These strands provide direction for the future of cricket in this country and a blueprint for success, on and off the field.

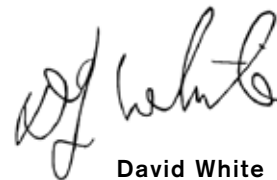
Cricket World Cup 2015

The ICC Cricket World Cup 2015 presents a unique opportunity for cricket in New Zealand. Not only will it provide an opportunity to

showcase New Zealand cricket to the world, it has the potential to leave a lasting legacy. From the development of cricketing infrastructure and world class event operational capability, to placing cricket in the hearts and minds of all New Zealanders, the opportunities for all of us are immense.

With that in mind, an imperative of this strategic plan is leading New Zealand cricket to maximize ICC Cricket World Cup opportunities. This imperative underpins all five strands and New Zealand Cricket will be working with all of you to ensure that we leverage this global tournament to its absolute maximum.

Finally, our vision is to have 'more people playing and more people watching cricket'. I look forward to working with the entire cricketing family as we deliver on this vision.

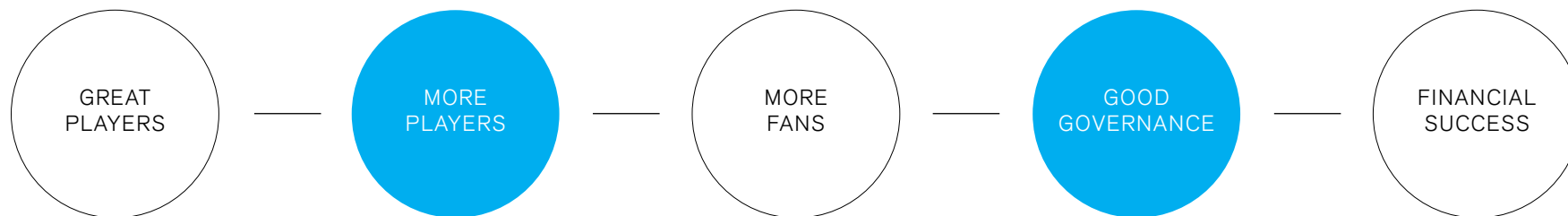


David White
CEO New Zealand Cricket

Our Vision

MORE PEOPLE PLAYING

MORE PEOPLE WATCHING



< ————— LEADING NEW ZEALAND CRICKET TO MAXIMISE CWC2015 OPPORTUNITIES ————— >



GREAT PLAYERS





GREAT PLAYERS

We will deliver world class cricket, cricketers & officials

- **Introduction** of world class, integrated high performance systems, processes and facilities that underpin and enhance the performance of the BLACKCAPS and WHITE FERNS
- **Introduction** of “Core playing skills” to all New Zealand high performance athletes in our pathway
- **Create** an environment that fosters athlete and coach accountability through the use of Individual athlete performance plans (IPP) and the athlete management system (AMS)
- **Create** a culture that fosters and encourages playing excellence through the development of the “New Zealand Way” of game play for all of our international teams



Develop and implement world class umpire and scorer training material, assessment procedures and career pathways

- i) BLACKCAPS win CWC2015 and make finals of all other ICC ODI & Twenty20 events
- ii) Increased ranking in every format of the game (April 2011: Test 8th; ODI 7th; T20 4th)
- iii) 80% of athletes identified in HP programme go on to play first class cricket and 50% go on to represent NZ
- iv) 100% of MA High Performance and Development Programmes adopt core playing skills
- v) 100% of athletes and coaches in HP programme use IPP and AMS systems
- vi) 100% of MAs and international teams adopt the “New Zealand Way” of play
- vii) 10% increase in number of umpires at level 4 or above
- viii) 10% increase in number of registered scorers at level 5 or above




MORE PLAYERS







MORE PLAYERS

We will inspire the next generation of players

 **Develop** junior recruitment plan that integrates and leverages our products, players and commercial partners

 **Grow** the youth player numbers and quality through programmes that directly support and drive MA youth and college cricket

 **Drive** social/informal participation and re-engage lapsed participants

- **Organise** cricket's delivery system for maximum and sustained growth:
 - i) Collective approach to working with local authorities and schools to protect and enhance playing facilities
 - ii) Recognise, support and link the cricket community including volunteers, clubs and associations
 - iii) Attract, develop and retain high quality coaches, umpires & scorers
- i) Reach of junior development programmes into primary and intermediate schools increases by 10% (April 2012: 1,000 out of 2,000 schools)
- ii) Grow youth player numbers by 5% p.a. (2011: 19,958)
- iii) Increase female participation in cricket to 20,000 (2010/11: 14,000)
- iv) 10% growth in coaches and volunteer numbers (2011: 1,200 coaches)
- v) 10% growth in registered umpires and scorers (2011: 325 active umpires; 50 scorers)




MORE FANS








MORE FANS

We will take cricket to more people than ever before

 **Develop** a clear market position and offering for each NZC product, including Test, Twenty20 and ODI cricket

 **Position** the BLACKCAPS brand as a leading sports brand

 **Transform** and elevate the domestic offering to take the game to more people - at venue, via broadcast, new channels

 **Drive** targeted interactions and communications with market segments via an integrated direct marketing, social media and database strategy



Develop

programmes to actively convert participants into fans

- i) Total viewer hours of any cricket on Sky increase by 25% (2011: 29m viewer hours)
- ii) Double the average paid attendance for Men's Domestic Twenty20
- iii) Average attendances at international matches increase by 15% comparable to similar tours
- iv) Interest in Cricket Index increases by 15%
- v) Achieve 100,000 followers of cricket on social media (April 2012: 33,000)
- vi) Double the income from sales of merchandise
- vii) Increase & maintain passion levels for cricket to 60% during, and 40% post CWC2015
- viii) Professional players better known and aspirational



GOOD GOVERNANCE





GOOD GOVERNANCE

We will transform NZC structures & processes to drive performance



Implement best practice lines of governance for NZC and its constituent members




Overhaul the domestic cricket operating model, clarifying roles and responsibilities of NZC, MAs, districts, clubs and schools, and introducing franchising and/or performance based participation agreements



Adopt processes and systems to drive efficiencies and effectiveness across cricket



Work closely with CWC2015 Local Organising Committee (LOC) to provide resource and expertise where required

 **Develop** and drive a separate business approach for females in cricket

- i) **80%** of stakeholders say NZC is effectively leading cricket (2011 stakeholder survey: 17%)
- ii) 80% of employees and contractors would recommend NZC as a great place to work (2011 JRA survey: 66.4%)
- iii) Double the commercial value of our men's domestic competitions
- iv) CWC2015 legacy created as measured by CWC scorecard




FINANCIAL SUCCESS








FINANCIAL SUCCESS


We will maximise, diversify & secure NZC revenue streams


 **Generate** certainty of revenue from broadcast partners

 **Elevate** the quality, value and management of our products to maximise core revenue streams, providing greater opportunities to our partners and stakeholders

 **Grow** new revenue streams by taking NZC to new markets both locally and internationally

 **Manage** costs and address key business risks responsibly across cricket in New Zealand

 **Maximise** the financial contribution from CWC2015

 **Promote** and support MA independence to run their respective areas and encourage fiscal responsibility

In relation to the NZCPA/NZC Master Agreement:

- i) Exceed revenue targets for broadcast, sponsorship and other revenue categories
- ii) Achieve the revenue target for CWC2015
- iii) Maximise reserves for NZC







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