

# All of Game Strategy



**Vision: Inspire and Unify through Rugby**

# Values

## TE ARA RANGATIRA - THE RUGBY WAY

### BE WELCOMING TE POU MAIOHA

Rugby is a game for all, regardless of our backgrounds, beliefs, or identity

### BE OUR BEST TE POU HIRANGA

We strive for excellence on and off the field, driven by a belief that rugby can improve people's lives

### BE PASSIONATE TE POU IHIIHI

Rugby is more than just a game, it builds communities and fosters a lifelong love of the game

### PLAY FAIR TE POU TIKA

We do what we say we'll do, acting with honesty and integrity at all times

# Four Inter-dependent Strategic Objectives



# Engage & Align All Stakeholders & Partners

## What success looks like:

- A clearly articulated and understood strategic plan, committed to by the whole game.
- Agreed operating models (how we work together), investment plans and outcomes – whenever we invest money, we have a clear understanding of the financial and/or social return we expect to achieve.
- Regular, meaningful and supportive communication between all stakeholders and partners.
- Healthy and constructive relationships with commercial partners and the media.
- A highly positive public perception of the game.

## What NZR will focus on:

- » Develop a Strategic Plan, engage all stakeholders to refine the plan, agree the plan and collectively commit to and implement the plan.
- » Discuss and agree operating models, investment requirements, and return on investment expectations.
- » Establish regular and meaningful communication with all stakeholders and partners.
- » Reset relationships and our operating model with the media.
- » Present a united, accessible, inspiring, modern and well-run sport to the public.
- » Work with World Rugby to support global financial sustainability, player welfare and new competition structures.



# Maintain & Grow a Thriving Community Game

## What success looks like:

- Increased junior level participation.
- Increased teenage player retention.
- Increased club playing, coaching, refereeing and administration numbers.
- Popular, well-supported, financially sustainable provincial and club competitions.
- Improved club health across the rugby system.

## What NZR will focus on:

- » Develop and agree a partnership operating model with Provincial Unions, the NZ Māori Rugby Board and other relevant bodies to deliver community rugby development initiatives.
- » Create fit-for-purpose rugby formats for different ages and abilities.
- » Invest in national, regional and local competitions.
- » Ensure all volunteers (coaches, referees, managers and administrators) have fun, get development opportunities and meaningful experiences in the game.
- » Ensure all players have access to effective coaching, pathways for development and support to achieve their goals.
- » Establish a clear and appealing rugby brand across the country, supporting effective recruitment.
- » Reduce the risk of injury.



# Teams in Black Winning

## What success looks like:

- Teams in Black consistently win pinnacle events, major series and maintain and enhance historic winning percentages.
- Teams in Black style of play reflects our identity as a rugby nation.
- Teams from New Zealand express and celebrate the culture of Aotearoa/New Zealand.
- Player and coach development pathways, and competitions that attract tribal fans, are financially successful and keep our professional players and coaches in New Zealand.
- Rugby continues to contribute to our national identity, bring communities together, express our culture and promote youth development.
- New Zealand plays a leadership role in shaping the global game.

## What NZR will focus on:

- » Identifying and developing professional players who perform under pressure.
- » Performance environments that prioritise constant improvement, welfare and cultural authenticity.
- » Developing coaches and support staff with superior game expertise and innovation.
- » Aligned investment in player retention, facilities and technology across the High-Performance system.
- » Competitions and experiences that support success on the international stage.



# A Successful, Growing & Profitable Business

## What success looks like:

- NZR is renowned for the quality of its sports governance and management.
- Strong and sustainable revenue growth across the media rights and sponsorship cycle.
- Sustainable annual cashflow sufficient to fund annual operations and investment for the future.
- The All Blacks & Black Ferns are the No. 1 global rugby brands with the highest number of engaged fans.
- NZR maintains a roster of sponsors, media and commercial partners of the highest quality.
- The business has a strong balance sheet.
- All important business relationships are healthy and constructive.

## What NZR will focus on:

- » Attract and develop top talent, embed a culture of innovation and execution, and optimise governance systems.
- » Invest in priority brands and product.
- » Grow our international fan base through engaging content, marketing and matches, and leverage this to drive increased media rights and sponsorship income.
- » Invest in and manage important business partnerships.
- » Play a leadership role with World Rugby to create a more profitable, sustainable global game and ensure remunerated fairly for the contribution we make.
- » Manage costs and de-risk the balance sheet.

