

# A NATION WHERE *HOCKEY MATTERS*

**BUSINESS & BRAND STRATEGY 2013-17**



**ENGLAND  
HOCKEY**





## OUR VISION

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# A NATION WHERE HOCKEY MATTERS

Our vision is for England to be a Nation Where Hockey Matters. A nation where hockey is talked about at dinner tables, playgrounds and public houses, up and down the country. A nation where our sport is on the back pages of our newspapers, where children dream of scoring a goal for England's senior hockey team, and where our performance stirs up emotion amongst the many, not the few.

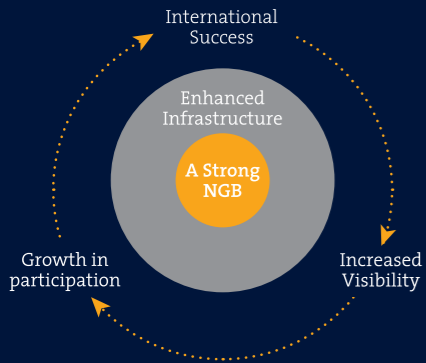
Our sport has many qualities. It's exciting, dynamic, open to all ages and abilities and possesses a willingness to innovate and look forward. It is played by men, women and children who have developed a love of the game, of scoring a goal, of the camaraderie that comes from being part of a team and of the sense of belonging from allegiance to a club.

England Hockey aspires to deepen the passion of those who play, deliver and follow our great sport by providing the best possible environments and the best possible experiences. Meanwhile, we want to reach out to new audiences by making our sport more visible, available and relevant and through the many advocates of hockey.

This guide explains how we are going to move closer to this vision over the next four years through the delivery of five, strategic aims. It also explains the values that will guide England Hockey's thinking and actions during this period and the personality that representatives of England Hockey will aspire to demonstrate as we lead the Hockey Nation towards our shared vision.

# OUR PHILOSOPHY

## OUR PHILOSOPHY STEMS FROM OUR VIRTUOUS CIRCLE



We know that delivering success on the international stage stimulates the nation's pride in their hockey team and, with the right events in place, we will attract interest from spectators, sponsors and broadcasters alike. The visibility that comes from our success and our occasions will inspire young people and adults to follow in the footsteps of their heroes and, if the right opportunities are there to meet their needs, they will play hockey and enjoy wonderful experiences.

Underpinning all this is the infrastructure which makes our sport function. We know the importance of our volunteers, coaches, officials, clubs and facilities. The more inspirational our people can be, the more progressive our processes can be and the more befitting our facilities can be, the

more we will achieve for our sport. England Hockey will enable this to happen and we are passionate about our role within the sport. We will lead, support, counsel, focus and motivate the Hockey Nation and work tirelessly towards our vision.

Our philosophy brings together the broad range of work we do and shows the importance of the relationships between international and grassroots, between commercial and community. We believe that progress and success in one area helps us to achieve more in another and working together towards a shared vision will strengthen all we deliver. In reading this, we hope you will see the important part you can play.

# OUR AIMS

1. Grow our Participation
2. Deliver International Success
3. Increase our Visibility
4. Enhance our Infrastructure
5. Be a strong and respected Governing Body



# 1. GROW OUR PARTICIPATION

## PROVIDE FORMAL AND INFORMAL PLAYING OPPORTUNITIES FOR ADULTS AND YOUNG PEOPLE TO INCREASE PARTICIPATION AND ENSURE A VIBRANT FUTURE FOR OUR SPORT

### WE WILL:

#### 1. Grow the number of adults playing regularly in our club network by

- Working with universities, schools and colleges to deliver quality playing experiences and clear pathways to club hockey.
- Working with regional and local leagues, and our affiliated clubs, to deliver the highest quality playing experience and appropriate competition frameworks.
- Developing more opportunities for over 40s to play hockey.
- Delivering a quality programme of competitions that meet the needs of players and clubs.

#### 2. Grow the number of young people playing hockey in schools and clubs by

- Developing more relationships between clubs and primary and secondary schools.
- Working with clubs to increase the number of junior hockey sessions being provided.
- Delivering a quality programme of competitions that meet the needs of players, schools and clubs.

#### 3. Grow the numbers of adults and young people playing informal hockey by

- Setting up opportunities to play Quicksticks in community sites.
- Increasing the opportunities to play Rush Hockey at schools, colleges, universities, clubs and community sites.
- Increasing the opportunity for women to take part in Back to Hockey sessions at clubs and community sites.





## 2. DELIVER INTERNATIONAL SUCCESS

**RAISE THE BAR OF  
ATHLETE AND COACH  
DEVELOPMENT  
TO SYSTEMICALLY  
CREATE WORLD  
CLASS PERFORMERS,  
INTERNATIONAL SUCCESS  
AND POSITIVE ROLE  
MODELS FOR OUR SPORT**

**WE WILL:**

1. Review and refine our world-class senior environment to continue to challenge for medals at world level by:
  - Persisting in a culture of ambition, focus and commitment throughout our teams.
  - Aligning world-leading best practice across the teams.
  - Managing athletes commercial commitments to ensure appropriate lifestyle balance.
  - Ensure we deliver an optimal programme for the preparation of the GB teams to Rio 2016.
2. Ensure the single system continues to be an effective developmental pathway by:
  - Implementing an effective evidence based 'talent development strategy' that is engaging for athletes and coaches.
  - Designing and implementing an effective and evidence based 'coach development strategy' that serves the needs of the talent and participant development strategy.
  - Ensuring there is frequent quality of contact for our identified talent to enable a cultivation of a generation of world class players.

### 3. INCREASE OUR VISIBILITY

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#### DELIVER HIGH PROFILE, HIGH QUALITY DOMESTIC AND INTERNATIONAL EVENTS THAT INCREASE SPECTATOR NUMBERS, BROADCAST COVERAGE AND EVENT SPONSORSHIP

#### WE WILL:

##### 1. Deliver an annual programme of events to provide opportunities to watch high quality hockey by

- Developing the Maxinutrition Hockey 5s to deliver high quality experiences for spectators, sponsors and broadcasters.
- Developing the Investec London Cup to deliver high quality experiences for spectators, sponsors and broadcasters.
- Investing in the top level domestic game to deliver a product that will generate significant growth in spectator and media interest.

##### 2. Stage more international hockey matches and tournaments by

- Hosting more one off internationals at Queen Elizabeth Olympic Park or at venues across the country.
- Delivering the 2015 EuroHockey Championships to the highest standard.
- Winning the rights to host and successfully delivering at least one other world level event.

##### 3. Secure more TV coverage for our sport by

- Negotiating guaranteed coverage of England Hockey owned major domestic and international events.

- Working with the FIH and EHF to secure consistent coverage of world and European level events.
- 4. Increase our brand equity and change the mainstream perceived view of our sport by

- Delivering high quality and inspirational marketing and communications to engage media and new audiences.
- Developing and implementing a clear brand strategy with a consistent corporate identity.
- Positioning men's, women's and junior hockey and using national role models to ensure our sport is relevant to the widest group of people.



## 4. ENHANCE OUR INFRASTRUCTURE

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### IMPROVE THE PLAYING EXPERIENCE BY ENHANCING FACILITIES, COACHING, OFFICIATING AND THE SUPPORT WE OFFER TO OUR CLUBS, VOLUNTEERS AND STAKEHOLDERS

#### WE WILL:

- 1. Develop and implement strategies for clubs, facilities, volunteers and umpires**
  - Support our clubs by providing quality tools and advice that will help clubs to develop and grow. This will help clubs to have a skilled and motivated volunteer workforce who will be able to provide the best possible experience for players and supporters.
  - Implement our facilities strategy which aims to systematically support clubs to protect existing facilities and secure new opportunities where there is demand for hockey. We will work closely with key national and local agencies to secure investment. Refurbishing club and single system pitches will be the top priority.
- Deliver our officiating strategy which will improve the experience for players and umpires by supporting the development of appropriately qualified and trained officials at all levels of the game. Develop a quality assured umpire awards structure and implement the plan for technical officials development.
  - Develop more volunteers by continuing the Hockey Maker programme to support our events. We will also improve the tools and advice we offer our schools, clubs and regional and county associations to help recruit and retain volunteers.

### 2. Develop and implement a strategy for coaching

- Review, develop and deliver a coaching strategy that engages and increases the quality and quantity of coaches at all levels of the game. In support of this we will develop resources that inform and enthuse a culture of continuous learning.



## 5. BE A STRONG AND RESPECTED GOVERNING BODY

**CONTINUE TO MAINTAIN THE HIGHEST GOVERNANCE STANDARDS AND DIVERSIFY OUR SOURCES OF REVENUE TO REDUCE OUR RELIANCE ON GRANT INCOME**

**WE WILL:**

### 1. Grow our sponsorship and non-grant income by

- Securing new Official Partners, Official Suppliers and The 1908 Club members and delivering a quality service and experience to existing commercial partners.
- Growing our retail and licensing programme.
- Staging non-matchday events.

### 2. Listen to our members and customers to deliver improved experiences by

- Providing an engaging and relevant membership scheme for coaches and umpires.
- Running and acting upon an annual customer satisfaction survey.
- Expanding our club engagement programme to provide excellent value for affiliation.
- Build stronger relationships with club players by providing engaging, valuable content.

### 3. Become recognised as a leading governing body both nationally and internationally by

- Expanding our international influencing programmes to ensure England is well represented.
- Delivering an England Hockey HR strategy to increase staff satisfaction and performance.
- Ensuring our code of ethics and policy on safeguarding are up to date.
- Exceeding funding partners requirements on good governance.







## OUR BRAND

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**THE ENGLAND HOCKEY  
BRAND LIVES THROUGH  
OUR STAFF, OUR PLAYERS,  
OUR VOLUNTEERS,  
OUR CLUBS, OUR  
FACILITIES, OUR VISUAL  
IDENTITY AND THE  
HOCKEY EXPERIENCES  
PEOPLE HAVE**

Brands begin life as a mark of ownership. Now they help us to distinguish between things and make informed choices. We develop an interest in brands because they promise something which appeals to us. We develop loyalties to brands who deliver what they promise.

The following pages set out the fundamental principles behind the England Hockey brand.

- Our vision
- Our identity
- Our values
- Our personality



## **OUR VISION**

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**ENGLAND HOCKEY IS AMBITIOUS ABOUT OUR SPORT AND ITS FUTURE. OUR VISION IS FOR:**

**A NATION WHERE HOCKEY MATTERS**



## OUR IDENTITY

Your identity is what makes you who you are. It is how you look in an instant but also the representation of deeper held values and your personality type.

England Hockey's logo is the most obvious and emotive manifestation of our identity. It is supported by fonts, colours, style of image and tone of voice. It is our umbrella brand which embraces other Hockey Nation brands such as our participation products and our events; it is the gold thread throughout the way we present ourselves.



ENGLAND  
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## OUR VALUES

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When you know what values someone has, you can predict what they will think about certain issues. You know what to expect from them. Your perception of their values is formed by your experience of them from how they look, to what they say, and what they do. People form their impressions of England Hockey through exactly the same process.

England Hockey's values are what we believe in. They guide our thinking and our decision-making. We will navigate towards our vision whilst remaining true to these values and we hope to instil these values throughout the Hockey Nation.

### WHAT WE BELIEVE IN

Four values guide our thinking and actions :-

1. Teamwork
2. Pride
3. Respect
4. Openness

# OUR VALUES - WHAT WE BELIEVE IN



## 1. TEAMWORK

We are a team sport where people unite behind a shared goal, whether it is playing a match, running a hockey club or putting on an event. We believe individually we can achieve much but together we can achieve more. Our mindset is one of co-operation and collaboration. We are prepared to tackle those who do not have our team's best interests at heart and appreciate the varied contributions of those around us.



## 2. PRIDE

We have pride in our sport and the quality of our work. We are proud of our national teams as they stride onto the pitch, of a woman's courage in playing for the first time since school and of a young boy scoring his first ever goal. We understand that everyone in the Hockey Nation has their own ambitions and we believe in our sport's ability to engender a sense of fun, confidence and pride.



## 3. RESPECT

We hold our sport, its values and its traditions in high esteem. We are committed to earning the respect of others in the way we behave, we are self-aware and we believe in being unfailingly courteous to those around us. We are respectful of our teammates, our opposition, our coaches and our officials, both on and off the pitch. As the profile of our sport grows, we will retain our humility.



## 4. OPENNESS

We believe in being open to new people, new ideas and new methods. We want to increase the opportunities for people to play their part in the Hockey Nation and we understand England Hockey's role in helping to create welcoming and friendly environments. Our preparedness to evolve and adapt will help ensure that hockey is accessible and attracts a diverse range of people.



## OUR PERSONALITY

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When you know what personality someone has, you can predict how they will behave in certain circumstances. Strong brands have a distinct personality, a particular style that distinguishes them from those around them.

England Hockey's personality is how want to be perceived. What we say and what we do should demonstrate this style. We hope that everyone involved in the Hockey Nation will join us in demonstrating these qualities in their demeanour and approach.

## WHAT WE DEMONSTRATE

Four behaviours shape our personality :-

1. **Ambition**
2. **Integrity**
3. **Focus**
4. **Inspiration**

# OUR PERSONALITY - WHAT WE DEMONSTRATE



## 1. AMBITION

With energy and enthusiasm, we aspire to achieve more than we have done before. We wish to instil ambition within the Hockey Nation by encouraging individuals to make the most of their talents and by providing an exciting vision for our sport. We will exude confidence but not arrogance, always retaining a sense of perspective.



## 2. INTEGRITY

We are honest, open and fair. We listen to the opinions of those around us and make decisions that are both informed and considered. We have the best interest of the Hockey Nation at heart and behave with responsibility as custodians of our sport. We look for these virtues in others.



## 3. FOCUS

We concentrate our energies on achieving our goals. We take ownership of our personal contributions and are accountable for our own performances. We care deeply about the smallest detail, we are committed to delivering to the highest possible standards and we will do our best to overcome the challenges that confront us.



## 4. INSPIRATION

We will lead energetically, initiate confidently, challenge constructively and motivate through our words, actions and decisions. We will strive to inspire the next generation of hockey enthusiasts, in whichever role they choose, to continue along the path towards a Nation Where Hockey Matters.

## MAKING IT WORK

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Wherever you are in the Hockey Nation, we hope this booklet has inspired you.

We truly believe that whatever your age, ability, location or desire, there is an opportunity for you to excel in hockey. From inspiring young players as a coach, to supporting your club, volunteering at events or picking up a stick for the very first time, you are welcome to join the Hockey Nation.



## CONTACT

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For further information or to understand more about our 2013–17 Strategy or Brand Identity, please visit [englandhockey.co.uk](http://englandhockey.co.uk) or call the Commercial Team on 01628 897500.

To find out how you can become involved in the Hockey Nation, visit [www.hockeynation.info](http://www.hockeynation.info)





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